

# Employee Retention and Employee Motivation of Selected Nurses in Private Hospitals in General Santos City

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## ABSTRACT

Retaining employees continues to be a significant issue in the healthcare industry, especially among nurses, as elevated turnover rates can interfere with patient care and place a strain on hospital resources. However, there were limited studies on the employee retention and employee motivation among nurses in private hospitals in General Santos City. For this reason, this study aimed to determine the level of nurses' motivation and its effect towards retention. Correlational methods of research were used. The study involved one hundred(100) full-time nurses. An adopted questionnaire was used. The findings revealed that the employee retention is high in terms of good working relationships with colleagues, as it suggests a positive work environment where team members feel valued, supported, and connected, fostering loyalty and satisfaction. It is also high in terms of fair promotion practices, this means that employees feel valued and motivated because opportunities for advancement are distributed equitably based on merit, fostering trust and long-term commitment to the organization. Further, employee motivation is high in terms of emotional investment in an organization, they feel a strong sense of purpose, passion, and commitment toward their work, which drives their dedication and overall performance. When it comes to a high level of organizational commitment, it indicates that employees are more invested, devoted, and committed to the organization's objectives, principles, and future prosperity. It was also revealed that most of the factors in employee motivation have a substantial impact on the sub-variables of employee retention.

**Keywords:** Employee Retention, Employee Motivation, Nurses

## INTRODUCTION

Employee retention and motivation are critical challenges in the health care industry, particularly among nurses in General Santos City, who comprise hospital operations' backbone. Nurses play an indispensable role in delivering quality care, managing patient outcomes, and ensuring the efficient functioning of healthcare systems. However, high turnover rates and declining motivation among nursing staff have become significant concerns, causing risks to healthcare quality and organizational stability. Motivation is one significant factor that urges employee to give their best, execute, and help in achieving the organization objectives. This means that a positive and inspiring workplace will empower the workers. Consequently, negative environment will decrease employee motivation. The study like Nurdiana et al. (2019) accentuated that formulating a proper nurse retention strategy is of increasing necessity due to the considerable global challenges facing healthcare sectors arising from

substantial nurse shortages. Also, Efendi et al. (2019) highlighted the data from the World Health Organization indicating a nurse shortage in the health sector. This issue is a significant concern that amplifies the overall quality of care provided.

In fact, Gomathy (2022) revealed that to meet the company's goal, employee motivation is necessary. Additionally, Matej (2022) mentioned worker's productivity and organizational culture as determining factors that affects organizational performance. Therefore, motivation is necessary. Meanwhile, Al-suraihi (2021) identified that employees leave their work because of workplace expectations, lack of training and opportunities, devalued and unrecognized.

Therefore, this study explores the dynamic interplay between employee retention and employee motivation among the selected nurses in private hospitals in General Santos City. By examining the factors that affect nurses' retention and level of motivation among nurses, this research aimed to identify the factors that influence nurses' decision to stay or leave their positions and the role of motivation in shaping their engagement and commitment to their work.

Moreover, by understanding these factors, hospitals can develop strategies that improve nurse satisfaction, reduce turnover, and enhance the quality of patient care.

### **Objectives of the Study**

This study aimed to assess the employee retention and employee motivation of selected nurses in private hospitals in General Santos City. Specifically, it sought to provide answers to: 1.) The level of employee retention on the selected nurses in the private hospitals in General Santos City. 2.) The level of employee motivation among the selected nurses in the private hospitals in General Santos City. 3.) The relationship between the level of employee retention and employee motivation among the selected nurses in the private hospitals in General Santos City.

## **METHODOLOGY**

This study employed the descriptive-correlative type of research method to determine the employee retention and employee motivation of selected nurses in private hospitals in the City of General Santos. The correlational method was used to determine the strength of the relationship between employee retention and employee motivation of selected nurses in private hospitals in General Santos City.

The study was conducted to the four (4) private hospitals in General Santos City, namely: Sarangani Bay Specialists Medical Center, Inc. (SARMED) at Makar Junction, National Highway, Apopong; Socsargen County Hospital (SOCSARGEN) on Arradaza Street; Mindanao Medical Center, Inc. (MMC) on Mabuhay Road; and Gensan Medical Center (GMC) on Calumpang Highway. The stratified random sampling technique was used to select 100 respondents with equal distribution from four private hospitals. This equal allocation ensures that data collected reflects diverse perspectives and practices from all included hospitals, avoiding potential bias from over-representation of any single hospital. The selection approach aimed to capture comprehensive insights into the operational, administrative, or clinical aspects under investigation. Also, the even distribution facilitates comparative analysis among the hospitals, enabling the study to identify patterns, similarities, or disparities in practices or outcomes across the different facilities. Moreover, nurses working on a part-time basis, as their work schedules and responsibilities may differ significantly from those of full-time nurses, potentially influencing the study outcomes were excluded in this study.

There were two instrument used in the study. Part 1 was adopted from the study of Rana & Shakya (2021) to determine the level of employee retention composed of 15-item scale namely, remuneration (5), promotion (5) and work environment (5). Part 2 to determine the level of employee motivation was adopted from the study of Selma (2011). It was an 15-item scale composed of affective (5), continuance (5) and normative (5). Prior to data collection, the researchers obtain permissions, approval and take several ethical considerations to assess the motivation of nurses towards retention in selected private hospitals in General Santos City. Data collected were interpreted using a five-point Likert scale 5-Strongly Agree to 1-Strongly Disagree.

The researchers employed weighted mean and Pearson r to treat the data gathered. To test the normality of the data gathered, Kolmogorov-Smirnov Test were used. Finally, all data were tested at  $\alpha = 0.05$  level of significance.

## RESULTS AND DISCUSSIONS

The analysis of the highest and lowest mean scores in Table 1 in the context of employee retention related to remuneration reveals significant insights into employee perceptions, with an overall mean of 3.43. The statement regarding the timely payment of salary received the highest mean score of 3.85, categorized as

"Agree," indicating that employees generally feel positive about the promptness of their salary payments, which is crucial for their financial stability and overall job satisfaction. In contrast, the statement "The salary is higher in this organization compared to other private hospitals" recorded the lowest mean score of 3.14, classified as "Moderately Agree." This suggests that while employees are reasonably satisfied with their salaries, they perceive their compensation as less competitive compared to similar organizations in the healthcare sector. As perceived by Onyekwelu et al., (2020) that a good and attractive remuneration will increase the organization's productivity and competitiveness. Similarly, Rahmawati & Nadjib (2023) mentioned two effective remuneration systems, the financial and motivational needs of employees that can improve hospital performance, increase patient satisfaction, and enhance employee retention.

**Table 1: Level of Employee Retention in terms of Remuneration**

REMUNERATION	Mean	Description
1. The salary I earn is adequate to meet my desires, needs, and aspirations.	3.50	Agree
2. Salary raises are regular in this organization.	3.25	Moderately Agree
3. The financial incentives such as bonuses and allowances are fair and transparent.	3.42	Moderately Agree
4. The salary is higher in this organization compared to other private hospitals.	3.14	Moderately Agree
5. Timely payment of salary in this organization.	3.85	Agree
<b>Overall Mean</b>	<b>3.43</b>	<b>Moderately Agree</b>

The analysis of the mean scores related to employee retention in Table 2 in terms of promotion reveals a generally positive perception among employees regarding the promotion processes within the organization. The highest mean score of 3.68, categorized as "Agree," pertains to the statement "The promotion process in this organization is transparent and fair." This indicates that employees feel confident about the fairness and clarity of the promotion procedures, which is essential for fostering trust and motivation in the workplace. Conversely, the lowest mean score of 3.33, classified as "Moderately Agree," relates to the statement "Reward and recognition for outstanding performance are given in this organization." This suggests that while employees acknowledge the promotion process as fair, they perceive a gap in how outstanding performance is recognized and rewarded. The overall mean score of 3.54 signifies a favorable view towards promotions, yet the lower score on recognition highlights an area for improvement that could enhance employee satisfaction and retention further. In the study of Devera (2021), revealed that nurses feel satisfied with the personal development programs in their workplaces, like opportunities for promotion and benefits. Garba & Idris (2021) mentioned that promotion is essential to keep employees motivated to contribute to workplace success.

**Table 2: Level of Employee Retention in terms of Promotion**

PROMOTION	Mean	Description
1. The promotion process in this organization is transparent and fair.	3.68	Agree

2. Promotion is always based on merit in this organization rather than favoritism.	3.63	Agree
3. I feel my work is evaluated based on a fair system of performance standards.	3.55	Agree
4. Managers discuss evaluation results with employees in a constructive manner.	3.53	Agree
5. Reward and recognition for outstanding performance are given in this organization.	3.33	Moderately Agree
<b>Overall Mean</b>	<b>3.54</b>	<b>Agree</b>

The analysis in Table 3 of the mean scores related to employee retention in terms of the work environment reveals a strong overall sentiment among employees. The highest mean score of **3.83**, categorized as "**Agree**," corresponds to the statement "I have good working relationships with my colleagues." This indicates that employees value their interpersonal connections at work, which is crucial for fostering a collaborative and supportive atmosphere. On the other hand, both statements regarding "My organization provides adequate equipment and supplies" and "Flexible work schedule is in this organization" recorded the lowest mean score of **3.54**, classified as "**Agree**." This suggests that while employees generally feel positive about their work environment, there may be concerns regarding the adequacy of resources and flexibility in scheduling. The overall mean score of **3.69** reflects a favorable perception of the work environment, yet addressing the areas with lower scores could further enhance employee satisfaction and retention. Hewison et al (2022) identified that a develop, maintain and improve work environment promote retention of quality staff. Also, Al-suraihi et al, (2022) stressed that negative working environment increase burnout and turnover causing the employees to leave the organization.

**Table 3: Level of Employee Retention in terms of Work Environment**

<b>WORK ENVIRONMENT</b>	<b>Mean</b>	<b>Description</b>
1. I feel I have job security.	3.75	Agree
2. I feel the safe working environment in this organization.	3.78	Agree
3. I have good working relationships with my colleagues.	3.83	Agree
4. My organization provides adequate equipment and supplies.	3.54	Agree
5. Flexible work schedule is in this organization.	3.54	Agree
<b>Overall Mean</b>	<b>3.69</b>	<b>Agree</b>

The analysis of employee retention as summarized in Table 4 reveals varying levels of agreement across different factors, with the work environment receiving the highest mean score of 3.69, categorized as "Agree." This suggests that employees feel positively about their working conditions, which are crucial for fostering satisfaction and retention. Following closely is the promotion factor, with a mean score of 3.54, also classified as "Agree," indicating that employees perceive the promotion processes as relatively fair and merit-based, contributing to their motivation to stay with the organization. In contrast, remuneration has the lowest mean score at 3.43, categorized as "Moderately Agree," suggesting that while employees are somewhat satisfied with their compensation, there is room for improvement in this area to enhance overall retention. The overall weighted mean score for employee retention stands at 3.55, reinforcing a generally favorable view among employees regarding retention factors. Collectively, these findings highlight the importance of a supportive work environment and fair promotion practices while indicating that competitive remuneration remains a critical area for organizational focus to improve employee retention further.

**Table 4: Summary Table on the Level of Employee Retention**

EMPLOYEE RETENTION	MEAN	INTERPRETATION
Remuneration	3.43	Moderately Agree
Promotion	3.54	Agree
Work Environment	3.69	Agree
<b>Overall Mean</b>	<b>3.55</b>	<b>Agree</b>

The analysis in Table 5 of the mean scores related to employee motivation in terms of affective factors reveals a generally positive sentiment among employees regarding their emotional connection to the organization. The highest mean score of **3.66**, categorized as "**Agree**," pertains to the statement "I really feel as if this organization's problems are my own." This indicates a strong sense of ownership and responsibility among employees, suggesting they are emotionally invested in the organization's success. Conversely, the statement "I adopt the objectives of this hospital" received the lowest score at **3.31**, categorized as "**Moderately Agree**," indicating that alignment with organizational goals may not be as strong as desired. The overall mean score of **3.52** reflects a favorable view toward affective motivation, yet addressing the areas with lower scores could enhance employees' sense of belonging and alignment with organizational objectives, further boosting their motivation and engagement.

As cited by Eleap Editorial Team (2024), employees with strong affective motivation genuinely enjoy being part of the organization and are likely to remain loyal and committed. Moreover, committed employees help foster a positive organizational culture, which further encourages employees to remain. However, nurses may feel emotionally connected to their work, but factors such as workload, pay, job stress, lack of support, and career development opportunities also play a major role in retention. To retain employees, Ain (2024) mentioned that the organizations should have a motivating plan. Similarly, Maduka (2024, emphasised that employers should have a continuous pay policies to attract, motivate, retain and satisfy employees.

**Table 5: Level of Employee Motivation in terms of Affective.**

AFFECTIVE	Mean	Description
1. I really feel as if this organization's problems are my own.	3.66	Agree
2. I do not feel a strong sense of belonging to my organization.	3.36	Moderately Agree
3. I think that I am proud to be an employee of this hospital.	3.62	Agree
4. I feel my job in this hospital is like my own specific job.	3.64	Agree
5. I adopt the objectives of this hospital.	3.31	Moderately Agree
<b>Overall Mean</b>	<b>3.52</b>	<b>Agree</b>

The analysis in Table 6 of the mean scores related to employee motivation in terms of continuance reveals a mixed but generally cautious sentiment regarding employees' attachment to the organization. The highest mean score of **3.72**, categorized as "**Agree**," corresponds to the statement "It would be hard for me to leave my organization right now, even if I wanted to." This indicates a strong sense of commitment or entrapment, suggesting that employees feel a significant connection to their current roles. Conversely, the lowest mean scores are observed for the statement "I feel that it is more difficult to leave this hospital over time," with scores of **2.99**, classified as "**Moderately Agree**." These lower scores suggest that while employees may feel a certain level of attachment, there is also an acknowledgment of the challenges associated with transitioning to a new workplace, indicating some ambivalence about their long-term commitment. The overall mean score of **3.34**,



classified as "**Moderately Agree**," reflects a cautious perspective on continuance motivation, highlighting that while employees may feel anchored in their roles due to personal investment and perceived difficulties in leaving, there are underlying uncertainties that could influence their future decisions regarding employment. Addressing these concerns could enhance overall employee satisfaction and retention. Kasogela (2019) mentioned that employee continuance is affected by intrinsic motivation. In fact, Elkady et al (2021) revealed that for nurses to be committed, the hospitals should provide living allowances like meals and transportation especially those nurses living in far areas.

**Table 6: Level of Employee Motivation in terms of Continuance**

CONTINUANCE	Mean	Description
1. It would be hard for me to leave my organization right now, even if I wanted to.	3.72	Agree
2. Too much of my life would be disrupted if I decided to leave my organization right now.	3.43	Moderately Agree
3. If I had not already put so much of myself into this organization, I might consider working elsewhere.	3.53	Agree
4. It would be hard for me to get used to a new workplace.	3.04	Moderately Agree
5. I feel that it is more difficult to leave this hospital over time.	2.99	Moderately Agree
<b>Overall Mean</b>	<b>3.34</b>	<b>Moderately Agree</b>

The analysis of the mean scores in Table 7 related to employee motivation in terms of normative factors reveals a moderate sense of obligation and loyalty among employees towards their organization. The highest mean score of **3.54**, categorized as "**Agree**," relates to the statement "I would not leave my organization right now because I have a sense of obligation to the people in it." This indicates that employees feel a strong commitment to their colleagues and the organizational community, suggesting that interpersonal relationships play a significant role in their decision to stay. In contrast, the lowest mean score of **3.02**, classified as "**Moderately Agree**," corresponds to the statement "I think it is necessary to show my loyalty to this hospital." This suggests that while employees recognize a sense of obligation, there may be some ambivalence regarding the necessity of loyalty as a motivating factor. The overall mean score of **3.27**, classified as "**Moderately Agree**," suggests that while there is a foundation of loyalty and obligation among employees, it may not be robust enough to serve as a primary motivator for retention. Addressing these sentiments could enhance employees' normative commitment and strengthen their connection to the organization, ultimately fostering a more engaged workforce.

**Table 7: Level of Employee Motivation in terms of Normative**

NORMATIVE	Mean	Description
1. I would not leave my organization right now because I have a sense of obligation to the people in it.	3.54	Agree
2. This organization deserves my loyalty.	3.45	Moderately Agree
3. I would feel guilty if I left my organization	3.23	Moderately Agree
4. It would not be right to break my relationships by leaving this hospital.	3.11	Moderately Agree
5. I think it is necessary to show my loyalty to this hospital.	3.02	Moderately Agree
<b>Overall Mean</b>	<b>3.27</b>	<b>Moderately Agree</b>

The analysis of employee motivation, as presented in Table 8, indicates varying levels of agreement across different motivational dimensions. The affective dimension leads with a mean score of 3.52, categorized as "Agree," suggesting that employees feel a strong emotional connection to their organization and are motivated by a sense of belonging and pride in their work. Following this, the continuance dimension has a mean score of 3.34, classified as "Moderately Agree," indicating that employees recognize a sense of obligation to their organization, though this commitment may not be as robust as their emotional attachment. The normative dimension scores the lowest at 3.27, also categorized as "Moderately Agree," reflecting a more cautious perspective where employees feel somewhat tethered to the organization due to personal investments and perceived difficulties in leaving, rather than a strong desire to stay based on motivation. The overall weighted mean for employee motivation stands at 3.38, indicating a general tendency toward moderate agreement across all dimensions. These findings highlight the importance of fostering emotional connections and addressing normative and continuance motivations to enhance overall employee engagement and retention within the organization.

**Table 8: Summary Table on the Level of Employee Motivation**

EMPLOYEE MOTIVATION	Mean	Description
Affective	3.52	Agree
Continuance	3.34	Moderately Agree
Normative	3.27	Moderately Agree
<b>General weighted mean</b>	<b>3.38</b>	<b>Moderately Agree</b>

The correlation analysis in Table 9 between employee retention and employee motivation reveals a moderate positive relationship, with a correlation coefficient ( $r$ ) of 0.616. This indicates that as employee motivation increases, employee retention tends to improve as well, suggesting that motivated employees are more likely to remain with the organization. The p-value of 0.00001 signifies that this relationship is statistically significant at the 0.05 level, reinforcing the importance of fostering employee motivation as a strategy for enhancing retention rates. This strong correlation highlights the need for organizations to implement initiatives aimed at boosting employee motivation—such as recognition programs, career development opportunities, and supportive work environments—as these factors are likely to contribute positively to retaining talent within the organization. Overall, the findings underscore the critical link between motivation and retention, suggesting that organizations should prioritize strategies that enhance both to ensure a committed and engaged workforce.

As cited by Rajalakshmi & Danesha (2022), The relationship between employee retention and motivation is significant. Keeping employees motivated is essential for ensuring they remain productive and dedicated to their tasks. Additionally, it fosters a sense of professionalism and dedication within the team, aligning all employees towards the collective goal of developing and enhancing your business.

**Table 9: Correlation Between Employee Retention and Employee Motivation**

Variables Correlated	$r$	Degree of relationship	p-value	Remark
Employee Retention Employee Motivation	0.616	Moderate positive relationship	.00001	Significant*

## CONCLUSIONS

Based on the findings of the study, the following conclusions were drawn:

In terms of the employee retention, there were various factors that significantly affect nurses' retention in current organization. The common factors that were taken as motivators to retain are fair promotion practices and a good

working relationship with colleagues. Fair promotion practices contribute to a sense of equity and career advancement, fostering loyalty and job satisfaction among nurses. Similarly, a supportive and collaborative workplace environment enhances interpersonal relationships and reduces workplace stress, thereby improving retention rates.

Further, in terms of employee motivation, the factors influencing nurses' motivation to remain in hospital settings are emotionally invested and a strong sense of organizational commitment. Emotional investment reflects the personal connection and fulfillment nurses derive from their roles, which encourages continued engagement with their work. Likewise, a strong sense of organizational commitment fosters loyalty and aligns personal goals with institutional objectives, reinforcing nurses' desire to stay.

The strong positive correlation between employee retention and employee motivation among nurses in private hospitals in General Santos City highlight that motivated employees are more likely to remain in their positions. Key motivational factors such as fair promotion practices, positive workplace relationships, emotional investment, and strong organizational commitment, were identified as critical drivers of retention. These elements foster a supportive work environment, enhance job satisfaction, and reduce turnover rates. By addressing these motivational factors, healthcare organizations can build a committed and resilient workforce, ensuring consistent and high-quality patient care.

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