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Unit's in Public Hospitals in Puntland State of Somalia**



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Factors Influencing Employee Turnover among TB/HIV Management Unit's in Public Hospitals in Puntland State of Somalia

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ABSTRACT

Purpose: To examine the factors influencing employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia. It examined the influence of job satisfaction, promotion opportunities, top management and organisation commitment on employee turnover among TB/HIV management units.

Methodology: 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 were self-administered to the health workers. The collected data was quantitative and analyzed 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 utilized to determine the relationship between the independent and dependent variables.

Findings: The study found that organization commitment, job satisfaction and promotion opportunities were significant factors 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 also 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.

Unique contribution to theory, practice and policy (recommendations): Theory: The study challenges traditional theories by demonstrating that organizational commitment, job satisfaction, and promotion opportunities are more significant than top management in influencing employee turnover within specialized healthcare units. It suggests that healthcare administrators should focus on enhancing job satisfaction and career advancement opportunities rather than solely relying on top management strategies to improve retention. Policymakers should implement strategies that bolster employee engagement and career development in public hospitals, as these factors are crucial for reducing turnover and improving service stability.

Keywords: *Job Satisfaction, Promotion Opportunities, Top Management, Organisation Commitment, Employee Turnover*

Introduction

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 times greater risk of developing active TB than those who are HIV-negative (World Health Organization, 2018).

According to Girma, Worku, Alayu, and Bizuneh (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, Halim, Yusoff, Ahmad, & Ibrahim, 2018). Job satisfaction and its components, such as work environment, work nature, autonomy, supervision, pay, and peer relationships, are among the primary predictors (Hagan and 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).

The shortage of health professionals in Africa, particularly in Sub-Saharan countries, has been a challenge due to the rapidly growing population and high disease burden (World Health Organization, 2014). 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.* (2014) have explored the negative impacts of high health worker turnover on health service delivery in Africa.

Ethiopia has the highest number of health professionals in Sub-Saharan Africa, 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, Birhanu, & Alene, 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.

Somalia has one of the highest incidence rates of TB in the world, with around 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 (Semunigus & Moges, 2020). 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, Kamadjeu, Assegid, & Mulugeta, 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. This study, therefore, seeks to assess the factors that influence employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia.

Statement of the problem

Somalia, a country with a turbulent history, has a healthcare system that is fragile and continually understaffed. The most recent survey conducted in 2018, showed that for the first time in 14 years of surveys, HIV prevalence (0.17%) in Puntland stood above that for Somaliland (0.15%) (Salad, et al., 2019). In Somalia, where there is a low health worker to population ratio, high turnover of health professionals is a burden as there are not enough professionals to meet the needs of the growing population (Hassan, 2020). Retaining health professionals is important for providing quality health services as it increases competencies, improves team relations, and strengthens bonds with local communities. However, high turnover has negative effects on health service delivery, including increased workload, decreased morale, disruptions, and loss of institutional knowledge. The majority of studies on health worker turnover have been conducted in the United States of America and western countries, and a little some in the Middle East region (Sana, 2021; Humphreys, Wakerman, Pashen, & Buykx, 2017; Hagan & Curtis Sr, 2018). While in Africa studies on health workers have been done in plenty (Amalba, Abantanga, Scherpbier, & Van Mook, 2018; Ferede, Kibret, Million, Simeneh, Belay, & Hailemariam, 2018; Girma, Worku, Alayu, & Bizuneh, 2021) also not much has been written on turnover of health workers dealing with the management of TB/HIV. Additionally, there exists limited literature on factors influencing health workers' turnover in Somalia. This study, therefore, aims at filling this gap by examining factors influencing health workers' turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia.

Objectives of the study

General objective

The main aim of this study is to examine the factors influencing employee turnover among TB/HIV management units in public hospitals in the Puntland State of Somalia

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 organisation commitment on employee turnover among TB/HIV management unit's in public hospitals in the Puntland State of Somalia.

Healthcare Professionals Turnover

Voluntary turnover refers to an employee leaving a job of their own accord, without being forced to do so due to physical limitations or management decisions (Morrel, 2016). 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 the age of 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.

Job Satisfaction and Employee Turnover

Armstrong (2019) conducted a mixed-method study that utilized both qualitative and quantitative research methods to investigate the correlation between remuneration and the retention of workers in the healthcare sector in California. The study also pointed out that the remuneration offered was contingent on the particular contributions made by the employees to the organization. The study concluded that an effective remuneration program enhance job satisfaction and shape employee performance.

In their research, Scarpello and Carraher (2018) investigated how pay, pay satisfaction, and attitudes toward benefits affected the turnover rate of nurses in public hospitals in Scotland. The findings showed that pay, pay satisfaction, and attitudes toward benefits had a significant impact on the turnover rate of nurses in public hospitals in Scotland. The research also found that there is a connection between these factors and important organizational consequences such as employee absenteeism, intentions to leave their job, and how

attractive the organization is to potential job seekers. Additionally, the study found that there is a relationship between these factors and employee behaviours that benefit the organization, known as organizational citizenship behaviours, as well as work performance.

Promotion Opportunities and Employee Turnover

Albrecht and Andretta (2013) conducted research on how training affects employee turnover rates in public hospitals in Portugal. The study revealed that hospitals with poor training had a 41% planned turnover rate within a year, compared to hospitals with excellent training which had a planned turnover rate of only 12%. The study also found that different types of training were crucial in establishing and strengthening high involvement work processes, and that providing development opportunities for individual employees was essential to enhancing their skills and increasing their likelihood of being promoted. Overall, the study concluded that training had a significant impact on employee turnover rates in 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, on the other hand, 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 through training and development had a substantial effect on those employees' turnover rates.

In Brazzaville, Congo, Dessler (2018) 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.

Top Management and Employee Turnover

Rodriguez (2019) carried out a research on the impact of top management support in improving employee retention in public health facilities in Barcelona, Spain. A total of 661 structured questionnaires were distributed using non-probability sampling method. According to the study, top management plays a vital role 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.

Weisbrod (2018) carried out a research study to investigate the effect of transparent recruitment on turnover rates of healthcare workers in public hospitals in Zambia. 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. The results of the study indicated that transparent recruitment had a significant impact on reducing turnover rates of health workers in public hospitals in Zambia.

Organization Commitment and Employee Turnover

A research on the challenges faced by medical professionals in Georgia was done by Mamuka (2018). The study found that the respondents either disagreed with or were unsure if competent public health personnel have 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. According to the study's findings, 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) research investigates how organizational commitment affects turnover among healthcare workers in Bangladesh. According to the findings, there is a negative relationship between organizational commitment and turnover intentions in this set of workers. Fundamentally, healthcare employees who have a strong feeling of commitment to their company are less inclined to consider leaving their position. The study also finds that job satisfaction acts as a moderator in the relationship between organizational commitment and turnover intentions, implying that satisfied healthcare employees are more likely to feel committed to the organization and are less inclined to quit. Finally, the study found that organizational commitment is a key factor in minimizing turnover intentions among Bangladeshi healthcare employees.

Theoretical Framework

Herzberg's Two Factor Theory

Herzberg's Two Factor Theory posits that the factors causing job dissatisfaction are distinct from those that motivate employees to perform at their best. Unpleasant aspects such as insufficient pay, limited career advancement opportunities, insufficient training prospects, inadequate support systems and equipment, and unsatisfactory interpersonal relations with peers and managers create a feeling of discontent in the workplace. Conversely, intrinsic

factors such as a sense of accomplishment, self-respect, and self-confidence associated with the actual work done, contribute to job satisfaction and stimulate productivity. Herzberg suggests that eliminating dissatisfiers may motivate a worker to stay, but it may not necessarily enhance their performance.

Herzberg's Two Factor Theory can be applied to explain factors affecting employee turnover in TB/HIV management units in public hospitals in Puntland State of Somalia. According to the idea, there are two groups of variables that affect work satisfaction and dissatisfaction: hygienic motivators and factors. Hygiene factors, such as pay, job security, and working conditions, are essential for preventing job dissatisfaction. On the other hand, motivators, such as personal growth, recognition, challenging work, and achievement, are responsible for job satisfaction and motivation.

Job Embeddedness Theory

Georgetown University scholars, led by Brooks C. Holtom, created the concept of job embeddedness through extensive research conducted over ten years. This research was published in the journal *Organizational Dynamics* in the year 2006. Holtom and his colleagues created the job embeddedness theory after conducting research over ten years. The theory delves into the factors that influence whether an employee stays with or leaves a company, and provides a range of ideas and approaches that HR departments can use. Holtom's theory views employees as individuals with ties to different areas of their lives. Those who have stronger connections due to their participation in a greater range of work-related roles, duties, and relationships are deemed to be more "embedded" in their job. Those who are highly embedded may be less likely to leave their job because they have more connection points that would be disrupted across various aspects of their lives and careers. This disruption would be more intense for those with more connection points, thus reducing their likelihood of leaving their job.

The Job Embeddedness Theory explains how organizational commitment affects employee turnover in TB/HIV management units in public hospitals. Employees who are highly committed to their organization are more likely to feel embedded in their job and organization, reducing their turnover intentions. Strong connections with colleagues, patients, and community, a sense of purpose and pride in their work, and willingness to adapt and find solutions to problems contribute to job embeddedness. In contrast, employees with low organizational commitment may have weaker connections and less investment in their work, increasing their likelihood of turnover.

Conceptual Framework

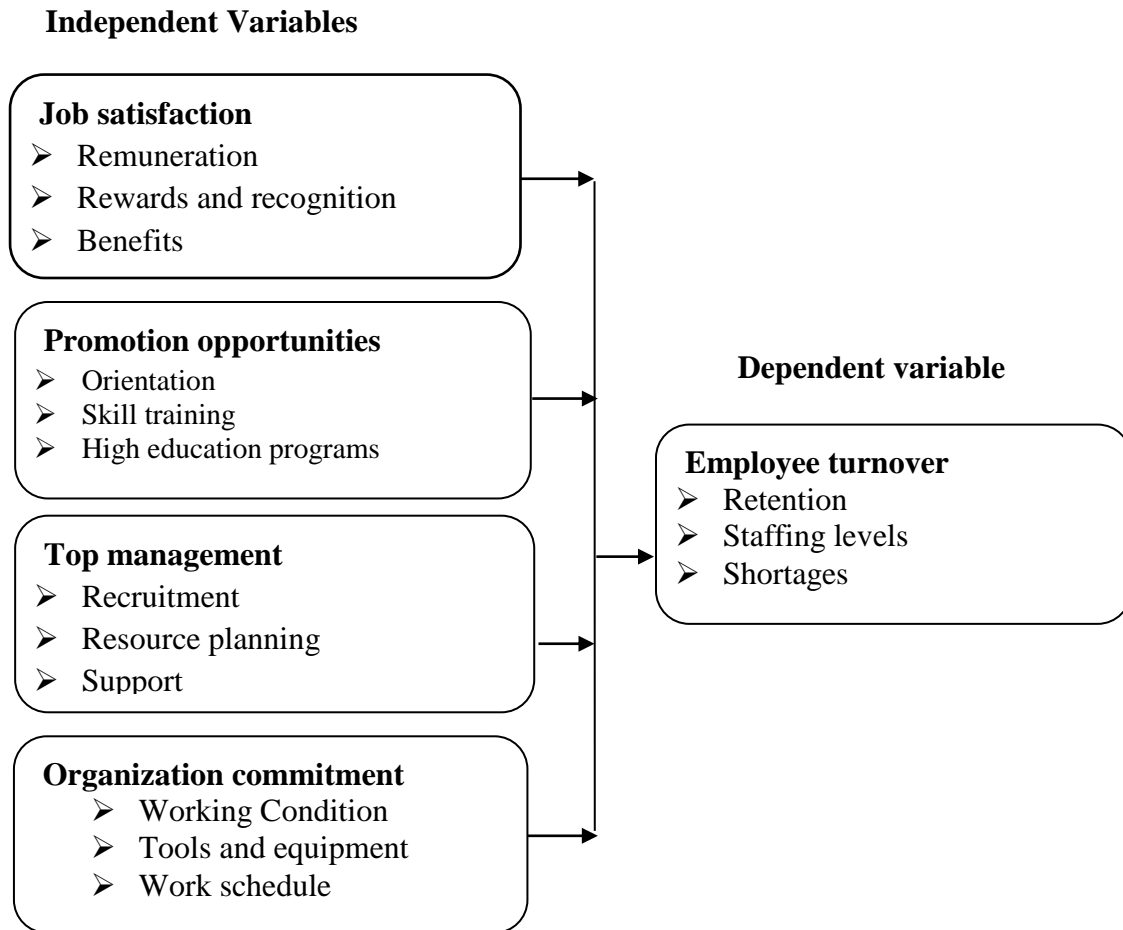


Figure 1: Conceptual Framework

METHODOLOGY

The study employed a descriptive research design to examine the characteristics and conditions of healthcare workers in public hospitals in Puntland State, Somalia. By targeting a well-defined population of healthcare workers, including doctors, medical officers, clinical officers, nurses, and lab technicians, the researcher used stratified random sampling to ensure each subgroup was proportionally represented. Using Yamane's formula, a sample size of 267 respondents was determined, representing 33% of the total population of 806 health workers. A simple sampling method was used to select the health workers. Data was collected using structured questionnaires, which were pre-tested for validity and reliability to refine the instrument and ensure accurate and dependable data collection.

The data collection process involved self-administered questionnaires distributed in person, with a planned two-month period for collection to mitigate time-related limitations. The data was then analyzed using descriptive statistics and SPSS software version 25, employing

tools such as percentages, means, and tabulations to summarize responses. Additionally, Karl Pearson's coefficient of correlation and multiple regression analysis were used to explore the relationships between independent variables (job satisfaction, promotion opportunities, top management, and organizational commitment) and the dependent variable (employee turnover). Ethical considerations were rigorously upheld, with necessary permissions obtained, and respondent confidentiality maintained throughout the research process.

RESULTS

Descriptive Statistics

Job satisfaction

The study used a scale of 1-5 where 1-strongly disagree and 5-Strongly agree, the study asked the respondents to indicate their agreement level to the statements relating to job satisfaction. The study used mean and standard deviation in analysing the data. The mean score provides a measure of the central tendency of a dataset, while the standard deviation measures the variability or spread of the data around the mean. The results are Presented in Table 1 below;

Table 1: Job Satisfaction

| | Mean | Std. 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 4.6 above shows that the respondents agreed 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). In addition, the respondents disagreed that remuneration and salaries matched the contributions of individual employees to the growth of the organization (mean=2.1121). 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's (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. 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 behaviors that contribute to organizational effectiveness, and overall work performance.

Promotion Opportunities

Using a scale of 1-5 where 1-strongly disagree and 5-strongly agree, the respondents were asked to indicate their agreement level to the statements that relate to promotion opportunities. The results are presented in Table 2 below;

Table 2: 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 4.8 the respondents agreed that different types of training played an important role in creating and reinforcing high involvement work processes (Mean=3.6075). In addition, moderately agreed that training typically involved providing employees the knowledge and skills needed to do a particular task or job, though attitude change was attempted (Mean=3.3458). Additionally, the respondents disagreed that orientation was used in promoting the comfort and positivity among the health workers (Mean=2.6729) and that higher education programs were provided within the facilities ensuring that the employees were equipped with modern medical skills (Mean=2.2617). Further, the employees were assured of promotion in the facility (Mean=2.0654). 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.

Top management

The study employed a scale of 1-5 where 1-strongly disagree and 5-strongly agree and respondents were asked to indicate their agreement level to the statements that relate to top management. Table 3 below presents the results;

Table 3: 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 results show that the respondents moderately agreed that transparency was observed in the recruitment of workforce (Mean=3.0280). Further, the respondents disagreed that 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 (Mean=2.2944). Moreover, the respondents disagreed that employers attempted to maintain competitiveness with respect to benefit offerings (Mean=2.0841) and that resource planning was enhanced as the no misappropriation of funds in recruiting and allocation funds in different departments (Mean=1.8832). Further, the respondents disagreed that support by the top management was assured in the growth and protection of the employees (Mean=1.8645). 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.

Organization Commitment

The study used a scale of 1-5 where 1-strongly disagree and 5-strongly agree and requested the respondents to indicate their level of agreement to the statements relating to organization commitment. The study used mean and standard deviation in analyzing the data. The mean score provides a measure of the central tendency of a dataset, while the standard deviation measures the variability or spread of the data around the mean. The results are presented in Table 4 below;

Table 4: 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 favorable 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 4.12 above show that the respondents moderately agreed that work schedules allowed the employee to attend to family and other relationships (Mean=2.9393) and that flexible work schedules led to greater work-life balance and helped in offsetting work related stress (Mean=2.8598). In addition, the respondents moderately agreed that the health system promotes interpersonal relations between employees, supervisors and managers (Mean=2.7617). Further, the respondents disagreed that the facilities made sure the working conditions are favorable to work (Mean=2.3318) and the necessary tools and equipment were available and functional (Mean=2.3318). Finally, the respondents disagreed

that the facility had set a stable system for identifying and solving conflicts among employee (Mean=1.9673). The results imply that the respondents 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.

Employee Turnover

Using a scale of 1-5 where 1-strongly disagree and 5-strongly agree, the respondents were asked to indicate their level of agreement to the statements relating to employee turnover. The study used mean and standard deviation in analyzing the data. The mean score provides a measure of the central tendency of a dataset, while the standard deviation measures the variability or spread of the data around the mean. The results are presented in Table 5 below;

Table 5: 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 4.14 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.

Inferential Statistics

In establishing the predictive power of the independent factors in employee turnover among TB/HIV management unit's 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 6 below presents the model summary;

Table 6: 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 is an implication that factors outside this study influence 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.

Analysis of Variance (ANOVA)

An ANOVA was conducted to further establish the connection between the study variables. The results are presented in Table 7 below;

Table 7: 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

According to outcomes presented in Table 7 above, 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 hence null hypothesis rejected and the alternative hypotheses approved.

Coefficients of Determination

The study also adopted the use of multivariate regression analysis in order to establish the influence of the independent factors on the employee turnover among TB/HIV management unit's in public hospitals in Puntland state of Somalia. The results are presented in Table 8 below;

Table 78: 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

As per the SPSS generated Table above, the regression equation was:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ became:

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

According to the regression 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. The results further indicate 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 unit's 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 unit's 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 (2019) 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 ($p=0.081$). 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 ($p=0.000$). 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's (2019) that 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.

Conclusion

The study concludes that job satisfaction significantly and positively influenced the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. This shows that enhancing job satisfaction is crucial for reducing employee turnover, suggesting that public hospitals should focus on improving working conditions, recognition, and career development to retain staff effectively. The study also concludes that promotion opportunities significantly and positively influenced the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. The study shows that better promotion opportunities are strongly linked to higher employee retention in TB/HIV management units within public hospitals in Puntland state of Somalia.

Further, the study concludes that organization commitment significantly and positively influenced the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. This implies that stronger organizational commitment is associated with reduced employee turnover in TB/HIV management units within public hospitals in Puntland state of Somalia. However, the study concludes that top management

insignificantly and positively influenced the employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia. Therefore, the study makes a conclusion that while job satisfaction, promotion opportunities and organization commitment have an influence on employee turnover among TB/HIV management units in public hospitals in Puntland state of Somalia, top management has no significant influence.

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.

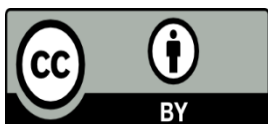
In promoting the organization commitment in reducing the employee turnover among TB/HIV management units in public hospitals. The managements should lay down procedures and protocols aimed at enhancing the transparency and accountability in the organizations activities such a recruitment of workforce.

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