

**FACTORS INFLUENCING EMPLOYEE TURNOVER AMONG TB/HIV
MANAGEMENT UNIT'S IN PUBLIC HOSPITALS IN PUNTLAND STATE
OF SOMALIA**

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UNIVERSITY**

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DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for the award of a degree or any other award in any other University

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DEDICATION

I am dedicating this thesis to three beloved people who mean so much to me: my mother Abshiro Mohamed Isse whose love for me has no boundaries by teaching me the value of hard work, my father Mohamoud Hassan Barre who raised me, loved me, and taught me to keep moving up and more seeking knowledge and my sister Sacdio Mohamoud Hassan for her support.

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ABSTRACT

The healthcare system relies heavily on health workers, who are crucial for its success. When there is a high rate of turnover among these workers, it can lead to a shortage of personnel and an uneven distribution of staff within the healthcare workforce. The main aim of this study was to examine the factors influencing employee turnover among TB/HIV management unit's in public hospitals in Puntland State of Somalia. The study specifically examined the influence of job satisfaction, promotion opportunities, top management and organisation commitment on employee turnover among TB/HIV management units. The study examined the problem using Herzberg's Two Factor Theory and the Job Embeddedness Theory. A descriptive research design was used to study the target population of 806 healthcare workers who work in public hospitals in the Puntland State of Somalia. The study sample consist of 267 respondents selected from among the healthcare workers in these hospitals. The data was collected through structured questionnaires that was self-administered to the health workers. The collected data was quantitative and analysed using descriptive techniques and statistical tools like SPSS (Version 26). The findings were displayed as tables, charts, percentages, and means. Multiple regressions and Karl Pearson's correlation coefficient was also used to check the relationship between the variables. Results revealed organization commitment, job satisfaction and promotion opportunities were significant factors in influencing the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Further, top management was an insignificant determinant of the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Therefore, the study concluded that at the significance level of 95%, job satisfaction and promotion opportunities and organization commitment were significant factors in influencing the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. The research recommends government should install a framework to for monitoring the performances of individual workers where best performers are identified and rewarded accordingly. The facilities should establish training programmes within with the aim of enhancing the knowledge and skill of the staff which opens further opportunities for promotion after gaining new skills. The hospital managements should enhance the employees' participation or involvement in decision making process which makes the employees gain the sense of belonging and they would drop any intentions to leave. The managements should lay down procedures and protocols aimed at enhancing the transparency and accountability in the organizations activities such a recruitment of workforce.

TABLE OF CONTENTS

DECLARATION AND RECOMMENDATION	ii
COPYRIGHT	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT.....	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS & ACRONYMS	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Objectives of the Study	5
1.4 Research Questions	6
1.6 Justification of the Study	6
1.7 Significance of the Study	7
1.8 Scope of the Study	8
1.9 Limitations of the Study.....	8
1.10 Delimitation of the Study	9
1.11 Assumptions of the Study	9
1.12 Operational Definition of Terms.....	10
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12

2.2 Healthcare Professionals Turnover	12
2.3 Theoretical Framework.....	32
2.4 Conceptual Framework.....	35
2.5 Research Gaps.....	37
2.6 Literature Review Summary	40
CHAPTER THREE	41
RESEARCH METHODOLOGY	41
3.1 Introduction.....	41
3.2 Research Design.....	41
3.3 Target Population.....	41
3.4 Sample Size and Sampling Techniques	42
3.5 Instrumentation	43
3.6 Pre-Test	44
3.7 Methods of Data Collection	45
3.8 Methods of Data Analysis.....	46
3.9 Ethical Considerations in Research	47
CHAPTER FOUR.....	48
DATA ANALYSIS, RESULTS AND DISCUSSION.....	48
4.1 Introduction.....	48
4.2 Pre-test Results.....	48
4.3 Response Rate	49
4.4 Demographic Information.....	50
4.5 Job satisfaction.....	52
4.6 Promotion Opportunities.....	57
4.7 Top management	61
4.8 Organization Commitment.....	65
4.9 Employee Turnover	68

4.10 Bivariate Analysis	70
4.11 Inferential Statistics	72
CHAPTER FIVE	78
SUMMARY, CONCLUSION AND RECOMMENDATIONS	78
5.1 Introduction.....	78
5.2 Summary of Findings	78
5.3 Theoretical Implications of the Study	83
5.4 Conclusion	85
5.5 Recommendations.....	87
5.6 Areas for Further Research	88
REFERENCES.....	89
APPENDICES	98
Appendix I: Informed Consent	98
Appendix II: Questionnaire.....	101

LIST OF TABLES

Table 2.1: Research Gaps Summary	37
Table 3.1: Target Population.....	42
Table 3.2: Sample Size.....	43
Table 4.3: Summarized Cronbach’s Coefficients	Error! Bookmark not defined.
Table 4.4: Response Rate.....	50
Table 4.5: Demographic Information.....	50
Table 4.6: Job Satisfaction	53
Table 4.7: Job Satisfaction and Employee turnover Cross-tabulation	56
Table 4.8: Promotion Opportunities.....	57
Table 4.9: Promotion Opportunities and Employee Turnover Crosstabulation.....	60
Table 4.10: Top Management	61
Table 4.11: Top Management and Employee Turnover Crosstabulation	64
Table 4.12: Organization Commitment	65
Table 4.13: Organization Commitment and Employee Turnover.....	67
Table 4.14: Employee Turnover	68
Table 4.15: Bivariate Analysis.....	71
Table 4.16: Model Summary	72
Table 4.17: Analysis of Variance (ANOVA).....	73
Table 4.18: Coefficients of Determination	74

LIST OF FIGURES

Figure 2.1: Conceptual Framework	36
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LIST OF ABBREVIATIONS & ACRONYMS

CHW:	Community Health Workers
HIV:	Human Immunodeficiency Virus
HRH:	Human Resource for Health
JBV:	Job Design Theory
NCDs:	Non-Communicable Diseases
PDA's:	Personal Digital Assistants
SPSS:	Statistical Package for Social Sciences
TB:	Tuberculosis
WHO:	World Health Organisation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The health system relies heavily on the health workforce as a crucial component. However, when there is a high rate of turnover among workers, it can cause deficiencies and an uneven distribution of staff within the health workforce. In resource-limited areas like Puntland State of Somalia, the growing epidemics of human immunodeficiency virus (HIV) and tuberculosis (TB) have significantly affected public health services (Kassim et al., 2021). Tuberculosis (TB) and HIV have a strong connection. While those with healthy immune systems may not develop illness from TB infection that is dormant, individuals who have a low CD4 count and live with HIV are more vulnerable to active TB. In fact, people living with HIV are at an estimated 20 riskier of having TB than those who are HIV-negative (World Health Organization [WHO], 2021).

According to Girma et al. (2021), turnover, which is the percentage of employees who have left a specific job in an organization, is a leading cause of shortages and uneven distribution of healthcare workers. It can be voluntary or involuntary and is influenced by various factors, including individual, organizational, and job-related factors (Omar, et al., 2018). Job satisfaction and its components, such as work environment, work nature, autonomy, supervision, pay, and peer relationships, are among the primary predictors (Hagan & Curtis Sr, 2018). Moreover, Omar et al. (2018) discovered that organizational commitment, which is a sense of connection to the goals and values of an organization and its components, was linked to the intention to leave. Different

literature also showed that several demographic and personal characteristics were determinants of turnover intention (Sana, 2021).

In the United States, Brabson et al. (2020) found that 42.3% of the hospitals expect their workforce to increase. However, the combination of high growth and high turnover creates staffing challenges that have a negative impact on a hospital's financial situation. Hiring employees is a significant expense for hospitals, and as a result, they are spending more money for expansion programs, buy new equipment, or build new facilities. Hospitals are currently struggling to meet the needs of patients, recruit for new positions, and replace personnel during a period of rapid expansion, which is the most expensive aspect of managing employees.

In Indonesia, managing the turnover of health workers in private hospitals is crucial due to the increasing role of the private sector in the healthcare system, as seen in the rapid growth of private hospitals, which make up 60% of hospitals in the country (Dewanto & Wardhani, 2018). High turnover in private hospitals can negatively impact both the quality of care in those institutions and the overall performance of the national healthcare system (Zein et al., 2020). As a developing country, Indonesia faces challenges in health human resources, including shortages and misdistribution, which can lead to different patterns, causes, and consequences of turnover (Dewanto & Wardhani, 2018). Therefore, further investigation is necessary to develop effective interventions to address this issue.

The shortage of health workers in Africa, particularly in Sub-Saharan countries, has been a challenge due to the rapidly growing population and high disease burden (World Health Organization, 2021). The turnover of health professionals in this region only

adds to this burden. Retaining health professionals is crucial for quality health service delivery as it enhances competencies, team relations, and community bonds. High employee turnover, however, has a negative impact on health service delivery as it increases workload, decreases morale, and institutional knowledge. Bonenberger et al. (2019) have explored the negative impacts of high health worker turnover on health service delivery in Africa.

Ethiopia has highest healthcare professionals in the continent, but it still faces a shortage of skilled health workers, which has been exacerbated by various factors such as migration, imbalanced workforce staffing, and increasing attrition rates (Engeda et al., 2014). These shortages have led to difficulties in employing and retaining health professionals, managing them, and providing adequate continuing education, resulting in a Human Resource for Health (HRH) crisis in the country.

In Somalia, there are limited education resources for training healthcare professionals due to poor infrastructure and faculty capacity (WHO, 2021). The increase of unregulated private educational institutions has raised concerns about education quality (Wilson & Redd, 2020). There is a severe shortage of healthcare workers in Somalia, with only around 6000 doctors, nurses, and midwives available, resulting in a density of less than 4 per 10,000 citizens, far below the minimum threshold of 23 per 10,000 (WHO, 2021). This gap of approximately 24,000 health workers across three positions needs to be filled to reach the minimum threshold. Additionally, there is a misdistribution of healthcare professionals in rural and remote areas, with only 9% of physicians employed in these regions.

Somali has a high incidents of TB with about 12,000 sputum positive cases occurring each year (Kassim et al., 2021). This shows that there are 162 cases of smear-positive TB per 100,000 people each year, and 324 cases of all forms of TB per 100,000 people each year. The healthcare system in Somalia remains very unstable despite interventions done by the international community and organizations to ensure the effectiveness of health care services provided especially as regards the control and management of TB and HIV/AIDS (Mirza et al., 2018). Most of the healthcare services provided under the healthcare system have been categorized as ineffective service delivery and low-quality care and this could attribute to the lack of adequate human resources for health in the country yet even those who are currently deployed faced a challenge of the high rate of turnover. This has health implications for the population since ineffective healthcare service delivery contributes to increased morbidity and mortality rates in the country. The research thus assessed the factors that influence employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia.

1.2 Statement of the Problem

Somalia, with its turbulent history, has a fragile and consistently understaffed healthcare system. The most recent survey conducted in 2018 revealed that, for the first time in 14 years, HIV prevalence in Puntland (0.17%) surpassed that of Somaliland (0.15%) (Salad et al., 2019). In addition to the HIV burden, the country also grapples with a significant tuberculosis (TB) burden, both of which require well-resourced healthcare units for effective management. However, Somalia faces a critical shortage of health professionals, and the high turnover among them exacerbates the problem, as

the country's low health worker-to-population ratio cannot meet the growing population's healthcare needs (Hassan, 2020). Retaining health professionals is crucial for delivering quality healthcare, as it enhances competencies, strengthens team dynamics, and fosters stronger connections with local communities. Yet, high turnover negatively impacts healthcare service delivery by increasing workloads, reducing morale, causing disruptions, and leading to a loss of institutional knowledge. While many studies on health worker turnover have been conducted in developed nations and the Middle East (Sana, 2021; Humphreys et al., 2017; Hagan & Curtis Sr, 2018). Moreover, several in Africa including Amalba et al. (2018), Ferede et al. (2018;) and Girma et al. (2021) report there is a noticeable gap in research focusing on the turnover of health workers involved in TB/HIV management, particularly in Somalia. This study aimed to address this gap by examining the factors contributing to employee turnover among health workers in TB/HIV management units in public hospitals in Puntland State, Somalia.

1.3 Objectives of the Study

1.3.1 General Objective

This study examined the factors influencing employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia

1.3.2 Specific Objectives

- i. To establish the influence of job satisfaction on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.

- ii. To assess the influence of promotion opportunities on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.
- iii. To determine the influence of top management on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.
- iv. To examine the influence of organization commitment on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.

1.4 Research Questions

- i. How does job satisfaction influence employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia?
- ii. To what extent do promotional opportunities influence employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia?
- iii. What is the influence of top management on employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia?
- iv. To what extent does organization commitment influence employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia?

1.6 Justification of the Study

The provision of healthcare services for TB/HIV in Puntland, Somalia is hindered by multiple challenges such as limited resources, high disease prevalence, insecurity, and lack of access to healthcare. It is essential to investigate the turnover of employees in

the TB/HIV management units of public hospitals in Puntland, as this can lead to understaffing, reduced quality of care, and increased financial costs. Although general research has been conducted on employee turnover in healthcare, there a gap exist on the specific factors contributing to employee turnover in the TB/HIV management units of public hospitals in Puntland. It is necessary to identify these factors and create effective retention strategies to improve the quality of care and retain skilled healthcare workers.

1.7 Significance of the Study

The study would be of great significance for the regional governments and national governments as it sheds light on existing policy gaps and pinpoint potential areas of improvement as far as health workers' turnover is concerned. The study would also be useful for them in developing policies aimed at facilitating synergies between the two levels of government for the betterment of healthcare provision in the counties and in Puntland State.

This research aids in the management of health facilities in Puntland State by identifying the areas that need improvement for reduction in the rate of employee turnover hence enhancing the healthcare delivery is improved. The study also benefits the community by holding those responsible for their healthcare accountable from an informed point of view.

The study would be important to other researchers, academicians and scholars, as the findings of this study will form part of the available literature and will thus be useful for more research. The findings could be used as a foundation for conversations and analysis about health worker turnover. The information collected in the study could also

aid in creating a sustainable and successful model for implementing strategic approaches to healthcare within decentralized governance structures. The study also helps expand understanding on retaining health workers in public healthcare facilities in Somalia.

1.8 Scope of the Study

The study was carried out in public hospitals in the Puntland State of Somalia and focused on factors influencing employee turnover among TB/HIV management units. The study specifically looked at how job satisfaction, promotion opportunities, top management and organization commitment to influence health worker turnover. Respondents selected were members of TB/HIV management units in public hospitals in the Puntland State of Somalia.

1.9 Limitations of the Study

Respondents were hesitant to share details about factors influencing the departure of healthcare professionals from public hospitals in Puntland State, Somalia. To mitigate this, the study emphasized the confidentiality and privacy of participants, ensuring that their information is handled with strict ethical considerations, and the academic purpose of the research will be clearly communicated. Another limitation was that the scattered locations of respondents may lead to time-consuming data collection, but research assistants will be employed to aid in this process. Challenges such as incomplete or misunderstood questionnaires, insufficient responses, and respondents' unavailability may affect the quality of data collected, limiting the comprehensiveness of the findings. These issues were addressed by regularly reminding respondents during the data collection period. Additionally, a letter of introduction from the researcher's institution

was provided to Puntland State officials to reduce mistrust and encourage hospital management to cooperate in providing the necessary information.

1.10 Delimitation of the Study

The study's main focus was examining the factors influencing employee turnover among TB/HIV management unit's in public hospitals. The study was conducted in the Puntland State of Somalia. The study exposed the influence of; job satisfaction, promotion opportunities, top management and organisation commitment on health workers' turnover in the TB/HIV management unit. The study overcame confidentiality challenges by treating all responses secretly. The respondents were also constantly reminded to fill out the questionnaire so as to overcome the limitation of failure to fill out the questionnaire. To avoid suspicion and therefore enhance the disclosure of information, the study requested written authorization from the university which will be presented to the management of the institutions.

1.11 Assumptions of the Study

The study assumes that respondents will provide accurate and truthful information, contributing to the validity of the study's findings. Additionally, it is anticipated that senior employees in public hospitals will not face restrictions from their contractual agreements that would prevent them from openly discussing the subject matter. Furthermore, the assumption is made that the medical personnel targeted in this study possessed adequate knowledge and awareness of the factors influencing health worker turnover within TB/HIV management units.

1.12 Operational Definition of Terms

Employee Turnover	Refers to the rate at which employees exit an organization and are replaced by new recruits (Allen et al., 2019). Regarding this study employee turnover refers to the frequency at which employees resign from their positions within TB/HIV management units in public hospitals within the region and are replaced by new hires.
TB/HIV Management Unit's	TB/HIV Management Unit's refers to a department or unit within a hospital or healthcare organization that specializes in the treatment and management of TB and HIV patients. The unit is responsible for the diagnosis, treatment, and follow-up care of patients with TB and/or HIV, as well as providing education and support services for patients and their families.
Job Satisfaction	Job satisfaction is the subjective assessment of an individual's work experience, encompassing factors such as their level of liking or disliking of their job, satisfaction with their needs and expectations, and fulfilment (Joanna & Jerzy, 2020).
Promotion Opportunities	Promotion opportunities are the chances for employees to advance their career through higher positions or added responsibilities (Guest, 2017).

Top Management

The highest-ranking executives who make strategic choices and control a company's operations are referred to as top management. They include the CEO, president, and other senior executives. Their decisions have a significant impact on the company's direction, success, and culture. Top management also communicates with lower-level managers and employees to ensure everyone works towards the same objectives (dall'Acqua, 2018).

Organisation Commitment

This refers to employee's devotion to the organization (Griffin et al., 2020). It can also entail the employee motivation to ensure employees retention.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the focus was on examining the literature that relates to the factors that affect employee turnover in TB/HIV management units within public hospitals. The review specifically looked at the work of other authors regarding the impact of job satisfaction, opportunities for advancement, top management, and organizational commitment on employee turnover in TB/HIV management units within public hospitals in the Puntland State of Somalia. The section is organized into three sections: empirical review, theoretical model, and a conceptual framework that is based on the variables studied.

2.2 Healthcare Professionals Turnover

Voluntary turnover is a situation where a worker steps down from a job of their own accord, without being forced to do so due to physical limitations or management decisions (Morrel et al., 2018). In the healthcare industry, turnover rates are consistently high. In England, according to a research by Murray (2013), over 50% of healthcare workers want to retire before 60. In the UK, the NHS Levers Study indicated that nurses and physicians experience the greatest turnover rates in the healthcare sector. In the years 2017-2020, the average turnover rate for nurses and doctors was 33%. High turnover rates in healthcare have led to a shortage of qualified employees, and the costs associated with turnover are typically significant. These expenditures include charges for separation, interim replacement, recruiting and selection, induction and training, and so forth (Maertz & Campion, 2017). Also, while new employees are still learning,

production tends to drop, and departing employees may be less successful during the notice period. The ensuing revenue loss and possible competitive advantage from turnover are difficult to calculate, and additional negative consequences include skill loss, interruption of operations, time loss, and diminished employee morale. Although much attention has been given to questions of how to avoid and manage turnover, definitive answers to these questions have yet to be found.

In China the situation is not in any way different. Hou et al. (2021) and Liu et al. (2019) who assessed the state of turnover during the COVID-19 pandemic and in the rural settings respectively. Some of the parameters set to be analysed were job satisfaction, work stress and turnover intentions. In both cross-sectional studies, questionnaires were administered to workers including those in the TB and HIV units. The results implied that, for staff who had been posted in rural areas, educational levels, income levels and professional titles were low and they experienced moderate job satisfaction and work related stress. Characteristics ranging from age, income and rewards predicted turnover intention. For the case of Hou et al. the prevalence of turnover was at 10.1% and the intention to leave their current employment was influenced by social, environmental and individual factors. Early screening of staff intent to leave their current places of employment was recommended to be strengthened in order to retain knowledgeable workforce.

Mehra et al. (2024) discussed job turnover of nurses due to the fear of COVID-19. Total enumeration of 229 nurses was achieved and multiple regression analysis conducted to understand the prediction issues which made nurses to quit their current jobs. Majority of the participants were female and in general, the results informed that

during the COVID season, nurses wanted to quit the nursing profession. Apart from the fear of the pandemic, marital status was also a significant factor that influenced nurses' turnover. Even though nurses in India reported high social support, the anticipated turnover was real and this had impact on service delivery at the hospitals. However, the intentions for turnover that were discussed by Mehra et al. ranged on the fear of COVID-19 contraction and marital status. Notwithstanding factors such as job satisfaction, promotion opportunities, top management and organizational commitment were not cored hence the birth of this study.

A focus on work toxicity and how it impacts turnover intention was the driving force for Garg et al. (2023) study. While incorporating gratitude as a moderator, Garg et al. reached out to 400 healthcare workers through emails and departmental visits within the hospitals and issued them with questionnaires. Both correlational and hierarchical regression models were adopted to determine the relationship existing among the research variables. In account of the analysed data, workplace toxicity like aggressiveness, devious politics, manipulation and narcissism explained up to 45.8% variations on the turnover intentions. Whereas gratitude was a positive moderator between toxicity and turnover intention, the hospital management was challenged to provide a conducive working environment. Doing so was reported to bring about respect, belongingness, collaboration and teamwork.

Regionally, according to Paibul (2017), the shortage of healthcare professionals in Africa is a major barrier to providing healthcare services, particularly in remote areas. The crisis in health workers in Africa is due to an uneven distribution of health workers within countries, low skills endowments, training, and support for existing workers, and

limited availability of expensive professionals such as doctors. In Sub-Saharan Africa, metropolitan regions have a larger concentration of employees than rural areas, resulting in many rural services being supplied by untrained or semi-skilled staff. While increasing the absolute number of skilled workers is important, it is also crucial to address appropriate skills and training for lower to middle-cadres of workers, including community health workers, to help alleviate the health worker crisis. The emphasis of the briefing is on the significance of providing training and sending healthcare personnel to work at the community level as a means of addressing the crisis.

In Tanzania, Naburi et al. (2017) carried out research to interrogate the quest for turnover intentions among healthcare workers serving in the HIV departments. This kind of research was based on expectant mothers. A total number of 36 public health facilities were targeted to participate in the research where from each hospital, nurses giving pre-natal services were sampled. In order to understand the different factors attributing to nurses turnover from the departments, a multivariate logistic regression was undertaken. These nurses were issued with questionnaire and the obtained information upon analysis opined that, nurses were dissatisfied in their current jobs and about 35% were thinking of quitting. It was also unveiled that the healthcare providers were dissatisfied as a result of poor remuneration, extensive hospital workload, working beyond their normal designated hours, poor hospital motivational and rewards practices, limited job security and inadequacy of equipment. The research recommended the drafting of clear job description for nurses to cover their designated duties and working hours. Moreover, working conditions among the public facilities required to be enhanced to provide a safe and secure environment. Other notable issues were on staff recognition, improvement of job security and redesigning of the employee

reward systems to enhance staff retention. This study possessed a lot of strength in outlining the probable reasons for employee turnover in the health sector, however the research was scoped among the HIV care departments hence the TB units were excluded. This notable gap was bridged by conducting the current study.

The magnitude of turnover intention was well articulated in the research carried out by Ferede et al. (2018) in Ethiopia. Ferede and the fellow researchers delved in to implement the purpose of their study by adopting a cross-sectional survey. Adopting a multistage stratified sampling technique, healthcare workers were elected to take part in the research by availing information through given questionnaires. Upon analysing the data in SPSS, the results communicated that 61.3% of workers felt like leaving their current positions of service. Some of the driving factors for such perception was due to the limited provision of incentives, the leadership styles adopted by superior, the nature of work and poor commitment to work. It was concluded that turnover intentions were high among public health working officers and therefore, workable remedies required to be put in place to manage the situation. The research stressed the need for implementing staff retention strategies which posed implications on policies, funding, staff motivation and training. However this research had a general interest for understanding the magnitude of healthcare workers hence different departments were sampled. The current research had special interest on TB and HIV care units hence guided the scope of the study.

Health worker individual characterises were also linked to impact the rate of turnover. A study developed by Mekonnen et al. (2022) illustrated this perspective among healthcare professional in Kafa zone. 41 questionnaires were given to nurses and

clinical officers. The results underscored that gender, level of education, place of living and marital status predicted the intention of a staff to leave their current employer or place of employment. Managerial staff were advised to have talks with employees to hear their voices and implement their advice in order to lower the rate of turnover. This study however, compares well with that of Ferede et al. in scope and the participants who took part in giving views regarding the subject of discussion. Therefore, this research addressed the factors influencing turnover within the confines of TB and HIV units.

Vilma and Egle (2019) noted that shortage of healthcare professionals presents a significant obstacle for policymakers in the healthcare industry and there are numerous ways to highlight this shortage. Shortages may also arise when the number of workers with a particular skill that are available in the labour market does not match the number demanded by employers, leading to a discrepancy. Most countries around the world have reported a shortage of employees though with varying levels of severity, but the shortage appears most severe in Africa. For example, Zimbabwe and Somalia report serious shortages in all health professions categories, with over 19,000 vacancies for nurses and doctors. According to Zografos (2016), there was a significant decrease of 57% in the number of nurses in Vietnam from 1986 to 1996, and the scarcity of healthcare workers has worsened due to the migration of such personnel. This paper aims to identify the factors affecting healthcare turnover, with a particular focus on healthcare professionals in public hospitals in Puntland, Somalia, which is yet to be established by the existence of empirical studies.

2.2.1 Job Satisfaction and Employee Turnover

Job satisfaction among healthcare workers is defined as the pleasing state of a job explained by a positive emotional perception, past experiences and rewarding moments (Montuori et al., 2022). In order to ascertain that healthcare workers enjoy their work and henceforth satisfied, some parameters such as their quality of life are considered. Moreover, job satisfaction is further demonstrated through the existence of rewarding social relationships, employee emotional well-being and health levels. Job satisfaction has a direct influence on work achievement, performance. Absence of it may also result to negative happenings like work absenteeism, truancy, turnover thoughts, poor work life balance and burnouts (Montuori et al., 2022).

Globally, job satisfaction for employees is highly valued hence the parameters influencing job satisfaction have been explored. Armstrong (2023) employed a mixed method approach to ascertain the relationship between pay and workers retention or turnover in the healthcare industry across California. The study also noted that the remuneration policy pointed out that the remuneration proffered was in some way dependent on the contribution made by the employees in the organization. The findings exposed that remuneration improves employee satisfaction which in turn increases performance.

Job satisfaction had a ripple effect on employee retention and performance of an organization. In the study of Proctor (2017) the impact of job satisfaction and employee turnover was assessed among nurses working in the US. The Herzberg 2-factor theory was adopted to underpin the objective strategies for enhancing the job satisfaction of nurses serving the health sector. Face to face interviews were done with

the nurses and deductive coding was done to get themes out of the qualitative data. Three major themes emerged from the information coded which were: supportive management, continuous professional development and competitive payments and bonuses where each of them influenced job satisfaction. The hospital management in Arizona were challenged to enhance nurses' job satisfaction since it had an impact on job security, nurse motivation, organizational growth and advancement. However this research was limited to general healthcare workers and not necessarily coming from the TB or HIV units, a factor that was considered in this research.

The role of leadership and supervisor support was correlated with nurse retention. An exploration of this was based in the research of Turney in 2021 which discussed the different leadership perspectives adopted by supervisor of healthcare workers. Turney motivation for undertaking the research was to find a solution to the nursing shortage crisis in the US as result of very high turnover incidences. In bid to get a solution, Turney did a non-experimental correlational study to relate the existing relationship between leader-member relationships and intention to leave their current jobs. 6-Item Turnover Intention Scale (TIS-6) and the Leader-Member Exchange 7-Questionnaires were utilized to assess the state of affairs in the respective dimensions. The research found out that, with an increase in superior-subordinate relationship, the turnover intentions decreased. Nurse Managers in the workplace were therefore considered instrumental in developing health working relationships, open communication and collaboration with junior millennial nurse in order to achieve staff retention. Open communication, teamwork and collaboration between nurse managers and millennial also led to decreased turnover. This research serve as a strong foundation in informing the need for supportive leadership in addressing turnover issues. Therefore, the current

research buys in the ideas and carries out an investigation among TB and HIV units in Somali.

In their study, Scarpello and Carraher (2018) examined the influence of pay, pay satisfaction, and attitude towards benefits on the turnover rate of nurses in public hospitals in Scotland. From the study, the relationship between pay, pay satisfaction, and attitudes to benefits and the turnover rate of nurses in public hospitals of Scotland was revealed. The study also revealed that these factors relate to other significant organizational outcomes as employee turnover intention, absenteeism and organizations' attractiveness to employees.

Mangel (2016) conducted a review of the literature on SMBs and large companies around the world. The findings found out that organizational incentives and remunerations may be useful in the strategic execution of organizations' performance improvement. The survey also showed that companies consider remuneration as a part of its productive cost and useful to attract the eligible jobs seekers, retaining the valuable employees, and to ensure the positive behaviour and better performances. Moreover, the study also revealed that within the tolerant factor that is, financial constraint, the employers' wage strategy is to provide fairly equal wages as an equitable wage that will approximate the external wages, the relative worth of the job, and the worth of the employees to the firm.

Regionally health workers job satisfaction is also valued despite the existence of staff job dissatisfaction cases. One such study existing was conducted by Long (2012) and investigated how rewarding employees affects the retention and healthcare performance in Malawi. According to the study's findings, employees want to be

commended for a job well done, and awards and recognition are crucial in validating performance and inspiring workers to pursue continual development. The organization's dedication to excellence may be demonstrated through a rewards program. The study also found that for rewards and recognition to be effective, they need to follow some standards. The demand of the employee for positive feedback is met by recognition for a job well done. The study further concluded that unappreciated and undervalued performance could lead to turnover. Providing positive reinforcement for good performance, such as monetary rewards, verbal acknowledgement, written accolades, or special recognition, is crucial for encouraging and sustaining desirable behaviour. Without acknowledgment and reinforcement, the behaviour may not continue.

The voices of professional nurses providing healthcare at the HIV departments in South Africa was investigated. Moshidi et al. (2021) was motivated to assess this matter owing to the high burden and prevalence of HIV/AIDS infections in South Africa despite the enactment of preventive mechanisms for the disease. The study was descriptive in nature and face-to face interviews were used to assess the level of employee satisfaction. The results found underscored that, nurses in Limpopo strained a lot due to staff number inadequacies, heavy workload, high rate of turnover, absenteeism, workplace stress and health workers straining. Moreover, nurses missed professional development opportunities and were poorly remunerated, henceforth, nurses were demotivated to serve. Moshidi recommended the enactment of a nurse support program to ensure the working conditions are favourable for them to serve the HIV patients.

In Tanzania, Naburi (2017) assessed the level of job satisfaction among employees offering healthcare services in the HIV units. Questionnaires asking about the job satisfaction levels of employees working in the HIV unit were developed and shared among the nurse. The results implied that slightly over a half of the nurse population at 54% expressed dissatisfaction with their current jobs. Amongst these nurses who felt dissatisfied with their job, 34% of them felt like quitting for another venture. Naburi's findings also noticed that the rate of job dissatisfaction grew even higher where odds like meagre payment and salaries, protective gear, job description and working hours reduced nurses' job satisfaction. The provision of reasonable salaries, working hours and clear job descriptions were recommended as key aspects for improving nurse satisfaction. However the relationship between job satisfaction and turnover was not clearly defined. This objective aimed at investigating the influence of does job satisfaction on employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia.

Locally in Somalia, the healthcare system is fragile and consistently understaffed. Despite this, the country is confronted by a very high burden of HIV prevalence in Puntland which stands at 0.17% (Salad et al., 2019). In addition to the HIV burden, the country also grapples with a significant tuberculosis (TB) burden, both of which require well-resourced healthcare units for effective management (Salad et al., 2019). The country also continue to experience challenges in healthcare staff adequacy, due to very high demand of healthcare services. Furthermore, empirical research analyzing the influence of job satisfaction and employee turnover among TB and HIV units in Puntland is deplorable. This study investigated the influence of job satisfaction on employee

turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia.

2.2.2 Promotion Opportunities and Employee Turnover

A study done by Albrecht and Andretta (2013) encompasses analysis of training on the turnover of employees in public hospitals in Portugal. The research showed that hospitals with little training had fixed turnover rate of forty-one percent within one year, while hospitals that offered excellent training session for their performers recorded only twelve percent fixed turnover rate within a similar period. The research also revealed the significance of various forms of training for creating and maintaining the development of training to promote employee skills was vital as a way of increasing employee promotion prospects. In conclusion, it was found that training independent variable significantly affected the turn over dependent variable of the public hospitals in Portugal.

Werner (2019) studied how training and development affect turnover rates of employees by enhancing their knowledge, abilities, and attitudes. According to the survey, training often focuses on equipping employees with the necessary information and abilities to carry out certain activities or positions. Developmental activities, conversely, are more long-term in nature, with the goal of preparing personnel for future duties and improving their ability to execute their existing positions. The study also stressed the importance of ensuring that training and development initiatives are related to desirable workplace behaviours because they are planned organizational improvement projects. The study's findings showed that the emphasis placed on

improving or modifying employees' knowledge, abilities, and attitudes had a substantial effect on those employees' turnover rates.

In Brazzaville, Congo, Dessler (2021) performed research on how the training process affected the turnover of healthcare professionals. The study took a methodical approach, starting with a requirements analysis to pinpoint the precise knowledge and abilities needed for the position and contrast them with those of the prospective trainee. Following this, the training needs were identified, specific training objectives were developed, and viable training options were reviewed.

In their research on the health employee turnover rates in public hospitals in Johannesburg, South Africa, Phillips and Connell (2013) determined that career advancements influenced it. In the lights of theory practice match, the identified study findings provided rather comprehensive information regarding health employees' perceptions of career mobility plans in terms of promotional opportunities that enable them to enhance their career growth and develop their skills and experience within the company. Promotion may call for assumption of new challenges like working on specific or new projects or being assigned to a special working team. Finally, the paper found that concerns related to career advancement impacted on the rates of turnover of health employees in the public hospitals in Johannesburg, South Africa.

Gary (2017) studied the effects of education, experience, and training on the development of healthcare professionals working in Cuban public hospitals. The survey discovered that the businesses offered their employees opportunities for growth and training. Also, the study indicated that employment status was very crucial for keeping employees and cutting turnover rates. Furthermore, the study found that engaging work

tasks, such as on-the-job training, might promote professional development and career promotion. This includes taking on new challenges, including special projects or participating in process improvement teams.

A study that took in place in Nigeria, expanded how staff promotion initiatives affected the turnover intention among the industry sector. The descriptive research conducted by Chukwu (2019) where 355 employees were sampled underscored that promotion when due, when done transparently and satisfactorily contributed to retention hence lowered the rate of turnover. However, this was the case in the food and beverage industry. A study which focused on healthcare workers was carried out by Hassan et al. (2021) in Garisaa County in Kenya. This study assessed how promotion affected worker retention in Garissa. The study was descriptive in nature and a total of 134 healthcare workers participated in the study. The correlational analysis results implied that regular promotion affected staff retention at the work place. Timely remuneration and enactment of transparent promotion practices were recommended to be strengthened in order to achieve high staff retention. The current study investigates the impact of promotion on staff turnover among nurses and healthcare workers based in TB and HIV care units in Somali.

2.2.3 Top Management and Employee Turnover

Rodriguez (2019) evaluated the role of management support in improving employee retention in public health facilities in Barcelona, Spain. The study used 661 structured questionnaires using non-probability sampling method. According to the study, top management is important in improving the work environment, and this can impact the satisfaction of certain employees. If the work environment is not satisfactory, some

employees may look for employment opportunities in other organizations that offer better working conditions. Additionally, the study found that public health employees emphasized the importance of employment security, workplace organization, working environment, and professional practice as the most critical factors influencing their decision to stay with their current employer.

The strategies adopted by hospital administrators to reduce nurses' turnover rates have been investigated. This ideology was featured in the research carried out by Redmond (2021) and Kirk (2017). The major aim for both Kirk and Redmond were to suggest practical short and long term best practices aimed at decreasing health workers turnover. Health care supervisors from Carolina were investigated. Both document analysis of health workers documents and one on one interviews conducted with the leaders helped the researchers to obtain information. Some of the noted strategies adopted by hospital managers were high regard for workers, communication, and reward systems. Moreover, fair, flexible, collaborative, and safe organizational culture was ideal for the retention of hospital employees. It was concluded that reducing employee turnover, helped in improving customer relations, healthcare costs a workforce productivity. Managers were considered very instrumental in reducing staff turnover cases hence the need for their roles.

Weisbrod (2018) investigated the effect of transparent recruitment on turnover rates of Zambian healthcare workers. The study used a case-control study design and included doctors, clinical officers, and nurses as the study population. Personal digital assistants (PDAs) were used to administer pretested questionnaires to individual healthcare

providers. Findings indicated that transparent recruitment had a significant impact on reducing turnover rates of health workers in public hospitals in Zambia.

Lawler (2019) evaluated the impact of senior most management on the turnover rates of health employees in public hospitals in Iceland. The study revealed that employees who received support and development opportunities felt fulfilled and respected, resulting in better service delivery to customers. The results showed that management had a considerable influence on the turnover rates of health personnel at Iceland's public hospitals. The study recommended the development of talent relationship management policies to build effective relationships with employees, treat them fairly, recognize their value, provide growth opportunities, and give them a voice. Additionally, the study suggested that organizational management should be prepared to listen and respond to employee contributions at all levels.

Dhiman (2020) conducted research to explore how resource planning affects employee turnover in public healthcare organizations in New Delhi, India. The research used a population of six private hospitals and analysed data using means, standard deviations, and regression analysis with SPSS (IBM 2015 version). The results of the study indicated that resource planning had a significant impact on turnover in public healthcare organizations in New Delhi, India.

Weisbrod (2018) investigated the effect of transparent recruitment on turnover rates of Zambian healthcare workers. The study used a case-control study design and included doctors, clinical officers, and nurses as the study population. Personal digital assistants (PDAs) were used to administer pretested questionnaires to individual healthcare

providers. Findings indicated that transparent recruitment had a significant impact on reducing turnover rates of health workers in public hospitals in Zambia.

The type of leadership style exercised was also deemed a contributor in influencing health workers turnover as put across by Durowade et al. (2020). Durowade et al. noted that in Nigeria, the healthcare environment is dominated with professional rivalry which dissatisfies the hospital stakeholders and interested parties. Other results documented by Doruwade and colleagues research was that, only 1.5 of employees felt they were satisfied with their current job. Also, the leadership style adopted by the hospital managers possessed a significant impact on the satisfaction of employees. Transformational leadership style was the most effective style in impacting job satisfaction. On the other hand, laissez-faire style was negatively correlated with workers satisfaction with their jobs. The study concluded that, nurturing transformative leadership skills amongst the healthcare managers was critical in improving staff satisfaction on the job. This study was however linking leadership style and job satisfaction. The current study assessed top management influence on employee turnover among TB and HIV units in Somali.

Mayende and Masenze (2018) assessed how ethical leadership style influenced workers turnover at health facilities in Uganda. 214 healthcare workers were assessed and the obtained information was analysed in SPSS. The results depicted that, ethical leadership practices encompassing leading, inspiring, motivating and making employees feel valued and accountable for the hospital performance was significantly correlated with reduced cases of staff turnover. The research emphasized the development of ethical leadership taints meant to work for the common good. In the

same year, Ibrahim and Mayende (2018) investigated if ethical leadership impacted workers retention. Ibrahim et al. study was cross-sectional in nature and 214 sampled healthcare workers were sampled. The study apart from ethical leadership also interrogated the moderating role of organizational resources between ethical leadership and staff retention. Both resources and ethical leadership characterized important determinant which impacted staff retention, hence the research recommended their strengthening. This current study not only focuses on leadership practices but other top management dimensions such as the leadership styles in influencing turnover rates among healthcare workers deployed in TB and HIV units.

In Rwanda, Ngabonzima et al. (2020) reasoned out that the intention for nurses to stay in the current job was determined by the leadership styles practiced by the nurse managers. The critical elements that were examined were the managers' styles of leading, intention to stay and job satisfaction. It was uncovered that leaders got inclined to participative, supportive and directive leadership. The findings had implications on leaders' professional development and practice in order to effectively manage midwives and nurses.

2.2.4 Organization Commitment and Employee Turnover

A research on the challenges faced by medical professionals in Georgia was done by Mamuka (2018). The respondents either agreed with or were unsure of competent public health personnel has the essential experience and knowledge to implement public health initiatives. A defined plan and strategy for developing human resources were also lacking. The main causes of insufficient personnel were cited as being a lack of funding, bad planning, and ignorance on the side of local governments. Participants in

the study raised issues with inadequate training institutions and programs, poor laws for issues involving human resources, and insufficient government funding for human resource development. The findings showed that Georgia's public health workforce was unevenly distributed across several institutions, and there was a deficit of specialists in rural district centres and an oversupply of staff in urban centres.

Handelman's (2019) study examines the study of attendance of enterprise dedication on attrition intention for the healthcare workers in Bangladesh. However, the results indicate that the strength of the association of firm dedication with turnover intentions in this sample of employees is negative. In essence, healthcare employees who possess a very robust sense of organizational commitment are least likely to think of change of job. The study also established that job satisfaction is critical for organizational commitment which in turn affects employee turnover. As such, healthcare employees will be more committed to their organizations, hence likely to have little inclination to quit. Last of all, they detected firm's commitment is significant in lessening turnover intentions among the Bangladeshi healthcare employees.

Howard's (2019) research focused on this subject by examining the interaction between organizational commitment and turnover in the Ugandan NCDs management units. Therefore, there is an inverse relation between commitment and turnover rates in management of NCD units. In essence, it demands that committed employees of the firm will not feel the urge to leave the firm. It is also found that the attitude known as 'job satisfaction' is an mediator of the relationship between organizational commitment as well as the rate of turnover as we see it within the study. This suggests that the happiness of employees is greatly determined by their level of job satisfaction, hence

stay with their company and are less willing to quit. Therefore, Howard's study can be a valuable source of information on how to lower turnover rates in the management unit, involved in NCDs fight, by struggling for organizational commitment of its employees in Uganda.

Uneke (2018) explores the challenges faced by health systems and stresses the need for them to be resilient to the needs of their population. The challenges identified include insufficient funding, inadequate infrastructure and human resources, poor leadership and governance, and weak health information systems. Uneke emphasizes the importance of a comprehensive approach that involves collaboration between different stakeholders to overcome these challenges. The author also highlights the potential of innovative solutions, such as technology, and the involvement of the community in the development and implementation of health programs to address these challenges.

Pearce and Mawsons (2019) conducted research on flexible work schedules and its effect on the turnover rates of healthcare employees. Their study showed that providing flexible work schedules resulted in better work-life balance and helped alleviate job-related stress. The research indicated that when work obligations interfered with family and personal relationships, employees will be absent from work and quit their jobs, compared to those who had the opportunity to balance work and family responsibilities through organizational support. Additionally, the study found that positive interpersonal relationships with supervisors and managers were critical factors in promoting a positive work environment. The researchers recommended that organizations should offer flexible work arrangements to their employees and create a positive work culture that promotes job satisfaction and interest.

2.3 Theoretical Framework

2.3.1 Herzberg's Two Factor Theory

The ideology of this particular theory is to distinguish between factors that lead to job dissatisfaction and those that contribute to job satisfaction. Hygiene factors like inadequate pay, limited career advancement opportunities, poor training, insufficient equipment, and weak interpersonal relations are known to create dissatisfaction in the workplace (Pillai & Williams, 2020). These factors do not necessarily motivate employees but are critical to preventing turnover (Robbins & Judge, 2020). In contrast, motivators such as a sense of accomplishment, recognition, and self-respect enhance job satisfaction and drive productivity. Herzberg also notes that while eliminating dissatisfiers might retain employees, it does not necessarily improve performance (Kibet & Wanjohi, 2022). In low-income settings such as public hospitals in Puntland, where healthcare staff face low wages and poor working conditions, these hygiene factors likely contribute to turnover among staff in TB/HIV management units (Frimpong & Wilson, 2023).

From a healthcare management perspective, reducing dissatisfaction through better wages, career advancement, and improved working conditions is more critical than focusing solely on boosting job satisfaction (Riley et al., 2021). Herzberg's model suggests that addressing dissatisfiers is a priority in retaining employees, especially in low-resource settings like Puntland, where turnover rates among healthcare personnel are high due to poor supervision, inadequate equipment, and lack of promotion opportunities (Ogunyomi & Bruning, 2021). While some believe intrinsic factors such as personal growth are more significant drivers of turnover than work-related stress (Kibet & Wanjohi, 2022), the hygiene factors identified by Herzberg, such as

inadequate pay and poor infrastructure, remain crucial in low-income countries. This understanding aligns with the issues faced by TB/HIV management staff in Puntland's public hospitals, where systemic inadequacies often lead to dissatisfaction and increased turnover.

Herzberg's Two-Factor Theory provides a comprehensive framework for analyzing employee turnover in critical healthcare sectors like TB/HIV management units. In Puntland's public hospitals, both hygiene factors and motivators play an essential role in influencing employee retention (Robbins & Judge, 2020). Low pay, poor job security, and unfavorable working conditions exacerbate dissatisfaction, while offering recognition, personal development opportunities, and meaningful work could enhance job satisfaction (Frimpong & Wilson, 2023). Herzberg suggests that eliminating dissatisfies such as inadequate wages and poor working conditions may prevent turnover, but introducing motivators such as career advancement and personal growth opportunities will help improve performance and reduce turnover in the long term (Pillai & Williams, 2020). Thus, addressing both hygiene and motivational factors is critical for managing turnover among healthcare personnel in Puntland's TB/HIV management units.

2.3.2 Job Embeddedness Theory.

The ownership of this theory is credited to Brooks C. Holtom and colleagues after ten years of research, explores factors that affect whether employees stay with or leave an organization (Mitchell et al., 2021). The theory posits that employees with stronger ties to various aspects of their work and personal lives are more "embedded" in their job, making them less likely to leave (Holtom et al., 2020). These connections include

professional roles, duties, and relationships formed within the workplace and community. The disruption of these embedded connections would be more significant for employees who are highly embedded, reducing their likelihood of leaving, even when presented with better opportunities elsewhere (Kim et al., 2022). In the context of TB/HIV management units, fostering job satisfaction and creating promotion opportunities can strengthen employees' ties and their embeddedness, ultimately reducing turnover.

Job Embeddedness Theory also highlights that organizational fit plays a crucial role in determining employees' commitment and intention to stay (Reitz et al., 2023). Employees in TB/HIV management units who feel their job and organization align well with their social context and personal values are more likely to be embedded in their roles (Nguyen et al., 2021). Positive relationships with colleagues and connections to the community further enhance this embeddedness, reducing the chances of turnover (Holtom et al., 2020). Conversely, employees who do not feel embedded, despite job satisfaction and promotion opportunities, are more likely to leave. In this sense, the theory suggests that job satisfaction and organizational fit can help mitigate turnover intentions by reinforcing job embeddedness, particularly in public healthcare settings like TB/HIV units.

Additionally, contextual factors such as organizational culture and leadership significantly influence job embeddedness (Mitchell et al., 2021). Effective leadership and strong organizational culture foster a sense of belonging and purpose among employees, increasing their embeddedness and reducing turnover intentions (Reitz et al., 2023). In TB/HIV management units in public hospitals, supportive top

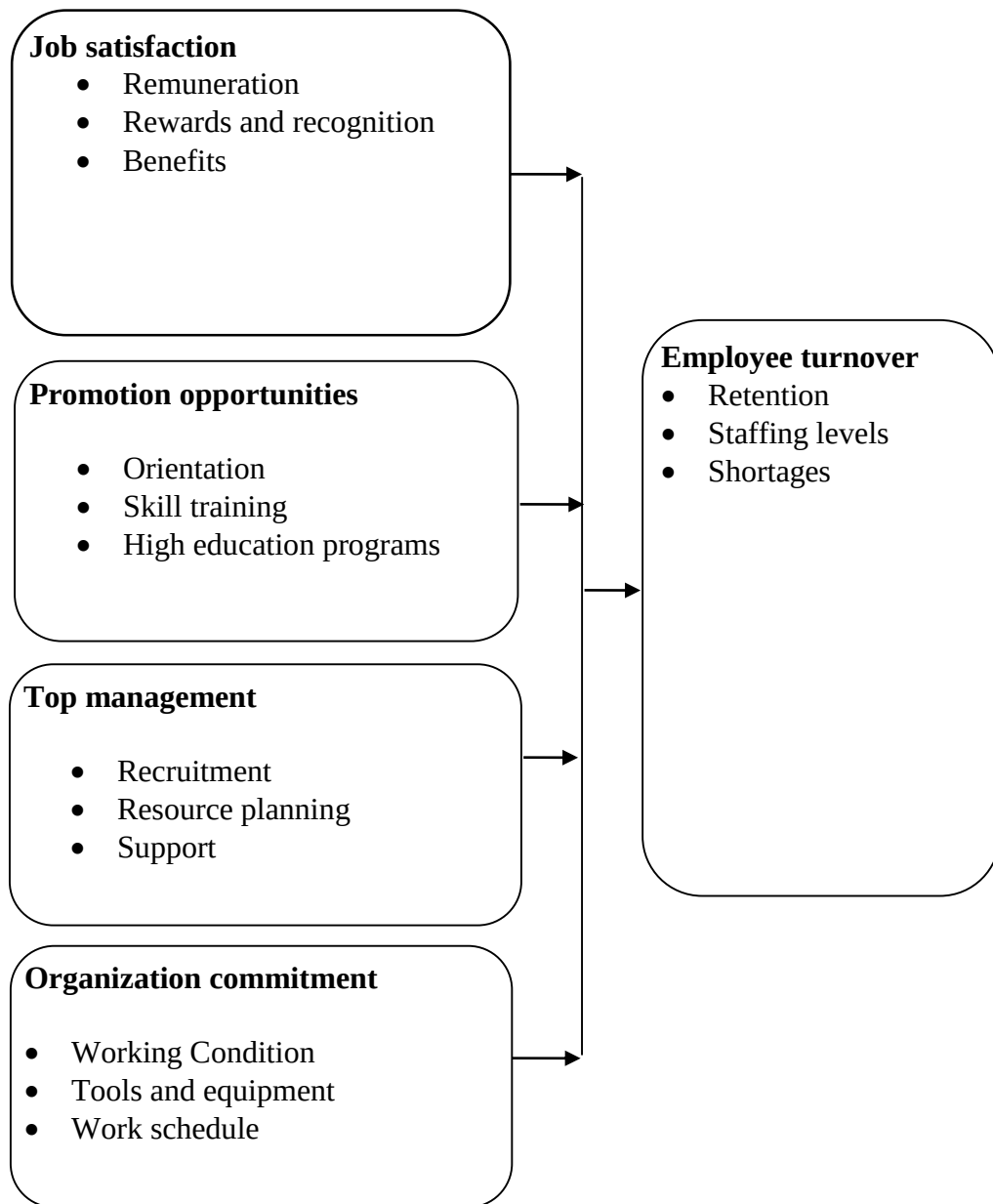
management that provides adequate resources, promotes teamwork, and recognizes employees' contributions plays a vital role in strengthening job embeddedness (Nguyen et al., 2021). On the other hand, ineffective leadership and lack of organizational support can weaken job embeddedness, leading to increased turnover. The Job Embeddedness Theory thus underscores the importance of management practices in influencing employee retention in public healthcare environments.

2.4 Conceptual Framework

This is the structure that provides the basis for organizing and understanding a particular phenomenon. It serves as a blueprint for the study, outlining the key variables and their relationships. In this research, the framework consists of a brief explanation of the topic being studied and a visual representation of the variables that are being investigated (Mugenda & Mugenda, 2009). The independent variables that were being explored include job satisfaction, promotion opportunities, top management, and organization commitment, while the dependent variable is employee turnover. The figure 2.1 illustrates the relationship between these variables.

Figure 2.1

Conceptual Framework



2.5 Research Gaps

Table 2.1

Research Gaps Summary

Author(s)	Title	Findings	Gaps Identified	How Gaps Were Filled
Armstrong (2023)	Correlation between remuneration and retention in healthcare in California	Effective remuneration enhances job satisfaction and shapes performance.	Lack of specifics on types of remuneration and long-term impact on turnover.	Conduct detailed studies on different types of remuneration and their long-term effects on turnover.
Scarpello and Carraher (2018)	Pay, pay satisfaction, and benefits on turnover of nurses in Scotland	Pay, pay satisfaction, and attitudes toward benefits significantly impact turnover and are linked to absenteeism, intentions to leave, and organizational attractiveness.	Limited to nurses in public hospitals; does not cover other healthcare professionals or regions.	Expand research to include various healthcare professionals and regions.
Mangel (2016)	Employee perks and pay packages on organizational performance globally	Remuneration is a significant cost and strategic tool for attracting, retaining, and encouraging good behaviors and performance.	General findings; lacks specific strategies or examples.	Provide specific strategies or case studies from different regions and sectors.
Long (2012)	Impact of rewarding employees on retention and performance in Malawi	Recognition and rewards are crucial for performance validation and continuous development.	Focuses on rewards and recognition, lacking analysis on other retention factors.	Include a comprehensive analysis of various retention factors beyond rewards and recognition.

Albrecht and Andretta (2013)	Training on employee turnover rates in public hospitals in Portugal	Poor training leads to higher planned turnover; effective training reduces turnover.	Does not specify the types of training that are most effective.	Identify and analyze the most effective types of training programs.
Werner (2019)	Training and development on employee turnover rates	Training improves knowledge, abilities, and attitudes, significantly reducing turnover rates.	Broad focus; lacks specificity on training methods and long-term effects.	Focus on specific training methods and analyze their long-term impact on turnover rates.
Dessler (2021)	Training process on turnover of healthcare professionals in Brazzaville, Congo	Methodical training process reduces turnover by identifying needs and objectives.	Lack of analysis on other regions and healthcare sectors.	Conduct similar studies in different regions and healthcare sectors.
Phillips and Connell (2013)	Career growth prospects on turnover rates in Johannesburg, South Africa	Career advancement opportunities significantly influence turnover rates.	Limited to public hospitals; does not cover private sector or other regions.	Extend research to private healthcare sector and other geographical regions.
Gary (2017)	Education, experience, and training on healthcare professionals in Cuba	Growth and training opportunities are crucial for retention and reducing turnover rates.	Lack of specific examples and strategies for different healthcare settings.	Provide specific examples and strategies for various healthcare settings.
Rodriguez (2019)	Top management support on retention in public health facilities in Barcelona, Spain	Top management improves work environment and impacts employee satisfaction and retention.	Limited to Barcelona; does not analyze other factors influencing retention.	Broaden research to include other regions and additional factors influencing retention.
Weisbrod (2018)	Transparent recruitment on turnover rates in Zambia	Transparent recruitment significantly reduces turnover rates.	Focused on recruitment; lacks analysis on post-	Investigate the impact of post-recruitment factors on turnover rates.

Lawler (2019)	Top management on turnover rates in Iceland	Support and development opportunities from top management reduce turnover rates.	recruitment factors. Limited to Iceland; lacks analysis on different management practices.	Analyze different management practices and their impact on turnover rates in various regions.
Dhiman (2020)	Resource planning on turnover in public healthcare in New Delhi, India	Resource planning significantly influences employee turnover.	Focused on resource planning; lacks analysis on other management strategies.	Explore other management strategies alongside resource planning.
Mamuka (2018)	Challenges faced by medical professionals in Georgia	Insufficient funding, poor planning, and lack of human resource development contribute to turnover.	Focused on challenges; lacks solutions or strategies to address these issues.	Propose and evaluate potential solutions and strategies to address identified challenges.
Handelman (2019)	Organizational commitment and turnover among healthcare workers in Bangladesh	Strong organizational commitment reduces turnover intentions; job satisfaction moderates this relationship.	Limited to Bangladesh; lacks analysis on other moderating factors.	Investigate other moderating factors in different regions and healthcare settings.
Howard (2019)	Organizational commitment and turnover in NCDs management units in Uganda	Strong organizational commitment reduces turnover rates; job satisfaction mediates this relationship.	Limited to NCD management units; lacks analysis on other healthcare units.	Expand research to other healthcare units and settings.
Uneke (2018)	Challenges faced by health systems and the need for resilience and responsiveness	Insufficient funding, inadequate infrastructure and human resources, poor	General overview; lacks specific solutions or examples of	Provide specific solutions and examples of successful resilience and

		leadership, and weak information systems are major challenges.	resilience and responsiveness.	responsiveness initiatives.
Pearce and Mawsons (2019)	Flexible work schedules on turnover rates of healthcare employees	Flexible work schedules improve work-life balance, reduce job-related stress, and decrease turnover rates.	Focused on flexible work schedules; lacks analysis on other work-life balance strategies.	Explore other work-life balance strategies and their impact on turnover rates.

2.6 Literature Review Summary

This section presented comprehensive review of the literature on the factors influencing employee turnover among TB/HIV management unit's in public hospitals. The review focused on the effects of job satisfaction, promotion opportunities, top management, and organizational commitment on employee turnover. Two theories that provide the foundation for the study were also discussed. The literature review was organized within the conceptual framework to align with the specific objectives of the study. It also highlighted the research gap that this study aimed to address and provided a summary of the literature review.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In bid to understand the methodology used in the study, this chapter covers the different aspects adopted. It includes discussions on the research design, target population, sample size, data collection instruments, and the techniques utilized for data analysis.

3.2 Research Design

The researcher employed a descriptive research design for this study. Descriptive research aims answer the study questions by identifying and describing the characteristics of a phenomenon. It focuses on answering questions related to what, where, and how something happens. This design was suitable for the study because it helps in generalization of findings. By collecting data at a specific point in time, the researcher was able to describe the current conditions. Consequently, the study's findings are applicable to all public hospitals in the Puntland State of Somalia.

3.3 Target Population

To obtain the necessary information, the study targeted healthcare workers from public hospitals in the Puntland State of Somalia. Ngechu (2017) defines the target population as the group of people, households, services, events, or elements under investigation. In this study, the public hospitals were key healthcare institutions that provide essential medical services, including the management of TB and HIV cases, which are critical health concerns in the region. These hospitals were selected based on their role in delivering primary and specialized healthcare services to the community, making them relevant to the study's focus on employee turnover among healthcare workers in

TB/HIV management units. The healthcare workers in these public hospitals, particularly those directly involved in TB/HIV management, constituted the primary target population for the study, ensuring that the research captured relevant insights from those closely linked to the topic under investigation. The specific categories of healthcare workers included in the target population are presented in Table 3.1.

Table 3.1

Target Population

Category	Target Population	Percent (%)
Doctors	47	6
Medical Officers	61	8
Clinical Officers	56	7
Nurses	611	75
Lab technicians	31	4
Total	806	100

3.4 Sample Size and Sampling Techniques

To ensure a representative sample of healthcare workers, the study utilized a random sampling method. The target population of 806 health workers in Puntland's public hospitals was first divided into five distinct strata based on shared characteristics such as their specific roles, departments, or levels of experience. This stratification aimed to capture a diverse range of perspectives within the healthcare workforce. Within each stratum, simple random sampling was then used to select participants, meaning that every individual within each stratum had an equal chance of taking part in the exercise. This approach minimized sampling bias and helped achieve a more accurate representation of the healthcare workers across different strata. Additionally, Yamane's formula was put into application to determine the appropriate sample size, ensuring that the final sample was statistically significant and capable of providing reliable insights

into the factors influencing employee turnover among health workers in the TB/HIV management units. The formula is as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where: N = Population size

n = sample size

e = Margin error of the study

Sample size therefore was

$$= \frac{806}{1+806(0.05)^2} = \frac{806}{1+806(0.05)^2} = 267 \text{ respondents which is 33\% of the total population. These respondents were proportionally distributed as illustrated in Table 3.2.}$$

Table 3.2

Sample Size

Category	Target Population	Sample (33% of the target population)
Doctors	47	16
Medical Officers	61	21
Clinical Officers	56	18
Nurses	611	201
Lab technicians	31	11
Total	806	267

3.5 Instrumentation

The structured questionnaires were used to collect the primary data of this research. The choice for such kind of tools were chosen for their cost-effectiveness and efficiency

in gathering extensive information quickly. They were organized into sections; each target an objective. The structured questions offered a list of possible responses, allowing participants to choose the most suitable one. A Likert scale was used to gauge responses to statements or questions. This format was selected because it provides equal-interval data, which facilitates the use of more robust statistical tests for hypothesis testing. Each respondent completed the questionnaire individually.

3.6 Pre-Test

A pre-test was conducted by the researcher to ensure the accuracy and reliability of the research tool. Following Connelly's (2008) recommendation that the pre-test sample should be at least 10% of the total sample size, the pre-test was carried out on 32 respondents who were randomly selected from the health workers at Digfer Hospital in Mogadishu, Somalia. These respondents did not participate in the main study. Digfer Hospital was chosen for its proximity to Puntland and for having conditions similar to those in hospitals in the study area. Based on the pre-test results, adjustments and improvements were made to the research tool to enhance clarity, accuracy, and reliability before administering it in the main study.

3.6.1 Validity of research instruments

Validity helps to ensure that the instrument are accurately measuring what they are intended to measure. The validity also ensures that the differences in the data instruments are from the individuals investigated rather than form errors. The validity also ensures that the data will give reliable and accurate data. The instruments used in this research were rigorously evaluated and refined to ensure they are accurate and

valid. Recommendations gathered from these reviews were carefully considered to improve the instruments' face and content validity.

3.6.2 Reliability of research instruments

To ascertain the tools reliability a test was done to compute the Cronbach's Alpha, which assesses the internal consistency of the instrument by measuring how well items measure the same construct. For this study, a coefficient value that was above 0.7 was interpreted as the minimum acceptable reliability level. Additionally, the study used a test-retest technique to check appropriateness and comprehensibility of the questions. The goal for the test-retest technique was to ensure questionnaires can be relied for future research purposes.

3.7 Methods of Data Collection

In this study, health workers in public hospitals across Puntland, Somalia, were targeted as the primary participants for data collection. The recruitment process focused on selecting relevant individuals from the hospitals, ensuring that the sample consisted of those directly involved in or knowledgeable about the TB/HIV management units, which are central to the study. The method used to administer the questionnaires was self-administration, where respondents completed the questionnaires independently. To accommodate the participants' varying availability, the researchers utilized a drop-and-pick technique. This involved distributing the questionnaires and allowing respondents to fill them out at their convenience, especially if they were unavailable at the time of distribution. This approach was particularly effective in minimizing disruption to the respondents' schedules, ensuring greater participation while reducing potential biases that might arise from rushed or incomplete responses.

The data collection process was conducted over a span of two months, providing ample time for the respondents to address any challenges they may have encountered in completing the questionnaires. This extended period ensured that health workers, who may have busy or unpredictable schedules, were given enough time to participate fully. The extended timeline also allowed for follow-up with any participants who may have delayed their responses due to time constraints or work obligations. Overall, the recruitment process and data collection method were designed to maximize the response rate and ensure that participants had sufficient flexibility to engage with the study. The comprehensive approach to recruitment and data collection reinforced the reliability of the study findings, as it accounted for the logistical challenges faced by health workers in public hospitals.

3.8 Methods of Data Analysis

Gathered tools were scrutinized to ensure unambiguousness and factuality. The quantitative data gathered was analysed using SPSS software version 25. To present the findings, descriptive statistics like percentages, means, and measures of central tendency were employed. Tabulations were also created to summarize responses and facilitate comparisons between different variables. Additionally, Karl Pearson's coefficient of correlation and multiple regression analysis were utilized to determine relationships between the factors under discussion and staff attrition. The study used the following regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby the variables are identified as follows: -

Dependable variable Y = Employee Turnover

Independent variable X_1 = Job Satisfaction

Independent variable X_2 = Promotion Opportunities

Independent variable X_3 = Top Management

Independent variable X_4 = Organization Commitment

While β_1 , β_2 , β_3 and β_4 are coefficients of determination and ε is the error term.

3.9 Ethical Considerations in Research

Ethical standards were rigorously upheld in course of conducting the research process, beginning with the acquisition of necessary permissions and authorizations. The researcher secured a letter of authorization from the ethical committee Committee (SERC) at KeMU, which granted permission to conduct the study in the hospitals. In addition, a research permit was obtained from the local authorities in Puntland State, and official authorization letters were acquired from the hospital management. To ensure informed consent, each respondent received a formal letter detailing the purpose of the research and outlining the measures taken to protect the confidentiality of their responses. This letter assured participants that their personal information would be kept private and used solely for research purposes. By providing clear and comprehensive information about the study and securing formal permissions, the research adhered to ethical guidelines and maintained strict standards of privacy and confidentiality throughout the study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section offers the results of the study as obtained from the field. In this chapter, the findings based on the main variables are presented, interpreted and then discussed accordingly. The discussion part was enriched by relating it with past studies hence pointing of areas of departure or concurrence. The presentation of the results is done per the variable to enhance coherent interpretation and understanding. The descriptive statistics were analysed using means and standard deviation after which they were presented in tables and figures while prose method was used in the presentation. After the presentation and discussion of results for each variable, the study provides results of a Pearson correlations analysis to determine the relationship between the factors influencing staff attrition in Puntland, Somali.

4.2 Pre-test Results

The reliability of the results was accomplished by conducting a pre-test on a pre-test conducted with a sample of 32 health workers at the Digfer Hospital in Mogadishu. The hospital was chosen for the pre-test because it is located in Somalia in a county next to Puntland that had similar conditions to those found in the hospitals in Somalia. The Cronbach's alpha tested the internal consistency of the research tool. The results are shown in the Table 4.1 below;

Table 4.1*Summary of Cronbach Alpha Values*

	Cronbach's Alpha	N of Items	Conclusion
Job satisfaction	0.779	5	scale reliable
Promotion Opportunities	0.737	5	scale reliable
Top management	0.757	5	scale reliable
Organization	0.783	6	scale reliable
Commitment			
Employee Turnover	0.763	7	
Overall	0.764	28	Instrument reliable

As shown in Table 4.1, all five items demonstrated an alpha coefficient of 0.764, indicating a high level of precision and consistency. This attained extend of consistency suggests that the measurement tool was reliable and effective. In research, a reliability coefficient above 0.70 is generally considered adequate for analysis and reporting, making the obtained alpha coefficient of 0.764 robust and dependable for this study's purposes.

4.3 Response Rate

A sample of 267 healthcare workers from public hospitals in Puntland State of Somalia were targeted. Out of the distributed questionnaires, 214 were completed and returned, yielding a response rate of 80.1%. According to Mugenda and Mugenda (2009), a response rate above 50% is considered sufficient for analysis, above 60% is deemed good, and above 70% is classified as excellent. Therefore, the study's response rate of 80.1% is excellent for conducting analysis and drawing generalizations. The results are presented in Table 4.2 below;

Table 4.2*Response Rate*

	Frequency (N)	Percentage (%)
Completed	214	80.1
Uncompleted	53	19.9
Total	267	100.0

4.4 Demographic Information

The study aimed at establishing the respondent's demographic background to ascertain whether they were eligible. The findings are presented in Table 4.3 below;

Table 4.3*Demographic Information*

Gender	Frequency(N)	Percent (%)
Male	103	48
Female	111	52
Total	127	100
Age bracket	Frequency(N)	Percent (%)
25 years and below	34	16
26-35 years	53	25
36-45 years	84	39
Above 45 years	43	20
Total	214	100
Level of Education	Frequency(N)	Percent (%)
Certificate level	51	24
Diploma level	110	51
Graduate/Degree	34	16
Postgraduate	19	9
Total	214	100
Duration of service as HCW	Frequency(N)	Percent (%)
Less than 1 year	31	15
1-5 years	66	31
6-10 years	82	38
Over 10 years	35	16
Total	214	100.0

Table 4.3 revealed that females comprised the majority at 52% (111 out of 214), while males made up 48% (103 out of 214). This suggests that, at the time of the study, the

healthcare workforce in public hospitals in Puntland State of Somalia was predominantly female implying a recruitment focus on females, possibly due to their perceived gentleness, care, and friendliness in patient interactions.

Additionally, the table also presented the age distribution of the respondents depicting a diverse range, with the largest group aged 36-45 years, representing 39% (84 out of 214) of respondents. This was followed by the 26-35 age group at 25% (53 out of 214), those over 45 years at 20% (43 out of 214), and the youngest group, 25 years and below, at 16% (34 out of 214). This indicates that the majority of respondents are in their mid-career stage (26-45 years), with fewer participants in the early (25 years and below) and late (above 45 years) career stages. The age distribution suggests a workforce with a significant proportion of experienced individuals, contributing to a stable and knowledgeable work environment.

Also, the table presented demographic characteristics on educational qualifications, revealing that 51% (110 out of 214) of respondents had a diploma as their highest education level, 24% (51 out of 214) held certificates, 16% (34 out of 214) had a first degree, and 9% (19 out of 214) had a postgraduate degree. These results indicate that all respondents had received specific professional training relevant to their roles as healthcare workers, making them competent to answer questions about factors influencing employee turnover in TB/HIV management units in public hospitals in Puntland State of Somalia.

Lastly, the duration of service among healthcare workers (HCWs) highlights significant experience within the group. The largest segment, 38%, had 6-10 years of service, followed by 31% with 1-5 years. Those with over 10 years of service accounted for

16%, while those with less than 1 year comprised the smallest group at 15%. These findings suggest that most respondents had served for at least 5 years, indicating their awareness of factors influencing employee turnover in TB/HIV management units in public hospitals.

4.5 Job satisfaction

A scale of 1-5 ranging from strongly disagree to strongly agree, were used to show the agreement to job satisfaction. The results on job satisfaction were summarized and computed in form of mean and standard deviation. The means were critical in explaining the middle or center of the data distribution from the large data set. For the case of the standard deviation, it was helpful in determining the extent of variation of the analysed data, its volatility or inconstancy around the mean. The results are presented in Table 4.4 below;

Table 4.4*Job Satisfaction*

Statements on job satisfaction	Mean	Standard Deviation
A well rewarded employee feels that he/she is being valued by the company that he/she is working for	3.9206	1.20960
Motivated employees are more productive, more efficient and more willing to work towards organizational goals	3.8832	1.33933
Rewards given takes the form of monetary gifts, promotion and increased salaries	3.6869	1.09206
Employees with exceptional personal outcomes are recognized and rewarded accordingly	3.2757	1.48661
Remuneration and salaries match the contributions of individual employees to the growth of the organization	2.1121	.80290

The results in Table 4.4 underscores that health care workers were of the opinion that a well-rewarded employee felt that he/she was valued by the organization that he/she was working for (Mean=3.9206) and that motivated employees were more productive, more efficient and more willing to work towards organizational goals (mean=3.8832). Further, the respondents agreed that rewards given took the form of monetary gifts, promotion and increased salaries (mean=3.6869). Further, the respondents moderately agreed that employees with exceptional personal outcomes were recognized and rewarded accordingly (mean=3.2757) with the highest standard deviation (1.48661), suggesting that there is significant variability in how strongly respondents agreed or disagreed with this statement. This variability could imply differing perceptions or experiences regarding recognition and rewards for exceptional performance. In

addition, the respondents disagreed that remuneration and salaries matched the contributions of individual employees to the growth of the organization (mean=2.1121) with the lowest standard deviation (.80290), indicating more consistency in responses, with participants generally agreeing or disagreeing in a similar manner. The results imply that the respondents were aware of the aspects job satisfaction in influencing employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

The findings show a clear awareness among respondents of the various aspects of job satisfaction that influence employee turnover. There is a recognition of the positive impact of feeling valued and motivated, as well as the importance of rewards. However, there is also a notable dissatisfaction with how remuneration and salaries align with individual contributions, which suggests a critical area for improvement. This finding aligns with Scarpello and Carraher (2018) study in Scotland, which underscores the impact of pay, pay satisfaction, and attitudes toward benefits on the turnover rates of nurses in public hospitals. Additionally, the findings agreed with the study by Armstrong (2023) which pointed out that the remuneration offered was contingent on the particular contributions made by the employees to the organization.

Besides, the results of the study agreed with the study by Mangel (2016) which showed that employee perks and pay packages may contribute strategically to an organization's overall performance improvement with the survey also indicating that companies consider remuneration as a significant production cost component and an essential tool for luring eligible job candidates, keeping valued personnel, and encouraging good behaviours and excellent performance.

Their research reveals that these financial factors not only influence turnover but also have broader organizational consequences. These include increased absenteeism, higher intentions to leave, and reduced attractiveness of the organization to potential job seekers. Additionally, the study identifies a positive relationship between remuneration factors and organizational citizenship behaviors, which are discretionary behaviours that contribute to organizational effectiveness, and overall work performance.

The findings align with the Job Embeddedness Theory which suggests that employees with strong connections to their job, colleagues, and community are less likely to leave. This theory explains that job satisfaction, promotion opportunities, and organizational commitment contribute to job embeddedness. The findings show that management units, effective top management can enhance job embeddedness by providing resources, recognizing contributions, and fostering teamwork, thus reducing turnover. Conversely, the findings reveal that a negative work environment and weak support from management can increase turnover intentions. This framework is applicable to understanding employee turnover in TB/HIV management units in Puntland State of Somalia, where both hygiene factors and motivators play crucial roles.

In testing the hypothesis, that job satisfaction significantly influences the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia; a Cross tabulation was performed. The results are presented in Table 4.5.

Table 4.5*Job Satisfaction and Employee Turnover Cross-Tabulation*

	Chi-Square Tests		
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	98.523 ^a	70	.000
Likelihood Ratio	515.331	70	.000
Linear-by-Linear Association	12.012	1	.001
N of Valid Cases	214		
a. 78 cells (88.6%) have expected count less than 5. The minimum expected count is .42.			

The chi-square was employed to establish the association between the job satisfaction and employee turnover. As per results in Table 4.7 above there was a significant association at 5% significance level between job satisfaction and employee turnover ($X^2 = 98.523$; $p = .000$). Hence the hypothesis that job satisfaction significantly influenced the employee turnover was approved. Similarly, Mangel (2016) comprehensive analysis extends these findings to a global context, indicating that employee perks and pay packages are strategic components that enhance organizational performance. The study emphasizes that remuneration is a critical production cost but also a vital tool for attracting, retaining, and motivating employees. Companies aim to balance equitable pay with financial limitations, ensuring that compensation aligns with the external labour market and the value employees bring to the organization.

In Malawi, Long (2012) investigated the role of rewards and recognition in the retention and performance of healthcare workers. The study finds that acknowledgment for a job well done is crucial for employee motivation and continual improvement. Positive reinforcement, whether monetary or through verbal or written recognition, is essential

for sustaining desirable behaviours. Without such acknowledgment, employees may feel undervalued, leading to higher turnover rates.

4.6 Promotion Opportunities

This second objective of this study aimed to examine the influence of promotion opportunities on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.

Using a scale of 1-5 where 1-strongly disagree and 5-strongly agree, the respondents were asked to indicate and were asked to rate (using a rating scale of 0 to 5) the extent of their perception to each stated statement on promotion opportunities. The results are shown in Table 4.6;

Table 4.6

Promotion Opportunities

Statements on promotion opportunities	Mean	Std. Deviation
Different types of training can play an important role in creating and reinforcing high involvement work processes	3.6075	1.29830
Training typically involves providing employees the knowledge and skills needed to do a particular task or job, though attitude change may also be attempted	3.3458	1.51117
Orientation is used in promoting the comfort and positivity among the health workers	2.6729	.96683
High education programs are provided within the facility ensuring that the employees are equipped with modern medical skills	2.2617	1.20513
The employees are assured of promotion in the facility	2.0654	.99549

In Table 4.6, the respondents concurred that various forms of training significantly contribute to establishing and strengthening high involvement work processes, reflected

by a mean score of 3.6075. The standard deviation of 1.29830 indicated moderate variability in their responses. Additionally, the respondents moderately agreed that training generally involves equipping employees with the necessary knowledge and skills for specific tasks or jobs, with attempts to change attitudes as well. This is supported by a mean score of 3.3458 and a standard deviation of 1.51117, indicating considerable differences in opinions among the respondents. Additionally, the respondents disagreed that orientation was used in promoting the comfort and positivity among the health workers (Mean=2.6729) with a lower standard deviation of 0.96683, indicating more consistent responses and that higher education programs were provided within the facilities ensuring that the employees were equipped with modern medical skills (Mean=2.2617) with a standard deviation of 1.20513, showing moderate variability. Further, the employees were assured of promotion in the facility (Mean=2.0654) with a standard deviation of 0.99549, indicating relatively consistent views among respondents. The results imply that the respondents were aware of the aspects promotion opportunities in influencing employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

The results imply that while respondents recognize the importance of training in enhancing work processes and providing necessary skills, there are significant shortcomings in other areas such as orientation, higher education opportunities, and promotion prospects. These deficiencies highlight critical areas for improvement to address employee dissatisfaction and reduce turnover rates.

The awareness among respondents of the impact of these factors suggests that targeted interventions in these areas could lead to improved job satisfaction and retention among

healthcare workers in Puntland state of Somalia. Addressing these issues by enhancing training programs, improving orientation processes, offering advanced education opportunities, and establishing clear promotion pathways could significantly bolster employee retention and performance. Similarly, Werner (2019) found that training and development significantly affect turnover rates by enhancing employees' knowledge, abilities, and attitudes. The study distinguished between training, which equips employees for specific tasks, and developmental activities, which prepare them for future roles. Ensuring that these initiatives align with desirable workplace behaviours is crucial, as they are integral to organizational improvement and employee retention.

Additionally, the results agreed with the study by Dessler (2021) in a research on how the training process affected the turnover of healthcare professionals. The study established that the training needs were identified, specific training objectives were developed, and viable training options were reviewed. Moreover, the findings agreed with the study by Phillips and Connell (2013) who found that career growth prospects had a significant impact with the study revealing that health employees desire career advancement opportunities that allow them to improve their skills and experience, while also advancing within the organization.

In testing the hypothesis, that promotion opportunities significantly influence the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia; a Cross tabulation was performed. The results are presented in Table 4.7.

Table 4.7*Promotion Opportunities and Employee Turnover Cross tabulation*

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	140.091 ^a	90	.000
Likelihood Ratio	70.222	90	.000
Linear-by-Linear Association	2.033	1	.154
N of Valid Cases	214		
a. 108 cells (98.2%) have expected count less than 5. The minimum expected count is .47.			

The chi-square was employed to establish the association between the promotion opportunities and employee turnover. As per results in Table 4.7 above there was a significant association at 5% significance level between information accuracy and decision making of respondents ($\chi^2 = 140.091$; $p = .000$). Hence, the hypothesis that promotion opportunities significantly influenced employee turnover was approved. In tandem with the findings of the study, Phillips and Connell (2013) in Johannesburg and Gary (2017) in Cuba both underscore the importance of career growth prospects in influencing turnover rates. Their studies reveal that healthcare employees highly value opportunities for career advancement, skill enhancement, and taking on new challenges. These opportunities not only improve their professional experience but also encourage their commitment to the organization. Gary's study particularly highlights the role of engaging work tasks, such as on-the-job training and special projects, in promoting professional development and reducing turnover.

4.7 Top management

The study employed a scale of 1-5 where the sampled respondents were asked to indicate where their best opinion lied in between the likert scale regarding statement covering the variable on top management. Table 4.8 below presents the results;

Table 4.8

Top Management

Statements on top management	Mean	Std. Deviation
Transparency is observed in the recruitment of workforce	3.0280	1.53493
Employers view compensation as a major cost factor of production and as a necessary inducement for attracting suitable job applicants in addition to retaining valued employees	2.2944	1.18768
Employers attempt to maintain competitiveness with respect to benefit offerings	2.0841	1.16378
Resource planning is enhanced as the no misappropriation of funds in recruiting and allocation funds in different departments	1.8832	.65031
Support by the top management is assured in the growth and protection of the employees	1.8645	.80220

The findings revealed that respondents moderately agreed that transparency was upheld in workforce recruitment, as indicated by a mean score of 3.0280 and a high standard deviation of 1.53493, suggesting a broad range of opinions on this matter. Additionally, respondents disagreed that employers considered compensation a significant production cost and a crucial factor for attracting and retaining valuable employees, with a mean score of 2.2944 and a standard deviation of 1.18768, showing moderate variability. Furthermore, respondents disagreed that employers strive to remain competitive in their benefits offerings, reflected by a mean score of 2.0841 and a standard deviation of 1.16378, indicating moderate variability. They also disagreed that

resource planning was effective, with no fund misappropriation in recruiting and fund allocation across departments, evidenced by a mean score of 1.8832 and the lowest standard deviation of 0.65031, suggesting more uniform views among respondents. Lastly, respondents disagreed that top management provided support for employee growth and protection, with a mean score of 1.8645 and a standard deviation of 0.80220, indicating moderately consistent responses.

The results imply that the respondents were aware of the different ways top management influence employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. The overall results imply a clear awareness among respondents of the critical ways in which top management practices influence employee turnover. The moderate agreement on recruitment transparency is a positive note, suggesting some strengths in the hiring process. However, the strong disagreement on key factors such as compensation, benefits, resource planning, and managerial support indicates significant dissatisfaction. These perceptions highlight the urgent need for organizational improvements in several areas. Enhancing compensation and benefits to be more competitive, ensuring transparent and effective resource planning, and, most importantly, demonstrating strong support from top management are all critical steps to address these concerns.

Rodriguez (2019) underscores the vital role of top management in improving the work environment in public health facilities in Barcelona, Spain. The study shows that employment security, workplace organization, working environment, and professional practice are key factors that influence employees' decisions to stay with their current employer. This aligns with the findings in Puntland, where respondents strongly

disagreed that top management supports employee growth and protection. The lack of perceived support from leadership in Puntland is a significant concern that mirrors the importance of managerial influence found in Rodriguez's study. Effective top management support can enhance job satisfaction and retention by creating a supportive and secure work environment.

In addition, the findings of the study agreed with the study by Lawler (2019) on the impact of top management on the turnover rates of health employees in public hospitals in Iceland. The study revealed that employees who received support and development opportunities felt fulfilled and respected, resulting in better service delivery to customers. The study recommended the development of talent relationship management policies to build effective relationships with employees, treat them fairly, recognize their value, provide growth opportunities, and give them a voice. Moreover, Dhiman (2020) study concurred with the results of the study indicating that resource planning had a significant influence on employee turnover in public healthcare organizations in New Delhi, India.

In testing the hypothesis, that top management significantly influences the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia; a Cross tabulation was performed. The results are presented in Table 4.9.

Table 4.9*Top Management and Employee Turnover Cross Tabulation*

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	81.607 ^a	90	.067
Likelihood Ratio	47.720	90	.000
Linear-by-Linear Association	1.365	1	.243
N of Valid Cases	214		
a. 101 cells (91.8%) have expected count less than 5. The minimum expected count is .37.			

The chi-square was employed to establish the association between the promotion opportunities and employee turnover. As per results in Table 4.9 above there was a significant association at 5% significance level between top management and employee turnover of respondents ($x^2 = 81.607$; $p = .067$). Hence the hypothesis that top management significantly influenced the employee turnover was rejected. In contrast to the study findings, Rodriguez (2019) found that top management significantly improves the work environment, impacting employee satisfaction and retention. Key factors such as employment security, workplace organization, and professional practice were highlighted as critical for employee retention. This suggests that effective top management can indeed influence turnover rates by fostering a positive work environment. Lawler (2019) demonstrated that top management's support and development opportunities resulted in employees feeling fulfilled and respected, thereby reducing turnover rates. The study recommended the development of talent relationship management policies to further strengthen this effect, emphasizing the substantial influence of top management on employee retention.

4.8 Organization Commitment

A scale of 1-5 ranging from strongly disagree to strongly agree, were used to show the agreement to organizational dedication. The results on firm commitment were summarized and computed in form of mean and standard deviation. The means were critical in explaining the middle or center of the data distribution from the large data set. For the case of the standard deviation, it was helpful in determining the extent of variation of the analysed data, its volatility or inconstancy around the mean. The results are summarized in Table 4.10;

Table 4.10

Organization Commitment

Statements on organization commitment	Mean	Std. Deviation
Work schedules allows the employee to attend to family and other relationships	2.9393	1.13462
Flexible work schedules led to greater work-life balance and helped in offsetting work related stress	2.8598	1.12127
The health system promotes interpersonal relations between employees, supervisors and managers	2.7617	1.16047
The facility make sure the working conditions are favourable to work	2.3318	1.13717
The necessary tools and equipment are available and functional	2.3318	1.17374
The facility has set a stable system for identifying and solving conflicts among employee	1.9673	1.22718

The results in Table 4.10 above show that the respondents moderately agreed that work schedules allowed the employee to attend to family and other relationships (Mean=2.9393) (SD = 1.13462), indicating that responses are more clustered around the mean, suggesting a higher level of agreement or consistency among HCWs regarding this aspect of organizational commitment and that flexible work schedules led to greater work-life balance and helped in offsetting work related stress

(Mean=2.8598) with a standard deviations of 1.12127 indicating greater variability in responses.

In addition, the respondents moderately agreed that the health system promotes interpersonal relations between employees, supervisors and managers (Mean=2.7617), (SD = 1.16047), indicating greater variability in responses suggesting that opinions and experiences among HCWs regarding these aspects of organizational commitment are more diverse. Further, the respondents disagreed that the facilities made sure the working conditions are favourable to work (Mean=2.3318) (SD=1.13717) and the necessary tools and equipment were available and functional (Mean=2.3318) (SD = 1.17374) suggesting that opinions vary widely, reflecting differing experiences and perceptions among HCWs regarding the impact of flexible schedules on their work-life balance and stress levels. Finally, the respondents disagreed that the facility had set a stable system for identifying and solving conflicts among employee (Mean=1.9673) (SD=1.22718) indicating that responses were more clustered around the mean, suggesting a higher level of agreement or consistency among HCWs.

The results suggest and hint that healthcare employees were aware of the different aspects of organization commitment influence employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. The overall results imply that respondents are acutely aware of the various aspects of organizational commitment and their influence on employee turnover. There is moderate satisfaction with work schedules and interpersonal relations, indicating some positive aspects of organizational commitment. However, significant dissatisfaction with working

conditions, resource availability, and conflict resolution mechanisms points to critical areas that need urgent attention.

In testing the hypothesis, that organisational commitment significantly influences the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia; a Cross tabulation was performed. The results are presented in Table 4.11 below;

Table 4.11

Organization Commitment and Employee Turnover

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	39.107 ^a	90	.000
Likelihood Ratio	53.777	90	.000
Linear-by-Linear Association	22.500	1	.000
N of Valid Cases	214		
a. 104 cells (94.5%) have expected count less than 5. The minimum expected count is .19.			

The chi-square was employed to establish the association between the employee turnover and employee turnover. As per results in Table 4.11 above there was a significant association at 5% significance level between organization commitment and employee turnover of respondents ($\chi^2 = 39.107$; $p = .000$). Hence the hypothesis that employee turnover significantly influenced the employee turnover was approved. Howard's (2019) study in Uganda further reinforces the importance of organizational commitment in reducing turnover rates among healthcare workers. The negative association between organizational commitment and turnover rates suggests that committed employees are less likely to leave their organizations. Job satisfaction also

serves as a mediator in this relationship, indicating that satisfied employees are more likely to stay.

4.9 Employee Turnover

The construct of employee attrition among TB/HIV management unit's in public hospitals in the Puntland State of Somalia was the dependant variable in this study. Information about the turnover was gathered from nurses, clinical officers, laboratory technicians, doctors and medical practitioners. A scale of 1-5 ranging from strongly disagree to strongly agree, were used to show the agreement to turnover dimension. The results on health care workforce attrition were summarized and computed in form of mean and standard deviation. The means were critical in explaining the middle or center of the data distribution from the large data set. For the case of the standard deviation, it was helpful in determining the extent of variation of the analysed data, its volatility or inconstancy around the mean. Summaries of the results are showcased in Table 4.12 below;

Table 4.12

Employee Turnover

	Mean	Std. Deviation
Retention of specialists is promoted	2.8738	1.70830
Planning and allocation resources are enhanced	2.7150	1.04727
Monitoring and evaluation of various programs is promoted	2.5654	1.05391
The management hires in case of shortage of healthcare workers	2.5234	1.37616
Ensures efficient and effective use of limited resource within departments	2.4112	.82169
Identification of gaps and priority departments is enhanced	2.3551	1.36868
The minimum employing levels are maintained	2.3505	1.08493

The results in Table 4.12 shows that respondents moderately agreed that retention of specialists was promoted (Mean=2.8738) and that planning and allocation resources were enhanced (Mean=2.7150). Further, the respondents disagreed that monitoring and evaluation of various programs was promoted (Mean=2.5654) and that the management hired in case of shortage of healthcare workers (Mean=2.5234). Additionally, the respondents disagreed the managements ensured efficient and effective use of limited resource within departments (Mean=2.4112) and that identification of gaps and priority departments was enhanced (Mean=2.3551). Moreover, the respondents disagreed that the minimum employing levels were maintained (Mean=2.3505). The results imply that the respondents were aware of the different aspects of employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

Mamuka (2018) in a study agreed with the findings of the study which highlighted that a defined plan and strategy for developing human resources were also lacking with the main causes of insufficient personnel were cited as being a lack of funding, bad planning, and ignorance on the side of local governments. Also, Pearce and Mawsons (2019) in a research on the impact of flexible work schedules on the turnover rates of healthcare employees concurred with the findings of the study indicating that when work obligations interfered with family and personal relationships, employees were more likely to be absent from work and quit their jobs, compared to those who had the opportunity to balance work and family responsibilities through organizational support. Additionally, the study found that positive interpersonal relationships with supervisors and managers were critical factors in promoting a positive work environment.

The findings aligned with Herzberg's Two Factor Theory, showing that respondents moderately agreed on the promotion of specialist retention and resource allocation, indicating some attention to hygiene factors like job security. However, significant dissatisfaction exists regarding monitoring programs, hiring during shortages, efficient resource use, and maintaining employment levels. These issues highlight critical hygiene factors contributing to employee turnover. While some motivational factors are addressed, they are insufficient to significantly enhance job satisfaction and retention among healthcare workers in TB/HIV management units in Puntland State of Somalia.

4.10 Bivariate Analysis

The study employed the Pearson correlations with the aim of determining the direction and magnitude of the connection that exists between the study variables. Studying the relationship between two variables, the patterns, correlations, or dependencies that exist are identified. The results are tabulated in Table 4.13 below;

Table 4.13*Bivariate Analysis*

		Job satisfac tion	Promotio n Opportun ities	Top manage ment	Organiza tion Commit ment	Emplo yee Turno ver
Job satisfacti on	Pearson Correla tion (r)	1	.045	.088	-.170*	-.237**
	p-value		.511	.201	.013	.000
	N	214	214	214	214	214
Promotio n	(r)	.045	1	-.170*	.290**	-.098
	p-value	.511		.013	.000	.154
Opportun ities	N	214	214	214	214	214
Top managem ent	(r)	.088	-.170*	1	-.106	-.080
	p-value	.201	.013		.122	.244
	N	214	214	214	214	214
Organizat ion	(r)	-.170*	.290**	-.106	1	-.325**
	p-value	.013	.000	.122		.000
Commit ment	N	214	214	214	214	214
Employee Turnover	(r)	.237**	-.098	-.080	.325**	1
	p-value	.000	.154	.244	.000	
	N	214	214	214	214	214

*. Correlation is significant at the 0.05 level (2-tailed).

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

The findings in Table 4.13 above shows that job satisfaction and promotion opportunities had a positive, weak and insignificant correlation with a correlation value of .045. In addition, job satisfaction and top management had a positive insignificant correlation of .088. Also, job satisfaction and organization commitment; job satisfaction and employee turnover had significant correlations with values of -.170 and -.237 respectively. Further, promotion opportunities and top management; promotion opportunities and organization commitment positively correlated with correlation values of .170 and .290 respectively. Moreover, there was a negative correlation

between promotion opportunities and employee turnover, with a correlation value of -0.098. The findings also indicate that top management and organizational commitment had a positive but insignificant correlation, with a value of 0.106. Additionally, organizational commitment and employee turnover showed a positive and significant correlation, with a value of 0.325. These results suggest that factors with positive correlations were closely linked and tended to move in the same direction.

4.11 Inferential Statistics

In establishing the predictive power of the independent factors in employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. The researcher adopted a linear model, which included the Model, ANOVA of regression and coefficients of determination. Table 4.14 below presents the model summary.

Table 4.14

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.596	.49869

a. Predictors: (Constant), Organization Commitment, Top management , Job satisfaction , Promotion Opportunities

The four independent variables studied (organization commitment, top management, job satisfaction and promotion opportunities) influence 65.3% of the in the employee turnover among TB/HIV management unit's in public hospitals as represented by the R^2 . This communicates that apart from the elected factors which were examined, is the existence of others which possess an influence of up to 34.7% of the employee turnover among TB/HIV management unit's in public hospitals. Notwithstanding the results

opine that it is needful to carry a further investigation to ascertain other factors that influence 34.7% of the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

4.11.1: Analysis of Variance (ANOVA)

To determine the extent of influence, and the impact of the underlying factors on staff attrition among the TB and HIV management units in Somali, the study carried out an ANOVA test. The results are presented in Table 4.15.

Table 4.15

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.085	4	4.521	18.180	.000 ^b
	Residual	51.976	209	.249		
	Total	70.060	213			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant), Organization Commitment, Top management , Job satisfaction , Promotion Opportunities

In line with the presented findings in Table 4.15, the p-value (sig.) was 0.000 ($p < 0.05$) indicating that organization commitment, top management, job satisfaction and promotion opportunities had statistically significant effect on the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia at 95% confidence level. The F critical at 5% level of significance was 18.180 which was above .05.

4.11.2 Coefficients of Determination

A multivariate regression analysis was computed also to facilitate the researcher to understand and interpret if there exist any influence of the independent factors on the

employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. The results are presented in Table 4.16.

Table 4.16

Coefficients of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.730	.381		1.914	.007
	Job satisfaction	-.417	.076	.334	-5.478	.000
	Promotion Opportunities	-.240	.058	.260	-4.106	.000
	Top management	-.116	.066	.106	-1.751	.081
	Organization Commitment	-.526	.075	.446	-7.022	.000

a. Dependent Variable: Employee Turnover

In accordance to the obtained statistics each standing for a variable in the Table above, the regression equation was:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ became:

$$Y = .730 + (-.417) X_1 + (-.240) X_2 + (-.126) X_3 + (-.526) X_4 + \varepsilon$$

Adopting the guidance of the stated equation, taking all factors (organization commitment, top management, job satisfaction and promotion opportunities) to be constant at zero, the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia would be .730. this clearly stipulates that with the four variables, a unit rise in job satisfaction would lead to a .417 decrease in the employee turnover among TB/HIV management unit's in public hospitals in Puntland

state of Somalia. A unit rise in promotion opportunities would lead to a .240 decrease in the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. A unit increase in Top management would lead to a .116 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia; while a unit increase in organization commitment would lead to a .526 decrease in the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

At the significance level of 95%, organization commitment, job satisfaction and promotion opportunities were significant factors in influencing the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia with significant value of $p=.000$ each. Further, top management was an insignificant determinant of the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia with significance value of .081.

The study found that Job satisfaction significantly and positively influenced the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia ($p=.000$). The findings are in line with Armstrong (2023) that effective remuneration program enhance job satisfaction and shape employee performance. In addition, the findings agree with Carraher (2018) that pay, pay satisfaction, and attitudes toward benefits had a significant impact on the turnover rate of nurses in public hospitals in Scotland. Also, the findings agree with Mangel (2016) that financial limitations, employers aim to offer equitable pay that aligns with the external labour market, the job's relative value, and the value individuals contribute to the organization. Additionally, findings agree with Long (2012) that providing positive reinforcement

for good performance, such as monetary rewards, verbal acknowledgement, written accolades, or special recognition, is crucial for encouraging and sustaining desirable behaviour.

The study found that promotion opportunities significantly and positively influenced the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia ($p=.000$). The findings agree with Albrecht and Andretta (2013) that training had a significant impact on employee turnover rates in public hospitals in Portugal. In addition, the findings agree with Werner (2019) that improving or modifying employees' knowledge, abilities, and attitudes through training and development had a substantial effect on those employees' turnover rates. Moreover, the findings agree with Phillips and Connell (2013) that career growth prospects had a significant impact and that health employees desire career advancement opportunities that allow them to improve their skills and experience, while also advancing within the organization.

The study found that top management insignificantly and positively influenced the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia ($p=.081$). The findings agree with Rodriguez (2019) that top management plays a vital role in improving the work environment, and this can impact the satisfaction of certain employees. Also the findings are in line with Weisbrod (2018) that transparent recruitment had a significant impact on reducing turnover rates of health workers in public hospitals in Zambia. Further, the findings agree with Lawler (2019) employees who received support and development opportunities felt fulfilled and respected, resulting in better service delivery to customers and that senior

management had a considerable influence on the turnover rates of health personnel at Iceland's public hospitals.

The study found that organization commitment significantly and positively influenced the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia ($p=.000$). The findings agree with Mamuka (2018) that inadequate training institutions and programs, poor laws for issues involving human resources, and insufficient government funding for human resource development led to high turnover in government employments in Georgia. Further, the study findings agree with Handelman (2019) study that organizational commitment is a key factor in minimizing turnover intentions among Bangladeshi healthcare employees. Finally, the findings agree with Howard's (2019) that organizational commitment was key in reducing turnover rates among NCDs management unit employees in Uganda.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a synthesis of the findings presented in chapter four, along with the conclusions and recommendations derived from these results. Furthermore, it offers suggestions for future research stemming from the identified research gaps on the factors influencing employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia.

5.2 Summary of Findings

The study provides a comprehensive quantitative analysis of factors influencing employee turnover, including job satisfaction, promotion opportunities, top management, and organizational commitment. By employing Pearson correlations and regression models, the study quantifies the relationships and significance levels of these factors, offering empirical evidence that was previously lacking in the context of Puntland, Somalia. This rigorous approach enables a clear understanding of how each factor impacts employee turnover, filling a critical gap in the literature with robust statistical backing.

This study is tailored to the specific context of TB/HIV management units in public hospitals in Puntland, a region facing unique challenges such as limited resources, high disease prevalence, and security issues. The insights provided are directly applicable to this setting, addressing a significant gap in the literature where most previous studies were conducted in different geographical and organizational contexts. By focusing on

the unique circumstances of Puntland, the study offers relevant and practical recommendations that are crucial for improving employee retention in this region.

The study identifies key factors that significantly influence employee turnover. Job satisfaction is found to have a significant negative correlation with turnover, suggesting that higher job satisfaction leads to lower turnover rates, aligning with existing literature but providing specific data for the Puntland context. Promotion opportunities also negatively correlate with turnover, indicating that more opportunities for promotion reduce turnover rates. Organizational commitment shows a significant negative correlation with turnover, highlighting its importance in retaining employees. While top management was found to be an insignificant determinant in this study, it provides a basis for further investigation into the role of management practices in employee retention.

By employing regression analysis, the study develops a predictive model that explains 65.3% of the variance in employee turnover ($R^2 = 0.653$). This model is a valuable tool for hospital administrators and policymakers to predict and manage turnover rates effectively, focusing on the most influential factors identified. The high explanatory power of the model underscores the critical role of the studied variables in understanding and addressing employee turnover in TB/HIV management units.

The study offers actionable recommendations based on its findings. To improve job satisfaction, suggestions include better remuneration, recognition programs, and enhancing the work environment. For enhancing promotion opportunities, the study recommends establishing clear career progression paths and continuous professional development. Strengthening organizational commitment is advised through fostering a

strong organizational culture and providing support systems for employees. These targeted recommendations are designed to address the specific needs identified in the study, aiming to reduce turnover rates effectively.

The study acknowledges that 34.7% of the factors influencing turnover remain unexplained, indicating the need for further research. Potential areas for additional investigation include exploring the impact of work-life balance on turnover, assessing the influence of the physical and psychological work environment, and investigating personal and socio-economic factors that may affect turnover. By highlighting these areas, the study paves the way for future research to build on its findings and further elucidate the complex dynamics of employee turnover in this context.

Job satisfaction

The study found that a well-rewarded employee felt gratified, worth and valued by the organization they working for and such motivation made them more productive, efficient and willing to work towards organizational goals. Further, the study found that rewards given took the form of monetary gifts, promotion and increased salaries. Further, the study found that employees with exceptional personal outcomes were moderately recognized and rewarded accordingly. In addition, the study found that remuneration and salaries did not match the contributions of individual employees to the growth of the organizations.

Promotion opportunities

The study found that different types of training played an important role in creating and reinforcing high involvement work processes. In addition, the study found that training typically moderately involved providing employees the knowledge and skills.

Additionally, the study found that orientation was moderately used in promoting the comfort and positivity among the health workers. Also, the study found that higher education programs were not provided within the facilities ensuring that the employees were equipped with modern medical skills. Further, the study found that the employees were not assured of promotion in the facility.

Top management

The study found that that transparency was moderately observed in the recruitment of workforce. Further, it was also reported that employers were less likely to view compensation as a very key prerequisite and ingredient for attracting suitable job applicants in addition to retaining valued employees. Moreover, the study found that employers were less committed in ensuring sustainable competitiveness with respect to benefit offerings and that resource planning was not enhanced as there was misappropriation of funds in recruiting and allocation funds in different. Further, the study found that support by the top management was not assured in the growth and protection of the employees.

Organization commitment

The study found that work schedules moderately allowed the employee to attend to family and other relationships and that flexible work schedules led to greater work-life balance and helped in offsetting work related stress. In addition, the study found that the health system promotes interpersonal relations between employees, supervisors and managers. Further, the study found that the facilities did not make sure the working conditions were favourable to work and that the necessary tools and equipment were

available and functional. Also, the study found that the facility had set a stable system for identifying and solving conflicts among employee.

Employee turnover

The study found that retention of specialists was moderately promoted and that planning and allocation resources were moderately enhanced as well. Further, the study found that monitoring and evaluation of various programs was moderately promoted and that the management moderately hired in case of shortage of healthcare workers. Additionally, the study found that the managements inefficiently and ineffectively use of limited resource within departments and that there was insufficient identification of gaps and priority departments was enhanced. Moreover, the study found that the minimum employing levels were not maintained.

As informed by the inferential statistics, the study ruled out that taking all factors (organization commitment, top management, and job satisfaction and promotion opportunities) to be constant at zero, the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia would be .730. Along with this, addition, the study found that with the four variables, a unit rise in job satisfaction would lead to a .417 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Further, the study found that a unit rise in promotion opportunities would lead to a .240 decrease in the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. Moreover, the study found that a unit increase in top management would lead to a .116 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Also, the study found that a unit

increase in organization commitment would lead to a .526 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia.

At the significance level of 95%, the study found that organization commitment, job satisfaction and promotion opportunities were significant factors in influencing the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia with significant value of $p=.000$ each. Further, the study found that top management was an insignificant determinant of the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia with significance value of .081.

5.3 Theoretical Implications of the Study

Herzberg's Two-Factor Theory, distinguishing between motivators and hygiene factors, provides a theoretical framework for interpreting employee turnover among TB/HIV management units in Puntland State of Somalia. The study identified job satisfaction and promotion opportunities as having significant negative correlations with employee turnover, suggesting that their improvement can reduce turnover. Job satisfaction, influenced by motivators such as recognition and responsibility, plays a crucial role in preventing dissatisfaction, aligning with Herzberg's hygiene factors. Similarly, promotion opportunities act as both motivators and hygiene factors, where their absence causes dissatisfaction, while their presence enhances motivation and job satisfaction.

Furthermore, the study found that organizational commitment significantly reduces employee turnover, highlighting its alignment with Herzberg's motivators like

recognition and achievement. High organizational commitment leads to intrinsic job satisfaction, thereby reducing turnover. In contrast, the correlation between top management practices and employee turnover was insignificant, indicating that while management practices might not directly affect turnover, and they still play a role as hygiene factors. Poor management can lead to dissatisfaction, but improvements in management alone are not enough to enhance job satisfaction without addressing motivators. This emphasizes the importance of both hygiene factors and motivators in managing employee turnover in healthcare settings.

Job Embeddedness Theory, introduced by Mitchell et al. (2001) provides a comprehensive framework for understanding why employees stay in their jobs. It posits that employees' decisions to remain with an organization are influenced by a complex web of factors beyond job satisfaction, including personal connections (links), perceived compatibility with the organization (fit), and the sacrifices associated with leaving. These dimensions collectively determine an employee's embeddedness within the organization, influencing their turnover intentions and behaviors.

The study "Factors Influencing Employee Turnover among TB/HIV Management Units in Public Hospitals in Puntland State of Somalia" applied this theory to examine the relationships between job satisfaction, promotion opportunities, top management support, and organizational commitment on employee turnover. The findings revealed that higher job satisfaction and promotion opportunities significantly reduce turnover, aligning with the 'fit' and 'links' dimensions of Job Embeddedness Theory. While top management support showed a potential influence, organizational commitment emerged as a critical factor, underscoring its role in strengthening professional and

emotional connections within the organization. These results suggest that enhancing job satisfaction, providing career advancement paths, and fostering organizational commitment can effectively reduce turnover. Future research should explore additional factors such as work-life balance and job security to fully understand employee retention in this context.

5.4 Conclusion

The study concluded that well-rewarded employees felt valued by their organizations, which enhanced productivity, efficiency, and alignment with organizational goals. Rewards were primarily in the form of monetary gifts, promotions, and salary increases. However, despite some recognition of exceptional performance, the study found that employee remuneration often did not adequately reflect individual contributions to organizational growth. This disparity between rewards and employee performance was noted as a significant issue.

The study concluded that different types of training played a critical role in reinforcing high-involvement work processes, though training was only moderately effective in providing employees with necessary skills and knowledge. Orientation programs helped improve employee comfort and positivity. However, the lack of higher education programs within the facilities limited employees' access to modern medical skills. Additionally, the study observed that promotion opportunities were not guaranteed, leaving many employees without clear career advancement paths.

The study concluded that transparency in the recruitment of employees was only moderately observed. Employers did not view compensation as a major factor in

attracting or retaining employees, and there was little effort to maintain competitiveness with respect to benefit offerings. Furthermore, resource planning was not well-managed, as misappropriation of funds occurred in recruitment and departmental resource allocation. These shortcomings indicated a need for improved planning and financial oversight.

The study concluded that flexible work schedules moderately enhanced work-life balance and helped reduce work-related stress. Additionally, the health system promoted interpersonal relationships between employees, supervisors, and managers. However, the working conditions in the hospitals were often unfavourable, with a lack of functional tools and equipment. Despite the presence of a conflict-resolution system, the overall working environment required improvement to fully support employee well-being and performance.

The study concluded that while specialist retention was moderately promoted, overall resource management needed enhancement. Monitoring and evaluation processes were only moderately implemented, and management failed to efficiently use limited resources within departments. Additionally, the study found that staffing shortages were not effectively addressed, as the minimum required levels of healthcare workers were not maintained across departments, leaving gaps in critical areas.

According to the regression equation, the study concludes that taking all factors (organization commitment, top management, and job satisfaction and promotion opportunities) to be constant at zero, the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia would be .730. In addition, the study concludes that with the four variables, a unit rise in job satisfaction

would lead to a .417 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Further, the study concludes that a unit rise in promotion opportunities would lead to a .240 decrease in the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. Moreover, the study concludes that a unit increase in top management would lead to a .116 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Also, the study concludes that a unit increase in organization commitment would lead to a .526 decrease in the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia.

At the significance level of 95%, the study concludes that organization commitment, job satisfaction and promotion opportunities were significant factors in influencing the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia with significant value of $p=.000$ each. Further, the study concludes that top management was an insignificant determinant of the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia with significance value of .081.

5.5 Recommendations

The study recommends that in order to promote job satisfaction for employees in the TB/HIV management unit's in public hospitals the government should install a framework to for monitoring the performances of individual workers where best performers are identified and rewarded accordingly.

In enhancing the promotion opportunities for employees at the TB/HIV management unit's in public hospitals; the facilities should establish training programmes within with the aim of enhancing the knowledge and skill of the staff which opens further opportunities for promotion after gaining new skills.

In promoting the top management for lowering the turnover rates at TB/HIV management unit's in public hospitals; the hospital managements should enhance the employees' participation/involvement in decision making process which makes the employees gain the sense of belonging and they would drop any intentions to leave.

In promoting the organization commitment in reducing the employee turnover among TB/HIV management units in public hospitals. The managements should lay down procedures and protocols aimed at enhancing the transparency and accountability in the organizations activities such a recruitment of workforce.

5.6 Areas for Further Research

The study findings indicate that factors not covered in this study influenced 34.7% of the employee turnover among TB/HIV management unit's in public hospitals. Hence, additional research should be conducted with the aim of determining the other factors that influence 34.7% of the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. In addition, the study recommends a study to be done in on the effects of work ethics practices on performance of nurses with a focus at the Galkayo hospital as it is a regional beacon in the Puntland state of Somalia that serves patients around Somalia and some parts of the Somali Region in Ethiopia. Further, a study should be done of the factors influencing utilization of health insurance by expectant mothers in Puntland State, Somalia.

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APPENDICES

Appendix I: Informed Consent

Dear Respondent,

My name is Mohamed Mohamoud Hassan, student from Kenya Methodist University.

I am conducting a study titled: **Factors Influencing Employee Turnover Among TB/HIV Management Unit's in Public Hospitals in Puntland State of Somalia**. The results will be used to enhance health systems in Somali and other low-income African nations. As a consequence, governments, communities, and people will benefit from higher healthcare quality. This study proposal is crucial to strengthening health systems because it will provide new information in this area, informing stakeholders to make research-based policies.

Procedure to be followed

Participation in this study will need me asking you some questions and gaining access to all of the hospital's departments. I'll keep the information you provide me in a questionnaire and check list. You have the option of declining to participate in this study. You will not be fined or persecuted for declining to participate in the study and your decision will not be used against you or impact your employment. Bear in mind that participation in the study is entirely optional. You may ask questions about the research at any time. You have the right to decline to answer any questions and to end an interview at any moment. You may also leave the study at any time without affecting the services you are providing.

Discomforts and risks

Some of the questions you will be asked will be about personal matters, which may be unpleasant or make you uncomfortable. If this occurs, you have the option of refusing to respond. You can also terminate the interview at any moment. The interview might take up to 40 minutes to complete.

Benefits

If you take part in this study, you will be assisting us in strengthening the health systems in Somalia and other low-income African nations. As a consequence, governments, communities, and people will benefit from higher healthcare quality. This field attachment is crucial to building health systems since it will provide new information in this area, informing decision makers to make research-based decisions.

Rewards

There is no reward for anyone who chooses to participate in the study.

Confidentiality

The interviews will take place in a private room within the hospital. Your name will not be recorded on the questionnaire, and it will be held in a secure location at the University.

Contact Information

If you have any questions you may contact the following supervisors:

Mr Fredrick Kimemia and Ms Lillian Muiruri

Department of Health Systems Management, Kenya Methodist University

Participant's Statement

The above remark about my involvement in the study is apparent to me. I was given the opportunity to ask questions, and my queries were well answered. My participation in this study is completely voluntary on my part. I accept that my records will be kept confidential and that I may withdraw from the research at any time. I realize that whether I quit the study or not, I will not be mistreated at work and that my decision will have no impact on how I am treated at work.

Participant Signature..... Date.....

Investigator's Statement

I, the undersigned, have explained to the volunteer in a language s/he understands the procedures to be followed in the study and the risks and the benefits involved.

Name of Interviewer..... Date.....

Interviewer Signature.....

Appendix II: Questionnaire

SECTION A: Demographic Information

1. What is your gender?

Female [] Male []

2. What is your age bracket?

Less than 25 years [] 26-35 years []

36-45 years [] Above 45 years []

3. What is your highest education level?

Certificate level [] Diploma level [] Graduate/Degree []

Postgraduate [] Others-specify..... []

4. For how long have you worked in your current station?

Less than 1 year [] 1-5 years [] 6-10 years [] Over 10 years []

Section B: Job satisfaction

5. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Job satisfaction.

Statements	1	2	3	4	5
Remuneration and salaries match the contributions of individual employees to the growth of the organisation					
Rewards given takes the form of monetary gifts, promotion and increased salaries					
Motivated employees are more productive, more efficient and more willing to work towards organizational goals					

Employees with exceptional personal outcomes are recognized and rewarded accordingly					
A well rewarded employee feels that he/she is being valued by the company that he/she is working for					

Section C: Promotion Opportunities

6. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-moderately agree, 4-agree and 5-strongly agree, kindly indicate your agreement level to the statements below that relate to Data Availability

Statements	1	2	3	4	5
Orientation is used in promoting the comfort and positivity among the health workers					
The employees are assured of promotion in the facility					
High education programs are provided within the facility ensuring that the employees are equipped with modern medical skills					
Different types of training can play an important role in creating and reinforcing high involvement work processes					
Training typically involves providing employees the knowledge and skills needed to do a particular task or job, though attitude change may also be attempted					

Section D: Top management

7. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-moderately agree, 4-agree and 5-strongly agree, kindly indicate your agreement level to the statements below that relate to Top management.

Statements	1	2	3	4	5
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Transparency is observed in the recruitment of workforce					
Resource planning is enhanced as the no misappropriation of funds in recruiting and allocation funds in different departments					
Support by the top management is assured in the growth and protection of the employees					
Employers attempt to maintain competitiveness with respect to benefit offerings					
Employers view compensation as a major cost factor of production and as a necessary inducement for attracting suitable job applicants in addition to retaining valued employees.					

Section E: Organization Commitment

8. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Organization commitment.

Statements	1	2	3	4	5
The facility make sure the working conditions are favorable to work					
The necessary tools and equipment are available and functional					
Work schedules allows the employee to attend to family and other relationships					
The facility has set a stable system for identifying and solving conflicts among employee					
Flexible work schedules led to greater work-life balance and helped in offsetting work related stress					
The health system promotes interpersonal relations between employees, supervisors and managers					

Section F: Employee Turnover among TB/HIV Management Unit's In Public Hospitals

9. Using a scale of 1-5 where 1-strongly disagree, 2- disagree, 3-Moderately agree, 4-Agree and 5-Strongly agree, kindly indicate your agreement level to the statements below that relate to Employee turnover.

Statements	1	2	3	4	5
Retention of specialists is promoted					
The minimum employeeing levels are maintained					
The management hires in case of shortage of healthcare workers					
Planning and allocation resources are enhanced					
Identification of gaps and priority departments is enhanced					
Monitoring and evaluation of various programs is promoted					
Ensures efficient and effective use of limited resource within departments					

THANK YOU FOR PARTICIPATING

Appendix III: Introduction Letter from KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

June 13, 2023

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100
NAIROBI.

Dear Sir/Madam,

RE: MOHAMED MOHAMOUD HASSAN – (REG. NO. HSM-3-0650-1/2020)

This is to confirm that the above named person is a bona fide student of Kenya Methodist University, in the School of Medicine and Health Sciences, Department of Health System Management undertaking a Master's Degree in Health System Management. He is conducting research on: "Factors Influencing Employee Turnover among TB/HIV Management Units in Public Hospitals in Puntland, State of Somalia".

We confirm that his research proposal has been presented and approved by the University.

In this regard, we are requesting your office to issue a research license to enable his collect data.

Any assistance accorded to him will be appreciated.

Thank you.



Dr. John M. Muchiri (PhD)
Director, Postgraduate Studies

Cc: Dean SMHS
CoD, HSM
Program Coordinator -HSM

Appendix IV: Ethical Clearance Letter



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162
EMAIL: INFO@KEMU.AC.KE

June 13, 2023

KeMU/ISERC/HSM/08/2023

MOHAMED MOHAMOUD HASSAN
HSM-3-0650-1/2021

Dear Mohamed,

**SUBJECT: FACTORS INFLUENCING EMPLOYEE TURNOVER AMONG TB/HIV
MANAGEMENT UNITS IN PUBLIC HOSPITALS IN PUNTLAND, STATE OF SOMALIA**

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/HSM/08/2023. The approval period is 13th June, 2023 – 13th June, 2024.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.

- V. Clearance for export of biological specimens must be obtained from relevant institutions.
- VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

MR. HERBERT KIBEBE
SECRETARY (ISERC)

Appendix VI: NACOSTI Research Permit

DAWLADDA PUNTLAND
E SOOMAALIYA



حكومة ولاية بونت الند
الصومالية

WASAARADDA CAAFIMAADKA
Xafiiska Agaasimaha
Qorsheynta

Puntland Government of Somalia
Office of the Director Planning and
Policy Development

وزارة الصحة

Ref: MOH/PL/DPL/116 /2022

Date: 05/ June / 2022

To: Whom It May Concern



This is to certify that Mr. Mohamed Mohamoud Hassan of Kenya Methodist University, has been authorized to conduct research as per the provision of Puntland State of Somali on the topic:
**FACTORS INFLUENCING EMPLOYEE TURNOVER AMONG TB/HIV MANAGEMENT UNIT'S
IN PUBLIC HOSPITALS IN PUNTLAND STATE OF SOMALIA** for a period of one
year ending 01/June/ 2023.

Mr. Idris Abdullahi Mohamed
Director of Planning and Policy Development
Ministry of Health Puntland state of Somalia



Email: planning@moh.pl.so/idris.amohamed1@gmail.com