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Effect of Employees Retention Strategies on Organisational Performance in Selected Federal Tertiary Hospitals in Southwestern Nigeria

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Abstract

Employee retention remains a persistent challenge in Nigeria's healthcare sector, particularly within federal tertiary hospitals where workforce instability undermines institutional performance and service delivery. This study investigated the effect of employee retention strategies on organisational performance in selected Federal Tertiary Hospitals in Southwestern Nigeria. Adopting a descriptive survey research design, data were collected through structured questionnaires administered to 333 medical doctors and complemented by qualitative interviews with hospital management. Linear regression analysis was employed to examine the impact of various retention strategies—including compensation, recognition, leadership support, and working conditions—on organisational performance indicators. The findings revealed that non-financial strategies such as reward and recognition, team building and effective communication, infrastructure investment, leadership support, and provision of residential accommodation significantly enhance organisational performance. Conversely, while training and development, remuneration, and recruitment and selection exhibited positive relationships, their effects were not statistically significant. The study concluded that a multidimensional retention framework integrating both intrinsic and extrinsic motivators is essential for optimising performance in Nigeria's public healthcare institutions.

Keywords

Employee Retention, Retention Strategies, Organisational Performance, Hospitals, Tertiary Hospitals

INTRODUCTION

Today, keeping people on the job for the longest amount of time and maintaining them is the most difficult problem that businesses must overcome (Alongé, 2019). Employees are also an important source of competitive advantage for any organisation because they are active factors who work to achieve specific goals in organisations (De Cremer, 2015). To accomplish organisational goals and objectives, organisations including Federal Teaching Hospitals in Nigeria, must focus on two crucial tasks: retaining their current employees and ensuring they are committed to their organisations (Elegbe, 2018). Good retention strategies such as compensation, reward, and recognition, the availability of essential equipment, encourage employees to remain with their current organisations. However, it is in an organisation's best interests to make efforts to keep the exceptional employees they already have rather than hire new ones.

Employee retention is considered a strategic human resource management tactic since it entails long-term succession planning, anticipating strategic organisational needs, and identifying, developing, and retaining, as well as keeping skilled employees to meet future organisational requirements (Govaerts, Kyndt, Dochy, & Baert, 2017). Employees are, nevertheless, consistently advantageous to any organisation because they have an impact on its success. The more knowledgeable an employee is, the more valuable he is to the organisation (Garg & Rastogi, 2016).

Organisations must take the following steps to boost and maintain their organisational performance: implement retention strategies for their employees and develop them, which will also motivate them. When there is a significant staff turnover, as is the case now, employees often leave the company for a variety of reasons, including job unhappiness, bad working conditions, and a lack of a competitive compensation package, according to Rawat (2016), and poor career advancement, among others. High employee turnover leads to poor organisational performance; thus, Employers need to develop retention techniques to encourage staff members to stick around for extended periods of time, which will improve their performance. Most organisational leaders are aware of the importance of having the right people at the right place at the right time will lead to higher performance in the organisation, and it has also become the most important factor that ensures organisational success. The acquisition, allocation, development, retention, and succession of workers should be considered, and this is especially true given that value-adding individuals are the ones who can best provide high levels of performance. Unfortunately, tertiary hospitals have experienced challenges in service delivery to standards below those in developed countries. This has necessitated the clamour for a better health management system in the public tertiary health institutions. Thus, it is against this background that this study subsists.

CONCEPTUAL LITERATURE REVIEW

Employees' Retention Strategies

According to Johnson (2018), strategy is an organisation's long-term direction and scope that has led to higher accomplishment through configuring resources and skills to meet the organisation's goals. Furthermore, it can be a plan of action that the management of an organisation takes to establish a market position, recruit qualified personnel, satisfy clients, compete successfully, manage operations, and accomplish organisational goals.

Employee retention strategies are the tools, methods, or collection of decision-making behaviours implemented by firms to keep their capable staff for performance (Gberevbie, 2018). Studies show that when businesses create and implement successful employee retention strategies, employees are more likely to stay on board and help the business achieve its objectives. Plans or tactics used by an organisation to keep its personnel during their employment are called employee retention strategies. In addition to the elements, goal-setting methodology, management and leadership skill and style, job promotion, income, and other financial advantages are other elements that improve retention procedures.

The most important aspect of today's leadership problems is retention, according to Swarnalatha and Vasantham (2017). Joubert (2019) urges organisations to take action by drawing up contingency plans based on recruitment and selection measures to reduce employee turnover. Kukano (2019) discusses that employees leaving is step one, and getting them to stay involves strategies. Organisations are developing strategies to meet employees' needs and recruit talented employees. Some of the techniques may be incorporated to enhance the retention of skills and ultimately the overall performance of the organisation. These include recruitment and selection, exit interviews, opinion polls of employees, focus groups, and chat rooms (Joubert, 2019).

Retention strategies have been studied in numerous studies (Asquith, Sardo, and Begley, 2018; Leurer, Donnelly, and Domm, 2017; North Queensland Workforce Unit, 2015). Strategies for retention are described as coordination and interaction, acknowledgment, appropriate staffing levels, regular staff meetings, teamwork, and shared governance (Leurer *et al.* 2017; Wilson, Squires, Widger, Cranley, & Tourangeau 2018).

Organisational Performance

Organisational performance may also be used to compare an organisation against others in the same industry in terms of profitability, market share, and product quality. As a result, it is an indicator of how productive an organisation's members are as assessed by the organisation's growth, profitability, and expansion. All organisations—small and large, public and private, for-profit and non-profit—struggle to survive. They must be successful (effective and efficient) in order to live. Organisations must perform effectively if they want to ensure their success. Performance is ultimately at the core of every managerial procedure and organisational architecture, making it a crucial idea in the field of strategic management (Kalleberg & Moody, 2018).

Organisations must balance employee development and care with achieving departmental and organisational goals to effectively manage performance. This entails assessing each scenario independently and selecting the appropriate course of action and management approach. If, for instance, a worker needs support and encouragement to overcome obstacles or hurdles, we need to be kind and empathetic. The key to managing people is having the ability to analyse situations and modify our management reaction. Good people management will also result in good performance management. Recognizing the underlying truth that an organisation's success in the cutthroat business world depends on how well it performs is crucial.

Organisational overall performance can also be used to boost how the organisation performs in terms of sales, market proportion, and product satisfaction compared to organisations within the same sector. The performance of the members of the organisation is as determined by revenue that is, an increase in income, development, and growth of the organisation. To survive, they must have a good (effective and efficient) employee. Organisations need to perform well to ensure their success. Organisational success includes several activities that help set the goals of the organisation and monitor progress toward those goals. It is used to make changes that are more efficient and effective in achieving the goals.

Richardo (2019) defined organisational Performance is defined as the capacity of the organisation to meet its aims and targets. They go on to say that there are distinctions between productivity and performance. For them, productivity is a ratio that represents the quantity of work finished in a specified period of time. They said clearly that performance is a larger metric that may also take into account productivity, quality, consistency, and other elements.

The elements that influence organisational success are the most divisive topic in this area. In the business policy literature, there are two main streams of study on the factors that influence organisational success, according to Hansen and Wernerfelt (2019). One was grounded in economic heritage and stressed the significance of outside market forces in shaping organisational effectiveness. The alternative line of study, which was based on the behavioural and sociological paradigm, identified organisational elements and their "fit" with the environment as the key predictor of success. A variety of key factors, such as (i) the characteristics of the industry in which the organisation competed, (ii) the organisation's position in relation to its rivals, and (iii) the calibre of the organisation's resources, were provided by the economic model of organisational performance. Organisational elements including human resource plans, organisational cultures, organisational climates, and leadership philosophies were also emphasized in the organisational model of organisation performance. According to Chien's (2016) research, there are four key elements that affect an organisation's performance: leadership environments and styles, organisational culture, job design, and human resource management plans.

EMPIRICAL REVIEW

Njoroge (2017) examined the factors influencing employee retention in Nairobi manufacturing firms and found that some individuals saw work satisfaction and organisational culture as the main factors influencing it. Any employee's decision to stay with a firm is heavily influenced by their degree of motivation. The relative relevance of motivating variables may differ from one employee to the next. Each employee is unique and different, with unique characteristics, aptitudes, ways of thinking, and degrees of motivation.

Pam (2017) investigated the effects of talent management strategies on employees' overall performance in Nigerian government offices. Based on the data obtained through a questionnaire, hypotheses were revised and put to the test by the objective. A sample of 349 senior, middle, and lower-level management employees from 5 Nigerian public sector organisations was surveyed to collect data. The statistics have been examined using the Kruskal-Wallis data. The adoption of skills control structures had a considerable impact on employees' overall performance, according to conglomerated effects. As a result, it was determined that the practice of expertise control in Nigerian public agencies had a sizable impact on the effectiveness of the organisation. They proposed that all talent control actors, whether managers or employers receive training from the organisation's management.

Ali (2017) investigated a study on how organisational performance affects hiring and retention practices. One of Iran's state universities hosted the study. The analytical approach used was qualitative. Staff from Iran's Isfahan University make up the population. The findings demonstrate a significant impact of staff retention methods on organisational success. The critical evaluation of expertise retention strategies for clinical organisation retention in Kenya's public hospitals by Karemu *et al.* (2017), which suggests that talent retention strategies have a great impact on the retention of physicians and nurses in Kenya's National Hospitals, also supports this point of view. A favorable working environment, compensation, and career advancement were all investigated. Data demonstrated that talent retention methods influenced the employment of physicians and nurses at Kenya's Kenyatta National Hospitals. The provision of professional progress was the most crucial association with retention.

In research published in 2018 and done in Nigeria, Nwokocha & Iheriohanma explored new developments in employee retention strategies. According to Messmer (2018), an increase in staff education and professional development is one of the most important variables in employee retention. The organisation also makes investments in the employee that it anticipates returning to and contributing to in the form of education and improvement. According to Tomlinson (2017), organisations may maintain a competitive edge in this global market by educating their staff on cutting-edge technology innovations. To be able to retain employees, the organisation must establish a good relationship with its employees.

METHODOLOGY

The study adopted a descriptive survey research design. Primary and secondary data were utilised for the study. Primary data were collected through the administration of questionnaire and the conduct of in-depth interview. The study population comprised 1,974 medical doctors in the selected Federal Tertiary Hospitals in Southwestern Nigeria. A two-stage sampling technique was used for the study. In the first stage, stratified random sampling techniques were used to select Obafemi Awolowo University Teaching Hospitals Complex (OAUTHC) and Lagos University Teaching Hospital (LUTH) from the three Federal Teaching Hospitals in Southwestern Nigeria and Federal Medical Centers Owo and Abeokuta from the four Federal Medical Centers in the Southwestern Nigeria. In the second stage, simple random was used to administer a questionnaire to 333 respondents, derived using the Taro Yamane formula. Proportionate sampling was used in administering questionnaire to the three categories of doctors, namely: consultants, resident doctors, and medical officers. Also, interviews were conducted with the representative of management of the respective hospitals. Secondary data were sourced from relevant books, journals, unpublished theses, official publications, and internet sources. Data collected were analysed using percentages and linear regression.

DATA PRESENTATION AND FINDINGS

A best-fit line was created using stepwise regression analysis to predict independent factors from the dependent variable. With the use of this study, it was possible to ascertain the direction and magnitude of each independent variable's impact on the dependent variable. The results obtained are shown in Table 1. To determine how the retention strategy for workers affected the effectiveness of the organisation, regression analysis was used. It was also done to estimate the dependent and independent variables are related to each other. These independent variables include recruitment and selection process of new staff, competitive compensation, salary and allowance of personnel, training, and development for personnel career progression, reward, and recognition of diligent and hardworking staff, team building and communication, investment equipment, infrastructures and supplies availability, working environment, leadership and management support, conducive residential accommodation and living conditions, and enhanced retirement savings of staff. While dependent variables include an annual turnout of doctors employed and those that resigned, the total number of patients admitted and discharged, and surgeries performed in the selected Federal Tertiary Hospitals in southwestern Nigeria.

The analysis in Table 1 showed the regression of the effect of the employees' retention strategy on the organisational performance. Considering the effect of each of the employees' retention strategies on organisational performance, the results showed that Reward and recognition of diligent and hardworking staff ($t=3.001$, $p<0.05$), Team building and effective communication among staff ($t=9.039$, $p<0.05$), Investment in equipment, infrastructure and facilities ($t=2.086$, $p<0.05$), Working Environment ($t=0.021$, $p<0.05$), Leadership Management support ($t=9.983$, $p<0.05$), Conducive residential accommodation and living conditions of staff ($t=2.633$, $p<0.05$), and Enhanced retirement savings of staff ($t=2.235$, $p<0.05$) have a positive effect on the organisation performance at 5% level of significance.

The study, however, at a 5% error level found some variables statistically insignificant. These variables were Recruitment and selection process of new staff, Improved remuneration, salary and allowance of staff, and Staff career advancement, training, and development. These remaining variables did not show any significant influence of employees' retention strategy on organisational performance. Recruitment and selection process of new staff have the standardized coefficient of 0.239 ($p=0.237$), Improved remuneration, salary and allowance of staff has the standardized coefficient of 0.037 ($p=0.210$), and Training, development and career advancement of staff has the standardized coefficient of 0.038 ($p=0.812$). This means all these variables have a positive impact, but they are not significant on organisational performance.

This implies that reward and recognition of diligent and hardworking staff, Team building and effective communication among staff, Investment in equipment, infrastructure and facilities, working environment, leadership management support, conducive residential accommodation and living conditions of staff, and enhanced retirement savings of staff have a significant effect on the organisation's performance.

The study also revealed that employees would fulfil their organisational needs if they had a good working environment. According to the study, the workplace atmosphere helped employees perform better. The study also revealed that employees have control over how much time they spend at work.

Table 1 Regression Analysis of the Effect of Employee Retention Strategies on Organisational Performance

Independent variable	Coefficients				
	Coefficient	Std. Error	T-value	Sig.	Tolerance
(Constant)	0.283	0.239	1.184	0.237	
Recruitment and selection process of new staff (x_1)	0.025	0.040	0.627	0.531	0.768
Improved remuneration, salary and allowance of staff (x_2)	0.047	0.037	1.255	0.210	0.608
Training, development and career advancement of staff (x_3)	0.009	0.038	0.238	0.812	0.814
Reward and recognition of diligent and hardworking staff (x_4)	0.123 **	0.041	3.001	0.003	0.716
Team building and effective communication among staff (x_5)	0.357**	0.039	9.039	0.000	0.766
Investment in equipment, infrastructure and facilities (x_6)	0.100**	0.048	2.086	0.038	0.674
Working Environment (x_7)	0.087**	0.037	2.328	0.021	0.574
Leadership Management support (x_8)	0.442**	0.044	9.983	0.000	0.825
Conducive residential accommodation and living conditions of staff (x_9)	0.101**	0.039	2.633	0.009	0.822
Enhanced retirement savings of staff (x_{10})	0.093**	0.042	2.235	0.026	0.704

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	135.703	10	13.570	33.977	0.000
Residual	121.816	305	0.399		
Total	257.519	315			

Model Summary

Dependent variable	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
ORG	0.726	0.527	0.511	0.632	2.051

a. Dependent Variable: Organisational performance

Adjusted R Square =0.511, Durbin-Watson =2.160, significant level *p<0.05.

Source: Author's Computation, 2023

The study shows that the salary received motivates the employees to work for their organisation. The salary that was offered to them also influenced their performance in the selected federal teaching hospital. The study also showed that how an employee is paid can also influence organisational performance.

However, there is an assumption that bonuses motivate employees to increase their performance in the subsequent year. The employees who are awarded huge bonuses expect a repeat in the following year, while the performance of those who receive a small bonus may improve.

The results also revealed that the organisation trained its employees to become aware of their skills. The study shows that the organisation provides its employees with a platform to develop their careers. The study demonstrates that the organisation's growth strategy inspires people to work harder. Through formal career development, organisations must keep an engaged and dedicated staff.

The study shows that organisation's training program has helped its personnel accomplish their own objectives, which has increased their contribution to the organisation.

The study revealed that development training offered by the organisation has enabled employees to sharpen their skills. Training is the process of enhancing a worker's knowledge and abilities for a certain profession. The study revealed that training offered in the organisation has assisted the organisation in increasing its effectiveness. According to the study, training has ensured that the organisation is ethically responsible for society's needs and challenges.

Hypothesis Testing

To further corroborate the finding, hypothesis testing was done.

H₀₂: The employees' retention strategy has no significant effect on organisational performance in the selected Federal Teaching Hospital in Southwestern Nigeria.

The null hypothesis was rejected because the regression results showed a significant effect of the employees' retention strategy on organisational performance in the selected Federal Teaching Hospital in Southwestern Nigeria ($\beta = 0.045$, $p = 0.001$, and $t = 0.856$). The implication of this is that employees' retention strategies influence organisational performance. This also implies that the reward and recognition, team building and communication, investment in equipment, infrastructure and supply availability, working environment, leadership and management support, conducive residential accommodation and living conditions, and a tangible retirement package all had a significant impact on organisational performance.

Table 2 Multiple Linear Regression Results

Independence Variable	Unstandardized Coef.		Standardized Coef.	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.379	0.135		23.443	0.000		
Employees' Retention Strategy	0.024	0.027	0.045	0.856	0.001	0.601	1.565

Dependent Variable: Performance

Source: Field Survey: 2023

The effect of employee retention strategies on organisational performance in the study area. The results showed that a number of problems impact staff retention tactics. Because high-performing people are challenging to discover, keep, and even replace, many organisations—both public and private—face difficulties keeping them around. The availability of better work chances from other competing health organisations is constant and difficult for qualified and eligible people to ignore.

Employee retention strategies have a positive significant effect on the organisational performance in the study area. The employee who is compensated for a job well done would put all of his or her efforts into work knowing that his or her efforts would be compensated or rewarded.

RECOMMENDATIONS

Based on the findings and conclusions drawn from this study, the following recommendations are made to enhance employee retention and organizational performance in federal tertiary hospitals:

i. **Formalize Reward and Recognition Systems:** Hospitals should institutionalize structured recognition programs to celebrate excellence and motivate continued high performance. Recognizing staff achievements publicly reinforces a performance-driven culture.

- ii. **Strengthen Leadership and Managerial Support:** Hospital leadership should provide regular, transparent communication and foster participatory decision-making to improve trust, accountability, and staff morale.
- iii. **Enhance Team Cohesion and Internal Communication:** Interprofessional collaboration should be encouraged through structured team-building activities and routine departmental feedback mechanisms to build synergy and reduce isolation among staff.
- iv. **Invest in Infrastructure and Tools of Practice:** Continuous upgrading of medical equipment, facilities, and digital systems is necessary to provide the operational support needed for high performance and to boost staff satisfaction and retention
- v. **Provide Supportive Living and Working Conditions:** Provision of staff accommodation or housing subsidies, as well as the creation of ergonomically safe and psychologically supportive workplaces, should be prioritized as part of the employee welfare program.

CONCLUSION

This study demonstrates that organisational performance in federal tertiary hospitals is strongly influenced by the effectiveness of employee retention strategies. While financial incentives remain relevant, non-financial approaches—such as reward and recognition, leadership support, team communication, improved infrastructure, and supportive living conditions—were found to have a more significant impact. These results highlight the importance of a holistic retention framework that prioritizes both the professional and personal needs of healthcare workers. For meaningful improvement in service delivery, hospital administrators and policymakers must integrate these strategies into institutional policies and practices. Sustaining a committed and high-performing workforce is essential for addressing ongoing challenges in Nigeria's public health sector and ensuring long-term institutional effectiveness.

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