

## **Influence of Working Conditions on Employee Retention at St. Joseph Hospital in Moshi Municipality**

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### **Abstract**

This study was on the influence of working conditions on employee retention at St. Joseph Hospital in Moshi municipality. This study was guided by the following research objective: To determine the influence of working conditions on employee retention at St. Joseph Hospital in Moshi municipality. This study used the theory of the Hierarchy of Needs developed by Abraham Maslow, which is closely related to retention. A convergent research design was used with a mixed research approach involving both quantitative and qualitative data collection. The target population was 200 employees from St. Joseph Hospital. A sample size of 60 employees, 50 professional health workers, 7 heads of departments, and 3 hospital managers, as determined by Mugenda and Mugenda, (2003) was used. A sample of 50% was considered a suitable large sample size. Content validity of research tools was ensured through discussion with specialists at the university while reliability of the instruments was tested through Cronbach alpha coefficient a Cronbach's alpha of 0.721 was obtained, where Data was collected through self-administered questionnaires and key informant interview. Then data was processed and analyzed based on information collected. Quantitative data was analyzed using descriptive statistics where mean, frequencies, percentage. Findings of the study showed that St. Joseph Hospital's working conditions significantly improved the staff retention. However, inadequate working tools discourage employees and increased turnover, leading to missed shifts and long working hours. Poor relationship between employer and employees also lead to lost morale and increased labor turnover. The study conclude that St. Joseph Hospital is faces a challenge of labor turnover due to inadequate working tools, missed shifts, long working hours, and a poor relationship between employer and employees. These are the major factors contributing to employee turnover in the organization. The study recommends to the hospital managers and heads of department that they should provide tools and improve communication to boost job morale and satisfaction, and restructure work schedules to be flexible.

**Keywords:** Working condition, employee, employee retention, professional health staff

## 1. Introduction

Working conditions is a critical aspect of organizational success particularly in hospital institutions. The healthcare industry faces unique challenges in attracting and retaining talented employees, particularly in the midst of an on-going shortage of skilled healthcare professionals to both developed and developing countries. Working conditions factors have affected employee retention have been the subject of numerous studies, particularly in Tanzania but also globally, continentally, and within individual nations. The World Health Organization (2013), reports that the health sector in low and middle income nations is drawing more attention due to the global human resources problem and the underwhelming performance of health personnel. Mathisen et al., (2021) observed that the government of the USA faced challenges in staff retention in public hospitals due to a variety of factors, including poor working conditions and workplace culture. The situation was similar in the UK, where Alharbi et al. (2022) identified those stressful working conditions in hospitals may lead to higher turnover rates.

In the African context, one of the major problems facing private hospitals is high employee turnover and a challenge in retaining skilled healthcare workers (Sirili et al, 2021) High health care turnover in Ghana has been attributed to several factors, including poor working conditions, limited career growth opportunities, and a lack of recognition and appreciation for the work of healthcare employees. The problem of health care retention and turnover at private hospitals in Tanzania is a complex and multifaceted issue. (Sirili et al., 2018). The poor working conditions in private hospitals can also affect the quality of care provided to patients, as healthcare workers may be less likely to invest time and effort in their work if they perceive that employment is unstable. The hospital report shows the staff who left St. Joseph Hospital and those who stayed.

**Table 1. Employee statistics for St. Joseph Hospital from 2018 to 2022**

S/N	Years	Total number of employees	Total number of employees left in an organization	Percent of employees left in organization	Total number of employees remain in an organization	Percentage of employee remain in organization
1	2018	113	10	8.8%	103	91.2%
2	2019	123	18	14.7%	105	85.4%
3	2020	143	20	13.9%	123	86.0%
4	2021	175	30	17.1%	145	82.85%
5	2022	205	45	21.9%	160	78.0%

**Sources:** St. Joseph HR records, (2023).

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Table 1. Shows employee statistics at St. Joseph Hospital for the past five years: the total number of employees at St. Joseph Hospital for five years, number of employees who are leaving the organization for five years from 2018 up to 2022; and those who are remaining at St. Joseph from 2018 up to 2022. Therefore, the researcher aims to assess influence working conditions on employee retention at St. Joseph Hospital in Moshi Municipality.

## **2. Statement of the Problem**

Working conditions is on the critical issues at St. Joseph hospital in Moshi municipality. Shortage of healthcare workers and competition between hospitals influenced the employee to stay while other left. Health stakeholders, such as patients, healthcare providers, and healthcare organizations, have a vested interest in to the retention of healthcare employees. Retaining experienced and skilled healthcare workers can help to ensure that patients receive high-quality care, which can improve patient outcomes and satisfaction. Daniel (2020) argued that 57% of health workers leave employment because of poor working conditions and insufficient work facilities. Moreover, the results revealed that majority of the respondents agreed that the poor working conditions in the hospital strongly influenced employees to leave employment. Ambukege (2020), found out that one of the elements affecting employee retention was poor working conditions. Poku et al (2020) found significant associations between work conditions, burnout, nurse-physician relation, nurse manager leadership, nursing foundation for quality care, staffing and resource adequacy, and turnover intention among RNs in Ghana. (Mgaiwa, 2021) the study revealed that positive work conditions characterized by good relationships, supportive leadership, and adequate resources and facilities were positively associated with job satisfaction. Therefore this target to investigate the temporal relationship between changes in the work environment and job satisfaction. this supported by a report of St. Joseph Hospital from 2018 to 2022, which showed 57% of employees that moved from the hospitals, both voluntarily and involuntarily. (Hospital Annual report, 2022). The issue of influence of conditions on employee retention has been studies by many researchers Poku et al (2020); Daniel (2020); Ambukege (2020), (Mgaiwa, 2021) these studies did not address the influence of working conditions on employee retention in Moshi Municipality specifically at St. Joseph Hospital. Therefore the study assessed the influence of working condition on employee retention at St. Joseph Hospital in Moshi Municipality.

### **3. Research Objective**

To assess the influence of working conditions on employee retention at St. Joseph hospital in Moshi Municipality.

### **4. Theoretical Framework**

The study was guided by Maslow's Hierarchy of Needs theory, which was discovered by Abraham Maslow in 1943. The Hierarchy of Needs was created by American motivational psychologist Abraham Maslow and consists of five hierarchical classifications from lowest to highest levels of needs: physiological needs, safety and security needs, social needs, self-esteem needs, and self-actualization needs. When they employees get these needs at work, they are satisfied at work and also stay there for a long time. It states that fundamental needs must be met first, followed by security and self-actualization. Motivation is only stimulated by unsatisfied needs, and human needs range from the most basic to the most complex. Motivational tension develops when a need is met, with five levels of needs: physiological, safety and security, social, self-esteem and self-actualization. These needs can be directly satisfied by compensation. Safety and security needs include job security, seniority, safe working conditions, benefits, insurance and retirement plan, and severance pay. Social needs include companionship, love, and belonging. Self-esteem includes recognition, reputation, praise, status and responsibility. Self-fulfillment involves realizing one's full potential.

#### **Strength of theory.**

Maslow's hierarchy of needs theory states that employees must meet each level of their needs in order to commit to workplace goals. Failure to do so can lead to lack of fulfillment.

#### **Weakness of theory.**

Maslow's hierarchy of needs theory does not explain the difference between individualistic and collectivist societies in terms of social and intellectual needs.

#### **Relevance of theory**

Maslow's hierarchy of needs theory emphasizes the importance of remuneration, career progression, working condition, reward and recognition to both employees and organizations to influence employee retention at St. Joseph Hospital.

## 5. Literature Review

Li *et al.*, (2022) carried out a study about how do work conditions affect the turnover intention of medical social workers in China? The data collected from the China Social Work Longitudinal Survey (CSWLS) conducted in 56 cities across the country in 2019. It adopted a multi-stage random sampling method and the sample of medical social workers was selected according to their current service field and the sample size finally entering the model was 382. The study found that job-related stress plays the most significant role in explaining the formation mechanism of medical social workers' turnover intention. The study employed longitudinal survey design where it contributed to confounding factors that affect the research outcomes over the passage of time. Therefore, the current study employed convergent parallel design that enables the research to collect data with short period of time.

Kiliç *et al.*, (2023) examined the effects of working conditions on work limitation of the employees in turkey. The study used a cross-sectional and was conducted in 2022 among employees of a university hospital. 254 people voluntarily participated in the study. Data were collected by applying the socio-demographic data form, the work limitation questionnaire (WLQ), and the work environment scale (WES). Institutional permission and ethical approval were obtained for the study. In the analysis of the data, t-test, ANOVA, and linear regression (LR) were used. The study's findings revealed that the factors affecting the level of work limitation of hospital staff; worsening perception of health status, being a doctor, decreased income level, increased working time in the institution, and age reduction. The researcher used cross section design method which based on quantitative method with enough sampled respondents. However, the study establishes bias to the respondents where the respondents fail to provide their view about the problem under investigation. Therefore, the current study used both questionnaires and interview guide to triangulate the information from other respondents.

Alias *et al.*, (2019) conducted a study about the effect of supportive work environment on employee retention at Malaysia. A total of 257 questionnaires have distributed and 183 valid questionnaires have returned. The data collected are statistically analysed and reported in descriptive statistics, frequency, Pearson correlation, and multiple regression analyses. The findings of the study confirmed that only supervisory support and job satisfaction have a positive and significant relationship with employee retention. The previous study support the idea of

working environment on employee retention, however, the study lacks detailed information on how the researcher sampled the respondents from the field. Furthermore, the study used only questionnaires to employees. However, the study lacks views from other stakeholders to triangulate from the data collected in questionnaires. The study could add interviews to get views of the respondents concerning the study problem by utilized interview guide.

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Yuslizaet a/, (2021) analyzing the relationship between supportive work environment and employee retention in Malaysia. A total of 225 academic staff from one of the public universities in Malaysia were participated in this study and collected by using hardcopy and an online survey. This study indicated that individual dimensions of supportive work environment have a significant positive relationship on employee retention. However, the study reports that there is a significant positive relationship between individual dimensions of supportive work environment and employee retention, it would be useful to know the strength of these relationships. The study focuses solely on the relationship between a supportive work environment and employee retention, without considering other potential factors that may impact retention. Factors such as compensation, job satisfaction, career development, or work-life balance are known to influence employee retention and should have been included for a more comprehensive analysis.

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Izolo, (2022) did a study about the employee retention and the effects of supportive work environment in South Africa. The study adopted descriptive survey design whereby the sample of the study was 10 management officers and 52 workers who responded to questionnaires. Findings revealed that pay had a weak influence on employee retention while work environment had the strongest influence which was significant at ( $p = .005$ ) 2-tailed. While it was evident from the results that work environment plays a major role in employee retention. The study lack a details about the sampling methodology used to select the participants. Without information on how the sample was chosen, it is difficult to assess the representativeness of the sample and potential biases that might affect the results. The used questionnaires introduce the potential for response biases such as social desirability or recall errors. Participants may provide answers that they perceive as more favourable or might not accurately remember their experiences.

Poku et al, (2020) conducted a study about the determining the impacts of work conditions and burnout on turnover intentions among RNs in Ghana. A descriptive cross-sectional design using a simple random and proportionate stratified sampling with a sample of 232 RNs from Municipal and Regional Hospitals, Sunyani, West-Central part of Ghana completed validated instruments measuring work environment, burnout, and turnover intentions. There were significant associations between some nursing work environment facets and turnover intention. The results also showed a statistically significant relationship between nurse-physician relation, nurse manager leadership, nursing foundation for quality care, staffing and resource adequacy on and turnover intention as mediated by burnout. Ensuring a healthy workplace for nurses can significantly reduce burnout; and as such, will help keep experienced RNs. The use of a cross-sectional design limits the ability to establish causal relationships between work conditions,

burnout, and turnover intentions. A longitudinal design would have been more appropriate to examine the dynamic nature of these variables over time and establish causal connections.

Wakio, (2019) investigated the influence of working Conditions on employee retention in level four and five in Machakos country. The study population was 742 employees who included Medical Superintendents, heads of departments, medical officers, clinical officers, nurses and support staff. A sample of 86 employees was selected. The study utilized descriptive survey design. The data was collected using questionnaires mainly, and a mixture of purposive and stratified sampling technique. The study indicated that working hours and the Information Communication System in place in hospitals in Machakos County had a significant negative influence on employee retention. Findings also showed that job design and teamwork had a significant positive effect on employee retention. However, the previous study used descriptive design which is suitable for collecting a large amount of data using questionnaire only from a large sample size. However, adopting descriptive design may limit respondents to express their views about the problem. Therefore, the current study will use convergent parallel design that involves the collection of both qualitative and quantitative data by utilizing questionnaires and interview guide.

Mgaiwa, (2021) did study on academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. The study employed a quantitative approach, using a survey questionnaire to collect data from 255 academics from six universities in Tanzania. The study found that academics' perception of their work environment significantly influenced their job satisfaction. Specifically, the study found that a positive work environment characterized by good relationships with colleagues, supportive leadership, and adequate resources and facilities was positively associated with job satisfaction. However, the study used a cross-sectional design, which limits the ability to draw causal conclusions about the relationship between perceived work environment and job satisfaction. It would be beneficial to conduct longitudinal studies to investigate the temporal relationship between these variables and determine whether changes in the work environment lead to changes in job satisfaction.

The reviewed studies assessed various aspects of influence of working conditions on employee retention the different context there is a research gap to understanding the extent influence working conditions on employee retention. The study of scholars such as Wakio, (2019); (Li et

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al., 2022),;Kiliçet *al* (2023) ; (Alias et al., 2019); Pokuet *a/*, (2020); (Izolo, 2022), (Yusliza et al., 2021),;Kamselemet *al*, (2022); (Mgaiwa, 2021);Yet most studies are conducted in other sectors, like industry and education; few are conducted in the health sector. Also, the majority of them were based on the effect of working conditions on employee retention, but the current researcher assessed the influence of working conditions on employee retention. Few studies have been conducted in Tanzania, and specifically, none have been done at St. Joseph Hospital in Moshi Municipality. Therefore, the current study could fill the knowledge and information gap at St. Joseph Hospital by assessing the influence of working conditions on employee retention.

## **6. Research Methodology**

The study used a convergent parallel research design under mixed research approach that involved collecting and analyzing both qualitative and quantitative data at the same time, in order to gain a more comprehensive understanding of a research problem. The purpose of convergent research design is to have both forms of data whereby the weakness of one form of data is supplemented by the strength of the other form (Okendo et al, 2020). The study was conducted in Moshi Municipality. The target population of this study was 200 individuals, where by 180 were professional health staff, including all 15 heads of hospital departments and all 5 hospital managers. A sample size was 60 employees whereby; 50 professional health workers, 7 heads of departments, 3 Hospital Managers. According to Mugenda and Mugenda, (2003) a sample of 50% was considered a suitable large sample size. Data collection instruments namely questionnaires was used for professional health workers also interview guide used for heads of department and hospital management.

Researcher used content validity to ensure content validity of the questionnaires. Interview schedule guide and instruments under qualitative and quantitative data, the study was contacted researchers experts specialized in business administration in human resource management from MWECAU to review the research instruments to check both content coverage and clarity of questions. To test the internal consistency or reliability of the questionnaires, Cronbach-alpha was used for Likert scale items found in the questionnaires. Data analysis procedures was consist of the analysis of qualitative data by coding the data and formulation of theme and quantitative

data was analysed by using descriptive statistics (frequencies, percentages, and mean scores). The descriptive data was organized, analysed and presented frequency distribution table.

### 7. Results, Findings and discussion

This objective of the study was to determine influence of working condition conditions on employee’s retention at hospital. The response were measured a Likert scale set of questions on 1= Very Small Extent to 5= Very Large Extent were asked to respondents to indicate level of very small extent and very large extent. Case analysis very small extent and small extent grouped to small extent and very large extent and large extent grouped to large extent lastly moderate. Results of the analysis of employees of the St. Joseph with regards to the opinion on the influence of working conditions on employee retention are presented in Table 2.

**Table 2. Professional health workers responses on Working Conditions Influencing Employee Retention at St. Joseph hospital in Moshi Municipality (n=50)**

Influence of Working Conditions on Employee’s Retention	VSE		SE		ME		LE		VLE		Mean Score	Standard deviation
	f	%	f	%	f	%	f	%	f	%		
Having a comfortable work space	2	4.0	5	10.0	10	20.0	18	36.0	15	30	3.78	1.112
Cooperation that my employer gives me in my work	3	6.0	1	2.0	9	18.0	23	46.0	14	28.0	3.88	1.043
Z	3	6.0	7	14.0	11	22.0	18	36.0	15	22.0	3.54	1.164
Presence of a degree of physical health safety	2	4.0	5	10.0	10	20.0	18	36.0	16	32.0	3.86	1.069
Employer provides a work schedule that is flexible	4	8.0	2	4.0	5	10.0	18	36.0	21	42.0	4.00	1.195
Employer considers fair working hours.	7	14.0	1	2.0	8	16.0	18	36.0	16	32.0	3.70	1.329
Employer creates an environment that reduces work stress	1	2.0	6	12.0	15	30.0	21	42.0	7	14.0	3.54	.952
Employer encourages teamwork.	2	4.0	1	2.0	5	10.0	19	38.0	23	46.0	4.02	1.348
Good relationship between the employer and me	2	4.0	1	2.0	5	10.0	19	38.0	23	46.0	4.20	.990
The employer reviews the pay structure	7	14.0	5	10	7	14	19	38	12	24	3.48	1.344
<b>Total mean score</b>											<b>3.80</b>	<b>1.15</b>

Sources: Field Data, (2023)

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Data in table 2 shows that 78% of respondents indicated to large extent and very large extent cooperation that employers give employees was one influence of working conditions on employee retention at St. Joseph Hospital, whereas 8% had a small extent and very small extent while 18% were moderate. The data also revealed that 58% of professional health workers to a large extent and very large extent that the availability of tools at the workplace contributes to the influence of working conditions on employee retention, while 28% of respondents to a small extent and very small extent, and the rest 22% support moderate. This implies that, among professional health workers to a large extent and very large extent that the cooperation from the employer at work and the availability of tools are among the factors that influence working conditions on employee retention in the study area. Also, the employer can provide tools and cooperation to the employees, but still others leave an organization because only tools and cooperation make employees stay long at the organization. Sometimes other factors are missing. Apart from the professional health workers, who showed to a large extent and very large extent that availability of tools and cooperation from employers influence working conditions on employee retention four heads of department contrary prove that the employees left the organization because of inadequate tools. Moreover, the findings from interview indicated that the working conditions at St. Joseph Hospital are not attractive. Three of the heads of department reported:

*“... We have insufficient work tools like telescopes for doctors' pens, computers, and staff for all staff that are able to register patients. I believe that the majority of staff who were left at the hospital due to the inadequate tools.” (Interview April 25<sup>th</sup> 2023)*

Based on the explanation above, one can see that an inadequate working tool characterized by poor working facilities is among the reasons employees leave St. Joseph Hospital. Contrary, Willis-Shattuck et al (2008) perceived that work conditions components such as adequate working tools are necessary to influence the intention of health personnel to stay.

Data in table 2 shows that 66% of professional health workers indicated to a large extent and very large extent had a comfortable work space influence of working conditions on employee retention 14% of respondents to a small extent and very small extent, and the remaining 20% were moderate. Additionally, the study indicated that 68% to a large extent and very large extent

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had a degree of physical health and safety that influenced working conditions on employee retention, although 14% of respondents to a small extent and very small extent while 20% of respondents indicated moderate to the item. However 78% of professional health workers indicated to a large extent and very large extent provided a flexible work schedule, whereas 12% indicated to a small extent and very small extent while 10% of respondents indicated moderate. Still, the findings showed that 68% of respondents indicated to a large extent and very large extent consider fair working hours to influence working conditions on employee retention, while 18% indicated to a small extent and very small extent whereas 16% of respondents indicated moderate. The data implies that a significant portion of the respondents perceive a positive relationship between certain aspects of working conditions (such as comfortable workspace, physical health and safety, flexibility in work schedule, and fair working hours) and employee retention. These findings suggest that providing conducive and supportive working conditions in these areas may contribute to higher employee satisfaction and increased likelihood of employee retention. Moreover the interview indicated that no flexible working hours, interaction on shift duty, miss arrangement work schedule and a hostile hospital working environment have caused employee leave at hospital. For example, three respondents at St. Joseph Hospital said that:

*"We do not have flexible working hours and shifts for staff, which makes it difficult for them to balance their work and personal responsibilities, which makes the employee work with the hospital for a short period of time."* (Interview April 25<sup>th</sup> 2023)

This implies that today's employee required flexibility so as to balance work life. Boston center for work & family, (2021) revealed that flexible work arrangements had positive and companies know it. That means if ST. Joseph does not offer employees flexibility around the work hours and locations, they might easily leave and go another health organization that offers flexibility. Similarly concur with those of Noor (2011), who discovered that there is no connection between a flexible work schedule and the intention of executive and middle level employees to leave their jobs. The findings, however, went against past research, such as that of Kroon and Freese (2013), who claim that work-life imbalances are positively correlated with staffing shortages.

Regarding to Employer creates an environment that reduces work stress data from table 1 indicate that 84% of professional health workers to a large extent and very large extent with items while 18% to a small extent and very small extent and 10% were moderate influence of

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working conditions on employee retention. The study also revealed that 84% of the respondents believed that employers encourage teamwork to a large extent and very large extent its influence working conditions on employee retention whereas 8% believed it to a small extent and very small extent and 10% were moderate. Similarly, the findings revealed that 84 % of respondents to a large and very large extent had a good relationship with their employer, while 6% to small extent and very small extent had a good relationship and 10% had a moderate relationship. Also, the study showed that 62% of the respondents to a large extent and very large extent that the employer reviews the pay structure influence of working conditions on the employee retentions whereas 28% to a small extent and very small extent , and 14% to a moderate extent. Contrary by three of heads of department said: We are looking for employees left at the hospital because of poor communication from hospital management

*“For instance, some managers use bad language toward the workers and thus make staff spend short periods at work and move to other institutions that hope there is clear communication and a fair relationship between employer and employees.” (Interview April 25<sup>th</sup> 2023)*

This implies that management does not have a good relationship with the employees, and the ways of communication are bad, so they need to change them in order to reduce labor turnover at the hospital. According to Samuel et al. (2009), argued that, improving the relationship between managers and workers encourages the retention of employees.

With regard to the data obtained, the overall mean score of the assessment made by respondents generated a mean score of 3.8, which is a moderate influence of working conditions on employee retention. The findings of the means obtained show that the respondents generally agree that working conditions influence employee retention at St. Joseph Hospital; however, they did not reach 5.0, and the finding contrary to interviews shows working conditions do not influence employee retention at the hospital. Also, respondents might fear telling the truth about working conditions and employee retention due to their fear of the employer. They also did not know why employees leave hospitals; the management only knows about that. Therefore, items like a good relationship between employer and employee were rated with mean scores of 4.20, employer encouragement of teamwork was rated with mean scores of 4.02; and employer providing a flexible work schedule was rated with mean scores of 4.0. These indicated that these items

influence working conditions on employee retention to a large extent at the hospital, while items such as cooperation that the employer gives employees were rated with mean scores of 3.88, the presence of a degree of physical health safety was rated at 3.86, having a comfortable work space was rated with mean scores of 3.78, and the employer considers fair working hours. Was rated with a mean score of 3.70; both the employer create an environment that reduces work stress and the availability of tools at the workplace were rated with a mean score of 3.54, indicating a moderate extent of the influence of working conditions on employee retention, and lastly, the employer reviews the pay structure, which was rated with a mean score of 3.4 to indicate a small extent.

### **8. Summary of Findings of the Study**

The study found that professional health workers at St. Joseph Hospital generally rated the influence of working conditions on employee retention positively. The mean score of 3.8 indicates that, on average, the respondents perceived a significant influence of working conditions on employee retention. The findings from the heads of departments revealed that inadequate working tools, such as telescopes, computers, and staff for patient registration, were cited as reasons for employee leave at hospital. The lack of necessary tools and facilities negatively impacted employee retention. Moreover, the interviews with heads of departments highlighted instances of poor communication and negative relationships between management and employees, leading to leave at work place.

### **9. Conclusion**

In conclusion, the findings of the study indicate that working conditions play a significant role in employee retention at St. Joseph Hospital. Professional health workers generally recognized the positive influence of working conditions on retention. However, the lack of adequate working tools, including telescopes, computers, and staff for patient registration, emerged as a key factor contributing to employee turnover. The insufficient availability of these tools negatively impacted employee satisfaction and retention. Furthermore, the interviews with heads of departments revealed issues related to poor communication and negative relationships between management and employees. These factors were also identified as contributors to employee turnover. It is evident that improving communication and fostering positive relationships between management and staff could positively influence employee retention.

## 10. Recommendations

The study recommends that the hospital managers should ensure that daily supplies of tools that support and facilitate work and help professional health workers is deliver quality services is available at all time. This can help boost job morale and satisfaction at work. Also, to improve communication to be transparent and accountable to the employee and avoid discrimination at work. The study recommends that heads of department should restructure the work schedules to be flexible for all parties and consider working hours that enable employees to carry out duties and responsibilities.

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