University of Bahrain
College of Business Administration
Department of Management and Marketing

Organizational Approaches for the Retention of Employees in the Current Era: Healthcare Companies in Bahrain

Thesis submitted in partial fulfilment of the requirements for M.Sc. in Human Resource Management

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Supervised By:

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(Associate Professor)

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2021

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University of Bahrain
Deanship of Graduate Studies
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عمادة الدراسات العليا والبحث العلمي

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The student is awarded a grade A- in the thesis subject.

☐ Without making any changes to the thesis.

☒ After making the modifications attached with this decision.

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Abstract

Purpose: This thesis emphasises studying status of employee turnover and different factors affecting it in institutions of private healthcare institutions sector in the kingdom of Bahrain. This thesis intends to study the relationship between Incentives, Leadership, Motivation, Participate in Decision Making, and Training and Development on Retention of Employees in private healthcare institutions in the kingdom of Bahrain.

Design/Methodology/Approach: The quantitative research methodology has been chosen to help answer the research questions. While the deductive approach is more effective in this study because it allows the researcher to reason from generic to specific, the inductive approach works best here. The survey includes a self-administered questionnaire for which the primary data has been gathered, and an online questionnaire, the construction of which mainly depends on the Likert Scale (rating scale of 5 points) formed by the questionnaire. In the kingdom of Bahrain, which is an oil-rich country, the sample size is set at around 300-350 of the private healthcare company employees. a survey was conducted by randomly selecting respondents using a sample random sampling method. Survey and SPSS were used to form the survey and Excel and Word were used to generate the data.

Finding: The result of the study shows that organizational approaches and HRM Practices have a positive relationship with Retention of Employees.

Originality/value: This thesis evaluates existing researches and provides suggestions for future research.

Keywords: Retention of Employees, Human Resources Management Practices (HRM Practices), Incentives, Leadership, Motivation, Participate in Decision Making, and Training and Development.

Dedication

Every hard job necessitates efforts from myself, as well as the support of people who are close to me, as well as the guidance of elders, especially those people who are very beloved to me. My meagre efforts are dedicated to:

My parents, my wife, and all members of my family: Who encouraged me to believe in myself, to have faith in my own abilities, and to put forth the effort needed to obtain success. Because of their devotion, love, affection, and encouragement, and because they pray all day and night for me, I am able to get a great deal of success and honor with the thesis.

My great supervisor (Dr. Makarand): I would like to express my heartfelt gratitude and appreciation to my dedicated and respected supervisor, who worked hard, encouraged me, and helped to help me finish this thesis as well as to get it published as a peer-reviewed research paper.

To my line manager (Rasha),

Who encouraged me and supported me while preparing my thesis.

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I'm gratitude for providing fundamental guidance and assistant, advices during the journey of my thesis.

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I would like to thank Allah, the Almighty, for allowing me to begin this research study and to carry it through to completion. The attainment of this goal was all but assured, thanks to his support.

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Lastly, I am grateful to my parents, wife, and my immediate family for their unending support for my academic work both physically, mentally, and financially. It was only with their love and care that I was able to accomplish the project with remarkable excellence.

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Abdulla Yaseen Abdulla.

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List of Abbreviations

Abbreviations	Full Form
HRM	Human Resources Management
FTA	Free Trade Agreement
NHRA	National Health Regulatory Authority
MoH	Ministry of Health
GOB	Government of Bahrain
MOICT	Ministry of Industry, Commerce, and Tourism
GCC	Gulf Cooperation Council
U.S	United State
CAGR	Compound Annual Growth Rate
EDB	Economic Development Board
OECD	Organization for Economic Co-operation and Development
WHO	World Health Organization
CFO	Chief Financial Officer
CEO	Chief Executive Officer
HR	Human Resources
DM	Decision-Making
T&D	Training and Development
BDF	Bahrain Defence Force
SPSS	Statistical Package for the Social Sciences
SD	Standard Deviation

Chapter One: Introduction

1.1 Overview

In the era of globalization, one of the most important goals for any business organization is to solve and be prepared for the issue of employee turnover. (Buchan et al. 2018). He also stated employee turnover to be a serious issue, particularly in human resource management. All business owners desire to increase the productivity and decrease turnover, therefore leading to a higher profit rate. Supervision on employee turnover is highly recommended to obtain organizational goals effectively. This of course includes looking over the basic needs of employees, such as good pay, health insurance, allowances, and other benefits to provide a suitable working environment.

High employee turnover can be detrimental to the business as a form of both direct and indirect costs. Costs such as expenses on recruitment, selection, orientation, workshops, and training for new employees are known as direct costs. Indirect costs are allocated to education, condensed self-confidence, stress on the existing worker and the collapse of social capital. Moreover, Organizational goals can be negatively impacted due to high employee turnover which can put the whole organization at many risks. To combat these challenges in the cutthroat business world, all management must consider employee turnover as a major concern and initiate measures to reduce its effects to a bare minimum.

Employees can leave organizations for several reasons, such as termination, retirement, death, interagency transfers, and resignations. These are the usual scenarios which employee turnover is delineated to. These circumstances can negatively affect organizations in terms of of overall expenditure and the abilities to distribute the minimum required

services (Kwenin et. al., 2019). Employee turnover has always been a considerable topic for scholars, academics, and managers due to its depressing impact and effects on not only the organization, but the whole workforce itself.

According to a different analysis, lower employee satisfaction and organizational engagement are both related to higher turnover rates (Radhesham, 2018). However, according to Bartik, (2019) "turnover can matter more in organizations where roles are not structured and procedures for passing on information to new members do not exist."

In the last fifty years, thirty-nine cases involving work satisfaction have been analyzed, and it was discovered that all but four studies showed a negative relationship (Pattison, 2018) On the other hand, employee satisfaction is one of the predictors of turnover intention, according to Oyserman, (2015). Several studies have found that work-related variables are the primary determinants of job satisfaction, organizational engagement, and turnover intentions among employees according to Western research. (Hofer & Hagemeyer, 2018)

Aside from the argument over employee turnover, several scholars have identified employee retention theories as a significant area of study. Employee retention refers to an organization's attempt to create a working atmosphere that allows existing workers to stay with the organization. In the face of an ever-increasing high rate of employee turnover at the national and global levels, maintaining professional workers will be a major concern for organizations. (Samuel and Chipunza, 2016).

One of the organizational goals of many businesses is to reduce the substantial costs which are involved in hiring and training new employees.

Therefore, it is essential to increase the employee's satisfaction rate to retain the talented hard-working staff as they are a part of the strategic advantage of the organizations. Many experts agree that employee retention policies of organizations are convergent with addressing various needs of the employees. Nevertheless, increasing the satisfaction rate of the employees does not necessarily mean better performance as there are employees who have a much better contribution and value to the organization than other employees. Managers must know the difference between each type and design strategies to retain the valuable employees and at the same encourage the remaining employees to enhance their performance levels. These strategies can range from rewarding packages to involving employees in every sphere of the functioning of the organization (Mak and Sockel, 2017).

Health care systems around the world provide health support and services for entire world. It is vital that the health workforce makes up a strong healthcare system and any lack in this regard will severely affect populations in the globe. (World Health Organization, 2016). Nowadays, there are many societies that suffer from a shortage of talented health workers, especially nurses. This is happening due to several reasons including an aging population and workforce, burnout, competing career and family responsibilities, emergent geographic and environmental health influencing situations, and violence in healthcare settings. (Haddad & Toney-Butler, 2019). However, it is worth mentioning that this shortage does not necessarily mean that the number of graduates in this profession will increase. Therefore, it is best to dedicate the attention to reducing the rate of employee turnover through various efforts, such as selective recruitment, employee health initiatives, and reducing inefficiency

associated with absenteeism and "ghost" workers (World Health Organization, 2016).

Buchan et al. (2018) has recently conducted a study which focuses on the retention of nurses and he came up with a policy stating very supporting and extent evidence that nurse retention restricts generalizability associated with the lack of consensus on the definition and the narrow scope of most studies. An example of this is that a number of conducted studies address the issue of employee turnover as an indicator of retention; that is, focusing on those who plan to leave the organization or profession (Buchan et al., 2018).

There is no denying that the success or failure of any organization is largely dependent on how good the human resources department behaves regarding the employees (Mensah, 2014). The employees of every organization are the one of the main weapons to be used to have a competitive advantage in the business world. (Armstrong, 2018) has mentioned that the new paradigm to the indication of an employee's value is consisting of their knowledge, skills, and abilities. Therefore, it is mandatory for every organization to recruit and retain the employees with the highest value, efficiency, and productivity to maximize its profit. Common sense dictates that the valuable employees must be retained since high turnover has a negative impact on the productivity of organizations, hence a negative impact on the profit. (Tanwar, & Prasad, 2016). Not to mention the long difficult process and the cost of finding and recruiting employees that are of high value and skill. (Spector & Park, 2017).

The performance and quality of the employees in an organization has a proportional relationship with the effectiveness of the organization as

proven by research. Generally, the demand for more qualified employees has increased as the challenge of recruiting talented people is an ever increasing one. Thus, causing a more strategic approach to human capital development (Wilkin & Nwoke, 2018).

In terms of market value and global job mobility across organizations, (Liu, 2020). has stated that theoretically, human resource management strategies that are well-articulated typically minimize the likelihood of turnover since the retention of high performing employees has proven to be a more challenging task as they are frequently being shifted from one job role to another.

When employees are working in an environment that is well supported, they are less likely to leave this work environment and would prefer a prolonged career in it. Especially if there are positive practices such as job freedom, development opportunities, and higher salaries. (Stewart & Brown, 2019).

In terms of healthcare, the key aspect of having strong healthcare services that are constantly meeting the continuous and changing demands is a well-motivated workforce. (Buchan et al., 2018) On the other hand, lack of motivation through the employees of a healthcare workforce can deteriorate their performance and negatively affect the quality of the provided healthcare service, usually into less efficiency and effectiveness. (Kasenga and Hurtig, 2014).

A research conducted by Henderson and Tulloch (2018) has concluded that the healthcare workforce is including a large number of demotivated employees and the research has emphasized on the importance of finding

ways to increase the motivation of this category of employees (Kasenga and Hurtig, 2014).

Silvia (2019) informed that the definition of motivation among employees is the willingness to exert high levels of effort towards organizational goals, conditioned by the ability of such effort to satisfy some of their individual needs. From this definition, we understand that to motivate the healthcare workforce, health organizations need to assist the employees to achieve their individual needs on the road of working towards the organizational goals.

Healthcare organizations must consider the significance of training courses, continuing education, and career development as reported by empirical studies. (Duin et al., 2015) Furthermore, Duin et al., (2015) found that most respondents were very appreciative of training opportunities offered by their employers in a study conducted in Mali on motivation and performance management of healthcare employees.

The healthcare system is developed with the aim of ensuring that people have access to health care. The health sector, among other things, needs enough healthcare practitioners to fulfill its obligations. The healthcare profession, according to Alam and Haque (2016), is considered as one of the noblest professions in the world. It's only natural that this profession be held to the highest standards of excellence and high-quality healthcare facilities, particularly in the face of adversity. Alam and Haque (2016) support this idea, stating that health care workers are expected to uphold the requisite quality despite adversity such as a hostile work environment, unsafe working conditions, and low pay. These factors are viewed as an impediment towards attracting and retaining healthcare professionals,

particularly, critical scarce skills of clinicians, such as medical specialists and medical officers.

Regarding healthcare services, the quality and costs of the delivery of these services is highly dependent on the ability to recruit and retain the right staff as the inability to obtain the right staff will most likely have some adverse effects on the delivery. (Simpson, 2018) has stated that in Zimbabwe, many healthcare facilities had to close due to the high number of vacancy rates. Thus, reducing the quality for access to healthcare services. As a result, when it comes to hiring and retaining healthcare personnel, rural healthcare facilities should be proactive and strategic. (Grohmann & Kauffeld, 2013).

Nowadays, there is a global struggle in rural areas to attract and retain healthcare professionals as confirmed by Van Rensburg et al., (2015) particularly ones with rare skills of clinicians such as medical specialist and medical doctors.

According to Van Rensburg et al., (2015), saving money, improving the quality, and ensuring the delivery of good healthcare services provided in any community can be achieved by maintaining successful recruitment and retention policies of healthcare professionals as these policies assist in minimizing the number and duration of staff vacancies. It is also noted that a shortage of healthcare professionals leads to a decrease in the quality and type of health services available to citizens, and that a compromised health system is further weakened by a shortage of healthcare professionals (Van Rensburg et al., 2015).

The purpose of this research is to investigate to what extent HRM practices and organizational culture may affect employee retention in healthcare

institutions in the kingdom of Bahrain and to determine the status of employee turnover and different factors affecting it in institutions of healthcare institutions in the kingdom of Bahrain. Literature shows a number of factors affecting employee retention in healthcare institutions. These factors are Incentives, leadership, motivation, participate in decision making and training and development. These factors are illustrated further in explaining the research factors in chapter two.

1.2 Research Problem

Organizational approaches and human resources practices in organizations will help to reduce the issue of high employees' turnover in healthcare institution of private sector in the kingdom of Bahrain. In addition, it helps to create a sustainable working environment for healthcare institutions. Private healthcare sector is a large sector in Bahrain, where the lack, insufficient and almost absence of implementing strategies to retain healthcare employees of private sector and reduce the employees' high turnover rate is visible.

The World Health Organization (2016) is predicting that by 2030, health-related interventions might be restrained due to the current global shortage of doctors, nurses, and midwives which is estimated to be 14.5 million. A different needs-based assessment by the (World Health Organization, 2016) which focused specifically on the healthcare workforce was conducted and resulted in estimating that the shortage would be around 7.6 million by 2030. (Buchan et al., 2018) has stated that the shortage of the healthcare workforce is acknowledged as an international critical issue and measures need to be taken to focus on retention to meet the existing and emerging healthcare needs. However, healthcare institutions in the

kingdom of Bahrain are facing the same issue nowadays. Whereas it is difficult to retain employees of healthcare private sector in the kingdom of Bahrain. The lack of organizational approaches for the retention of employees in private healthcare organizations in the kingdom of Bahrain may be responsible to exacerbates the problem of employees' turnover.

1.3 Research Questions

The research will have a number of questions to be answered in order to achieve the goals and objectives of the research. However, the following are the research questions, and the major research question is:

What are the main factors affecting employee retention in healthcare institutions of private sector in the kingdom of Bahrain?

Whereas the minor research questions are as follows:

1. Is there a significant relationship between incentives and employees' retention in healthcare institutions in the kingdom of Bahrain?
2. Is there a significant relationship between leadership and employees' retention in healthcare institutions in the kingdom of Bahrain?
3. Is there a significant relationship between motivation and employees' retention in healthcare institutions in the kingdom of Bahrain?
4. Is there a significant relationship between participate in decision making and employees' retention in healthcare institutions in the kingdom of Bahrain?

5. Is there a significant relationship between training and development and employees' retention in healthcare institutions in the kingdom of Bahrain?

1.4 Research Objectives

In addition, the research aims to achieve the following objectives:

1. To know the status of employee turnover and different factors affecting it in private institutions of healthcare sector in the kingdom of Bahrain.
2. To explore the major challenges that healthcare institutions, face in relation to employee retention in the healthcare institutions in the kingdom of Bahrain.
3. To study the influence of factors such as job satisfaction on rates of staff turnover in some select healthcare institutions under study.
4. To assess the relationship between individual and organizational factors of retention and its impact on employee's satisfaction in the selected healthcare institutions in the kingdom ofBahrain.
5. To analyze the organization interventional strategies to manage employees' retention.

1.5 Significance of the Research

Maintaining organizational approaches towards employee retention is very important for any healthcare company in the kingdom of Bahrain. Retaining healthcare workforce is a defense and safeguard for the reputation of private healthcare organizations in the kingdom of Bahrain. The outcomes of this research are significant as healthcare institutions will have a much better idea of the importance of employees' retention, by

which will lead them to invest more in this area to benefit them. In addition, healthcare institutions will analyze the factors affecting the employees' turnover. Moreover, healthcare institutions will be able to assess the relationship between individual and organizational factors of retention and its impact on employee's satisfaction. Lastly, this research is important since healthcare institutions are expected to pay more attention in training and development in their strategies of employees' retention.

1.6 Research Steps

The following research steps are designed to achieve the research objectives:

1. Reviewing the existing published studies and literature in employee retention topics and concepts that are relevant to the research objectives.
2. Studying the process of retaining employees in the private healthcare organizations in the Kingdom of Bahrain by identifying the key factors in the process of investigating the organizational target.
3. Gathering data to determine the relationship between individual and organizational retention variables, as well as their effect on employee satisfaction, in Bahrain's selected healthcare institutions.
4. Analyzing and interpreting the quantitative and qualitative data obtained.
5. Formulating and writing findings, recommendations, and areas for future study.

1.7 Thesis Structure

This thesis is divided into five chapters.

Chapter	Description
One	Introduction. This chapter provides a summary and brief details about research in the employee retention in healthcare organizations which includes the purpose of the research, the research problem, research concerns, research main objectives, and research significance. The research steps and limitations were also discussed in this chapter.
Two	Theoretical context with Literature Review. This chapter covers several studies which are related to employee retention in the general sector and the healthcare sector as well as theoretical context and literature review.
Three	Research Methodology. This chapter delves further into the methodology and covers the steps involved in performing the study, such as outlining the study approach and questions, data collection, data analysis, questionnaire validity and reliability, population, and sampling.
Four	The questionnaires with management in the healthcare institutions in the Kingdom of Bahrain is shown to cover the data collection and analysis, this includes analyzing the qualitative and the quantitative data to answer the research questions and objectives.
Five	Conclusion, Recommendation and Future Studies. This chapter concludes the research by presenting the results, recommendations, and proposals for potential future research in the field.

1.8 Research Terminology

Employee retention is observed to be an extremely significant factor for improvement and can be dispassionately arranged for associations. For any area, representative maintenance can be significant to get an upper hand. Today, representative/boss connections are influenced vigorously affected by changes in an innovative, worldwide economy, and economic alliance. At present, dedication is a solid standard for that connection among worker

and boss. Indeed, even an organization can be seriously influenced once the able worker changes to another work. The genuine justification behind abandoning association is disappointment, non-gainful, and absence of inspiration. Further, when a worker adheres to the association can present numerous difficulties for him. Consequently, representative takes on specific strategies like ascending in their wages, rebelliousness with organization's practices, and simply are acceptable at managing partners and just follow directors' headings (Poonam & Kaur, 2015).

Tan and Nasurudin (2011) stated that HRM rehabilitates is an association framework for attracting, creating, pushing and holding employees to ensure productivity and adequacy in the achievement of the hierarchical goal. HRM is also conceptualized as a set of reliable practices and approaches, as described and directed by Moona Hj Mohamed (2017), to ensure that the human resources of an organization are added to the authoritative destinations.

An incentive is something that persuades or drives one to accomplish something or act with a specific goal in mind. (Jensen and Malesky 2018) There are two kinds of motivators that influence human dynamic. These are: natural and outward motivators. Natural motivators are those that persuade an individual to accomplish something out of their own personal circumstance or wants, with no external pressing factor or guaranteed reward.

Leadership is the activity of force and power or the ownership of exceptional logical expertise. Hitt and Tucker, (2016) characterized administration as "the achievement of an objective through the bearing of

human colleagues" and an effective pioneer as one who can comprehend individuals' inspirations and enroll worker investment in a manner that weds individual necessities and interests to the gathering's motivation.

Typically, motivations mean the elements, which bound representatives in an organizations to their work that leads towards uniqueness just as development. This at last will leads toward the most noteworthy creation, hence, consistently use inspiration apparatuses to accomplishing hierarchical objectives. As indicated by (Rossi, 2018) two-factor hypothesis, Inspiration is absolutely arranged into two factors: the main substance based, other is measure direction based. Further, all variables are moving encompassing representatives' components into two classifications of inspirational and cleanliness factors. As indicated by (Hussein, 2017) that workers generally persuade by extraneous inspirations, for instance, benefits, pay, rewards, status, plans of annuity, costs, and so forth these all variables are incredible however not proceeds with longer.

Participative decision-making (PDM) is the degree to which bosses permit or urge representatives to share or participate in organizational decision-making. As indicated by Baynes et al., (2015) The arrangement of PDM could be formal or casual. Moreover, the level of cooperation could go from zero to 100% in various participative administration (PM) stages.

Training and development alludes to instructive exercises inside an organization made to upgrade the information and abilities of representatives while giving data and guidance on the best way to all the more likely perform explicit undertakings. Preparing is a momentary responsive cycle implied for agents and interaction while advancement is

planned ceaseless favorable to dynamic interaction implied for chiefs. In preparing representatives' point is to foster extra abilities and being developed, it is to foster an all out character. In preparing, the drive is taken by the administration with the goal of meeting the current need o fan representative. Being developed, drive is taken by the person with the goal to meet the future need o fan representative. (Denny, 2013).

1.9 Summary of the Chapter

To summarize the first chapter of the thesis, the chapter briefly provided a summary about the research focus areas which is retention of employees in healthcare institutions. Followed by the purpose of the research which is exploring the major challenges that private healthcare institutions in Bahrain face in relation to employee and to analyze the organization interventional strategies to manage employees' retention. This chapter presented the research problem in detail as well. Furthermore, the research main objectives were highlighted too. However, research significance, the research steps and limitations were also discussed in this chapter.

Chapter Two: Literature Review

2.1 Introduction

Employee retention became popular in the 1970s and early 1980s as a result of the fact that most people used to join companies and stay for a long time, often for the rest of their working lives. (Mikami & Furukawa, 2018)

However, as work mobility and voluntary job changes became more common, employers faced the issue of employee turnover, prompting the creation of a matching management tool known as employee retention.

An organization's voluntary move to create an atmosphere that engages workers for the long term is known as retention (Balta, 2014). Human resource retention applies to efforts to ensure that workers remain with the company and that voluntary turnover is kept to a minimum. The primary goal of employee retention is to keep competent workers from leaving the company, which could have a negative impact on efficiency and service delivery. Furthermore, retention enables senior and line managers to recruit and keep key skills and high-performing employees. The goal of retention policies should be to find and keep dedicated employees for as long as it is mutually advantageous to both the company and the individual. (Woolever & Kelly, 2017)

As a result of the shortage of skilled workers, economic development, and high employee turnover, one of the most pressing challenges confronting organizational managers is employee retention (Balta, 2014). It is important for companies to recruit qualified workers to the company through the hiring process. However, it is more critical for managers to devise methods to keep talented workers in their organizations so that they can profit from the investment that has already been made in them (Haddad & Toney-Butler, 2019). Employee retention hinges on the position of leaders and their leadership styles. Leaders must navigate their

organizations in a dynamic market climate in today's competitive environment. They will be able to survive the storm if they regard their workers as assets and as the ones that will give their companies a competitive edge. This competitive advantage will be ensured if key workers are kept on for as long as possible, ensuring a steady supply of competitive products and services. (Tinetti & Basch, 2017)

Bahrain aspires to be a regional leader in providing high-quality healthcare. Bahrain's government sees the healthcare sector as critical to the country's development toward becoming a service-oriented economy. Bahrain's healthcare spending has risen, both for inpatient and outpatient services. Bahrain is putting money into healthcare facilities, such as hospitals and clinics, as well as medical equipment upgrades and the establishment of a genetic disease research center (Hosain, 2016). Bahrain's Government Action Plan for 2019-2022 calls for the reform of the health sector, starting in 2019, with the implementation of a new national health insurance policy. Bahrain is transitioning from providing free health coverage to both nationals and citizens to a mandatory insurance scheme that offers full government-subsidized insurance to nationals and partly subsidized insurance to expatriate residents, according to the proposal. Bahrain has a system or network of over 700 healthcare facilities and is constantly accrediting new ones. Bahrain allows 100 percent foreign ownership and forming a business in the country is relatively easy. Although a local partner is not necessary, it can be beneficial. The United States-Bahrain Free Trade Agreement (FTA) makes it easier to export duty-free goods from the United States to Bahrain (Al Hosani, Arbab, and Elmasri 2017).

2.2 Healthcare Sector in Bahrain

Guaranteeing great wellbeing and prosperity of individuals in the Kingdom of Bahrain is one of the main concerns. The Kingdom has progressed and exhaustive medical services frameworks in the district. It has an extraordinary administration model headed by the Supreme Council of Health to set the public system and bearings, the National Health Regulatory Authority as a controller of wellbeing area, and the Ministry of Health as key administrator to deal with the wellbeing area in Bahrain. Medical services is accessible through open and private foundations (Ministry of Health, 2019). Medical care is for nothing in the public emergency clinics and wellbeing habitats for Bahraini resident and with ostensible charge for non-Bahraini per visit. Be that as it may, the public authority has presented the National Social Health Insurance Program which is compulsory for all people living in Bahrain. The public authority will cover the Bahrainis and homegrown specialists, while ostracizes will be covered by their managers. Bahrain has three phases of medical services inside their framework, specifically, Primary, Secondary and Tertiary (Ministry of Health, 2019). Bahrain has put forth incredible attempt to give wellbeing data and administrations on the web. Essential medical services is the foundation of medical care accessible in the Kingdom of Bahrain. The Ministry gives the Primary Health Care administrations through 25 wellbeing places and 3 wellbeing centers. Essential consideration addresses first line of contact upheld by great reference framework which has been set up with the auxiliary consideration. A free treatment accommodated every Bahraini resident (Ministry of Health, 2019). A scope of therapeutic, preventive and promotive administrations are given. The corrective administrations incorporate all assortment of medical issues, like the administration of ongoing sicknesses, intense ailment, dire

consideration, minor medical procedures, older consideration, sickle's facilities in three wellbeing communities, works administrations, oral wellbeing administrations, and home visits. Preventive administrations incorporate maternal and youngster wellbeing, as antenatal administrations, occasional kids screening, inoculation, post pregnancy administrations, family arranging administrations, intermittent ladies administrations, early Services, and ultrasound assessment for pregnant women (Ministry of Health, 2019).

Preventive administrations additionally incorporate oral wellbeing administrations like crevice sealant program, fluoride application, instructive exercises, maternal and kid dental administrations, diabetics, old and customers with unique requirements. Other steady administrations like physiotherapy administrations, demonstrative administrations, drug and social administrations are given. Promotive administrations are given through wellbeing schooling administrations notwithstanding local area interest instructive and promotive administrations. The medical services framework in Bahrain concentrates on Mothers and Child and there is a devoted unit in every emergency clinic for Mother and Child medical services. It is important for the preventive medical services given by the Ministry of Health to guarantee the great wellbeing and prosperity, all things considered, and youngster prior and then afterward birth. The medical care administrations given by Bahrain are not restricted to babies and youngsters just, however the cycle begins from the nearby consideration regarding pregnant ladies through parenthood and kid care program (Ministry of Health, 2019). There are quantities of wellbeing administrations committed to expecting ladies like immunizations, follow-up during pregnancy and minding their wellbeing status. What's more, the

program incorporates mindfulness meetings for post pregnancy, for example, breastfeeding, kids immunizations and other related issues.

Bahrain has accepted this multitude of drives in accordance with Bahrain's 2030 Strategy and to accomplish Goal (3) of the maintainable improvement objectives - Good Health and Well-Being for All Society Members. The Ministry of Health offers its types of assistance through the National Health Information System (I-SEHA), which is a piece of the Ministry's procedure towards innovative change and the public wellbeing framework advancement to more readily serve all residents and inhabitants in the Kingdom of Bahrain.

Ladies in Bahrain has been special with training beginning around 1928 when the primary proper school in the area has been set up for ladies. From that point forward, Bahraini ladies has been enabled with the most significant levels of instruction to serve her country in all fields (Ministry of Health, 2019). Today Bahraini ladies stands firm on senior footholds in all fields including political, instructive, science, coordinations, financial and some more. The Kingdom has nearly shut its sexual orientation hole in instructive fulfillment coming to close to 100% according to WEF Global Gender Gap Report 2018. Bahrain has come first worldwide in shutting its sexual orientation hole in Primary, Secondary and Tertiary instruction enlistment rates.

Along these lines, ladies in Bahrain has contributed in flourishing the biological system. She has enhanced the public turn of events and monetary development. The quantity of CRs claimed by ladies has expanded strikingly as well as having more SMEs, and new businesses run by ladies.

2.3 Retention of healthcare employees

The National Health Regulatory Authority (NHRA) controls the healthcare system, while the Supreme Council for Health oversees the Kingdom's medical services policy. The Pharmacy and Drug Regulation Directorate of the Ministry of Health (MoH) oversees and regulates the sale and manufacture of medical devices and pharmaceuticals. Imported drugs are the lifeblood of Bahrain's pharmaceutical industry. Pharmaceutical goods must be imported directly from a producer with a testing department, according to the GOB. After approval or acceptance from the Ministry of Health, drugs and medicines can only be imported by a pharmacy or drug store approved by the Ministry of Industry, Commerce, and Tourism (MOICT). Before any medication can be approved, it must be approved by at least two other Gulf Cooperation Council (GCC) countries, one of which must be the Kingdom of Saudi Arabia.

Despite the fact that Bahrain allows for 100% ownership, it is recommended that U.S. businesses appoint a representative to conduct business in Bahrain. When bidding on GOB tenders, it is also recommended that companies collaborate with local legal counsel to draught contractual agreements and develop a presence in Bahrain. Medical equipment produced in and exported from the United States is exempt from customs duties under the US-Bahrain FTA (Hosain, 2016).

Diabetes, respiratory infections, genetic disorders (sickle cell and thalassemia), and cardiovascular disease are among the most common diseases in Bahrain, according to morbidity and mortality statistics. In addition, recent research shows an increase in cancer rates, especially breast cancer. Diseases in Bahrain are influenced by a number of factors, including 1) Over 60% of the population is overweight, 2) about 20% of

the population is diabetic, and 3) more than 20% of the population are smoking cigarettes on a daily basis.

In Bahrain, the public sector controls the provision of healthcare facilities and spends the majority of healthcare dollars. Bahrain's healthcare expenses are expected to rise at a compound annual growth rate (CAGR) of 5.1 percent from $1.8 billion in 2017 to $2.4 billion in 2022, according to the Oxford Business Group. Inpatient and outpatient treatment spending is expected to grow at a CAGR of 5.3 percent through 2022, while medical goods and ancillary services spending is expected to grow at a CAGR of 3.2 percent. Spending on medications, medical supplies, overseas care (for qualifying patients), and building and repair programs at the country's major hospitals and medical centers are all included in this calculation.

Bahrain's health expenses from the GCC Marshall Plan were projected to be $252 million in 2017, accounting for around 3.4 percent of the fund's total of $7.5 billion, according to the Bahrain Economic Development Board (EDB). The money will be utilized to build new hospitals, clinics, and a genetic disorder testing center, as well as to upgrade medical equipment and provide other services.

Bahrain lacks a national healthcare system. By displaying a Bahraini national ID card, citizens and expatriate residents have access to GOB hospitals and clinics. All Bahrainis are entitled to free state-funded health care, and all private institutions are required to provide healthcare coverage to expatriate staff. The GOB introduced a mandatory health insurance premium in 2015, forcing all employers renewing work permits for expatriate workers to pay $191 for one year of health insurance or $383 for two years of health insurance per employee (Hosain, 2016). The step increased the contribution of the private sector to Bahrain's healthcare

system. Expatriates visiting a GOB hospital's emergency department must pay a $19 charge.

In 2018, the GOB passed a National Health Insurance Law to transform Bahrain's health insurance system in line with its fiscal deficit reduction goals. Bahrain will be able to transition from providing free health coverage to both citizens and residents to a mandatory insurance scheme, with complete GOB-subsidized insurance for nationals and partly subsidized insurance for resident expatriates, as a result of the change. The GOB plans to introduce "Sehati," a new national insurance scheme for expatriates in late 2019 and Bahraini nationals in 2020. The GOB would require expatriate employers to provide complete health benefits for all of their workers under the new legislation, while the GOB will cover the BD 360 ($957) annual expense for each Bahraini national, which will cover care and medication in GOB facilities. Nationals who want to receive care in private hospitals would be eligible for partially discounted insurance policies under the scheme.

Bahrain has a network of seven publicly run hospitals and 22 private hospitals, according to the Ministry of Health. Three hundred eighty-one medical facilities, 124 dental clinics, 149 pharmacies, 127 optical shops, 15 labs, three radiology centers, and 12 alternative medicine centers were registered to the NHRA in 2018. Six hospitals and four medical facilities were accredited by the NHRA in 2018. It also granted 2,486 new medical practitioner licenses and renewed 6,480 others. The Salmaniya Medical Complex, which has about 1,200 beds, is Bahrain's largest healthcare facility.

For medical devices and pharmaceuticals, the Bahraini market is reliant on imports. While American firms are present, European and Asian suppliers are actively gaining market share as a result of their proximity to the market

and competitive pricing. According to GOB reports, in 2017, 2.872 million outpatients and 129,650 inpatients used healthcare facilities in both government and private hospitals. Bahrain is competing with its GCC neighbors to become the region's medical tourism king. According to the EDB, nearly 2% of patients seeking healthcare services in 2017 came from outside Bahrain.

From an estimated $1.1 billion in 2015 to an estimated $2.0 billion in 2020, Bahrain's healthcare sector has grown at an annual average rate of 12.2 percent. Between 2015 and 2020, hospital bed demand is expected to increase at a rate of 2% per year or over 2,700 beds. Medical equipment is becoming more common, which means more business opportunities for U.S. exporters. The sector's employment has been unable to keep up with its growth. According to the EDB, the industry is rising at around 10% per year, though employment in the healthcare sector has been growing at around half that pace since 2009. According to the World Health Organization, (2016), the ratio of doctors available to treat Bahrain's population was 0.92 per 1000 people in 2016, compared to an average of 2.8 per 1000 people in the Organization for Economic Co-operation and Development (OECD). In March 2019, the GOB released Law 1/2019, amending Article 14 of the Private Health Establishments Law to give private health establishments priority in hiring eligible Bahraini doctors, technicians, and nursing workers. Just half of the nurses working in Bahrain are Bahraini nationals, according to the Oxford Business Group. The (MoH) is working to increase the percentage of Bahrainis employed in the sector to 80% by 2021, in compliance with GOB directives.

To stay in line with WHO standards, the Ministry of Health will periodically seek international consultations on management reform,

improving procedures and processes, and upholding international standards.

The King Abdullah Bin Abdulaziz Medical City, a one-billion-dollar public project that includes a 300-bed hospital, four research centers, and a medical college affiliated with Arabian Gulf University, is one of the major health projects currently underway. It is currently Bahrain's largest health infrastructure initiative.

A maternity hospital, a sclerosis treatment facility, and an elderly care center are all part of an integrated medical complex in Saada.

The Diyar Al Muharraq Hospital is being built as part of Muharraq's new "Dilmunia Health District." Despite the FTA's entry into force, Customs officials still attempt to collect duties on certain products. There have been claims that products that aren't individually branded "Made in the United States" don't get the FTA's preferential treatment.

2.4 HRM Practices and Retention

Human capital is the main driver of an enterprise's physical capital, according to contemporary administrative thinking. Human resources management is one of the agencies in charge of human capital management, and it employs a variety of activities and techniques. The aim of these activities is to improve employee efficiency so that they can fully perform their duties (Islam, Bangish, Muhammad, & Jehan, 2016). Human capital, financial resources, and technical resources are the mainstays of business organizations. Human capital is the most valuable asset, as these businesses also need people to manufacture products and deliver services to customers. As a result, in these organizations, the human element is extremely necessary and relies on it (Dy Kam, 2015). Human resources are the key pillars of companies in this context, as they aim to achieve their

objectives through their employees (Koç, avuş, & Saraçoglu 2014). Regardless of how important an organization's financial resources are or how much new technology is used in its field of work, its success is largely determined by the quality, enthusiasm, and effectiveness of its employees (Hosain, 2016).

Human resource management activities contribute to an organization's workers' talents, abilities, tendencies, and beliefs. HRM activities are a collection of strategies and procedures designed to improve human resources and help the company achieve its objectives (Arbab & Mahdi, 2018). It also entails taking a holistic approach to organizational growth, with a strong emphasis on the implementation of structural change and the development of the organizational skills base, in order to ensure that the organization will compete successfully in the future in areas such as organizational effectiveness. In addition to more technical areas such as staff management, resources, learning and growth, compensation, and employee relations, the organization also has processes that set it apart from its rivals (Buykx et al, 2016). Human resource management activities incorporate organizations include identifying, selecting, training, and developing the human resources employed in these organizations in order to achieve organizational objectives (Sani Abdul kadir et al, 2018). Human resource management activities are described by Webb, (2015) as all jobs performed by managers, such as selection, training, communication, evaluation, and termination procedures. All human resource activities are implemented by the Organization's administrative body, including planning, role analysis, recruiting and selection of employees, incentives, staff training, and employee-organizational relations (Al Hosani, Arbab, and Elmasri 2017). They can also be described as a set of policies, procedures, and processes that have a positive impact on a person's

behavior and attitude toward their employer. Employees within the company view human resources management as a management or a body dedicated to the employer's rights and responsibilities toward their jobs (Whitener, 2016). As a result, human resource management activities are critical in the management and organization of businesses, as skilled employees are a guarantee of increased efficiency. Furthermore, good employee performance benefits both the individual and the company. The more enthusiastic staff you have, the more profitable your company will be (Rounok & Parvin, 2016). Previous conceptions of human resource management activities, according to the researchers, centered on making effective use of human capital from the start of their jobs to the end of their work. (Luftim, 2015). During this time, the human resources department aims to pay close attention to the fact that human resource misuse is based on directly or indirectly fulfilling the institution's objectives. As a result, human resource management is an important aspect of the Organization's growth since promotion, prosperity, and progress are all dependent on the human element in the first place (Buykx et al, 2016).

2.4.1 Incentives and Retention

The utilization of incentives in preliminaries has been proposed as a methodology to further develop retention and recruitment (Bower et al., 2014). Incentive is by and large characterized as whatever 'persuades or urges somebody to accomplish a thing (Adams, 2017), albeit the utilization of the term with regards to preliminaries will in general be smaller. While motivations are regularly monetary, they can take many structures in the preliminary setting. The impacts of motivators are complicated and rely upon how they are planned, the structure in which they are given, how they

communicate with different inspirations, and what occurs after they are removed (Gneezy et al., 2018).

Master decision makers and administrators have turned their perspectives in utilizing motivations to further develop the general human asset exercises, like enlistment and area, preparing and improvement, remuneration, representative connection and execution examination. (Luftim, 2015).

A motivator is a significant wheel for associations that assist associations with drawing in, hold, persuade, fulfill and work on specialists' exhibition. The majority of the private and public associations give monetary motivation to a great extent as opposed to non-monetary (Gordon and Natarajan, 2016).

Monetary advantages are immediate financial installment from the business to workers. It is the vital power to seek after workers towards hierarchical objective which guarantees essentially representatives' physiological requirements and security needs (Kato, 2017)

Monetary motivating forces incorporate fundamental wages, additional time installments, rewards, credits and advance, etc. (Kato and Rockel, 2017).

Satisfactory non-monetary motivations with adequate monetary motivators can assist with accomplishing association objectives without any problem (Michael and Deogratius, 2017). Compelling worker portrayal and correspondence, a stock of representative important assets and other non-financial motivations urgently affect workers' fulfillment level (Stokey, N. L., 2018). Some examinations have been done on staff inspiration in various associations while there are not many observational investigations on worker inspiration utilizing non-monetary motivations. Maintenance is significant as a result of hierarchical interest in representative preparing

and improvement and vocation advancement so laborers can deliver more yield with their drawn out abilities and experience (Messmer, 2015). Jon (2012), clarified that in the present serious climate input is extremely fundamental for associations from representatives and the more information the worker learn, the more the individual will perform and address the worldwide difficulties of the commercial center. Julia (2018) has referenced that legitimate development, and absorption of new information is fundamental for endurance in any workplace. This information is the most costly resource of any firm.

The term motivating forces had been characterized and utilized distinctively relying upon the unique situation and the events where the term is utilized. With regards to the medical services industry, motivators are characterized as "an accessible method applied with expectation to impact the ability of doctors and attendants to apply and keep a work toward accomplishing authoritative objectives" (Mathauer & Imhoff, 2016). In view of the World Wellbeing Report (2000), the meaning of motivating force in the medical care industry is by and large about "every one of the prizes and disciplines that medical services suppliers face as a result of the associations in which they work, the foundations under which they work and the particular mediations they give" (Roya Anvari et al, 2018) The same term essential puts on individual, with regards to specialist co-op, inside a particular association 12 and recognizes of the significance of the more extensive institutional setting just as the specific work carried out by the individual or gathering related with characterized motivators gave and its result. In this sense, impetuses are considered as elements inside medical care workplaces that empower, urge and inspire staff to

adhere to their vocations, in their calling as a method of working on their administrations to their clients. (Brown, 2019)

Motivation programs have been tested in numerous spaces trying to support enlistment and maintenance. (Misfeldt et al., 2021) A scope of motivations, advantages and projects have been utilized in endeavors to urge staff to acknowledge and stay in country and far off work. (Buykx et al., 2016) Meanwhile, numerous methodologies have had just restricted achievement and little is thought about the general viability of the various sorts of motivating forces. (Buykx et al., 2016) Monetary motivating forces for people are famous; nonetheless, work factors like enhancements in the workplace, proficient improvement openings, independence of training and balance between fun and serious activities have likewise been connected to beneficial outcomes on enlistment and maintenance. (Misfeldt et al., 2021) The World Health Organization (WHO) suggests a scope of monetary motivations like expanded stipends, awards for lodging, expanded paid sporting leave, and help with transport. (Rourke, 2018) The WHO suggestions additionally detail various non-monetary motivations including proficient help and systems administration, enhancements to day to day environments and workplaces, and public acknowledgment occasions. (Rourke, 2018).

2.4.2 Leadership and Retention

The Concept of Leadership and Leadership Style

According to Mak and Sockel, (2017). leadership concepts are constantly changing as academics attempt to simplify the term in order for people to understand it more clearly and to make it more applicable in everyday business. For decades, leaders have been the focus of leadership research, with the goal of defining the attributes that make for successful leadership. Regardless of the fact that it is clear that giving leadership a single concept

is difficult, people continue to research this subject. It demonstrates that leadership research has no limits and has become a necessary component of social science.

Leadership, according to Okumbe (2018) is a method of inspiring and assisting others to do something on their own initiative, rather than because it is necessary or because they are afraid of the repercussions of non-compliance.

As a result, leadership is a method of motivating and assisting others in achieving goals with zeal. It is the human aspect that brings a community together and motivates them to achieve their objectives, turning their potential into action. There are several definitions of leadership, but none are universal; basically, it is a relationship in which one individual affects the conduct or actions of others. Leadership and management are also used interchangeably in daily speech. Management is concerned with the creation, preparation, and management of organizational resources, while leadership is concerned with aligning people to the vision's expected outcomes (Tanwar, & Prasad, 2016). To lead, one must be able to handle, and the two are thus intertwined. Leaders use their power to persuade others to work for a common purpose and to improve the organization's efficiency. The influence factor does not imply that the leader has power over his or her followers and can manipulate or guide them toward the objectives that the leader desires; rather, it refers to how the leader's actions affect the followers' attitudes and actions. In certain cases, followers will mimic the leader's actions and behaviors, resulting in the achievement of the desired outcomes.

Retaining Healthcare Employees

Human resources at the Ministry of Health account for 90% of all human resources employed in Bahrain's health sector. Since the inception of modern health care, great emphasis has been placed on the development of highly skilled human capital. In Bahrain, the reliance on expatriate health staff is currently much lower than in neighboring Gulf countries. Over the years, Bahrainization has been a government strategy, with nearly complete Bahranization in many fields such as dentistry, pharmacy, and laboratory. However, in some specializations and sub-specializations, Bahraini nurses and doctors are in short supply. Women have the right to practice any health profession; in almost every category, females are nearly equal to males. Human resource creation takes place both at home and abroad. Locally, the College of Health Sciences, which was established in April 1976, provides nursing and allied health professional educational programs (Arbab & Mahdi, 2018).

The Medical School at the Arabian Gulf University, which was established in 1979 and is owned by the six Gulf countries, is located in Bahrain. The Medical University of Bahrain, which is regulated by the Royal College of Surgeons in Ireland and provides medical and nursing education, was recently granted permission to provide programs in health fields. In the field of allied health, Ahlia University, Bahrain's first private university, provides physiotherapy as a B.Sc. specialization. Educational institutions for health, like all other educational institutions in Bahrain, are licensed by the Ministry of Education. A sizable number of Bahrainis pursue specialized training in health-related fields abroad. Continuing professional growth comes in a variety of shapes and sizes. The Ministry of Health's Directorate of Training facilitates both local and international training and development opportunities for all ministry employees. The

range of training options includes everything from English language and computer training to post-basic specialization and board exam preparation in a variety of specialties (Al Hosani, Arbab, and Elmasri 2017).

Employee retention is unquestionably one of the most crucial factors in a healthcare organization's performance. Employee retention helps employers reduce the high costs of losing staff while also improving patient care and the overall level of service to the communities they serve. Here are a few ideas about how healthcare institutions can increase employee retention.

Allow for flexibility in scheduling: Scheduling is a challenging aspect of medical staffing. The schedule of a healthcare worker can be demanding since they are often required to work long and irregular hours. (Adam & Hicks, 2020). Healthcare institutions should consider including a variety of scheduling choices to help attract workers. Employees will value an organization's efforts to accommodate their personal lives and desires, and as a result, will become more loyal to it. Employees who have greater flexibility over their schedules are more likely to be satisfied with their jobs and remain with a company for longer.

Many workers can genuinely enjoy their work, but they become burnt out as a result of the obstacles and needless challenges they face in carrying out their responsibilities. Nurses, for example, could be inundated with never-ending paperwork (Kwenin et. al., 2019). Nurses can become dissatisfied with their work as a result of this. Implementing new technologies to streamline the paperwork process may be a solution to this issue. (Peterson, 2015) Nurses would definitely be more satisfied if they are not overworked because their workload is more evenly distributed between administrative and clinical tasks.

Employees who are treated well often feel a sense of responsibility or loyalty to their employer. Each action taken by a healthcare employer to increase employee job satisfaction, morale, and productivity is a step toward increasing retention and improving medical staffing outcomes. (Mat, 2017)

Medical staffing is just as effective as an organization's ability to attract and retain the best healthcare professionals. To accomplish this, companies must constantly monitor their employees' needs and carefully develop talent in order to keep employees engaged and committed to their jobs. (Luftim, 2015).

Although no two successful businesses are alike, they all share one thing in common: a plan for employee retention. Employees that are happy are more efficient, and smart companies understand that high employee turnover will hurt a company's bottom line and affect morale (Kwenin et. al., 2019). While the hiring process can have a significant impact on retention rates, keeping up with changing employee expectations is the real challenge for HR departments. What methods does a company use to keep its employees?

We'll begin by reviewing employee retention statistics, both positive and negative, and how an employee retention plan can assist.

Staff retention has a number of effects on a firm, regardless of why an organization and an employee want to part ways. (Peterson, 2015) Let's take a look at the data on employee retention.

Employee turnover costs are usually the most painful consequences. According to Work Institute's 2019 Retention Report, the following statistics are revealed:

• Employee turnover costs have more than doubled since 2010 and are continuing to grow.

• In 2018, institutions invested a total of $617 billion on voluntary workforce turnover.

• Hiring a new employee costs 33% of a worker's annual salary or $15,000 with a median salary of $45,000.

• Within the first year, 36% of workers leave.

• Within the first 90 days, 43% of workers left.

The cost of re-hiring is high, with a third of workers leaving within the first year and an even higher percentage leaving within the first 90 days. 63 percent of CFOs voted recruitment, new hire preparation, and overall efficiency loss as the three most expensive aspects of employee turnover. Furthermore, according to Yadav, (2020) "it takes around 1 to 2 years for an employee to be 'fully efficient' in their role," leaving tasks unfinished and current employees with increased responsibilities. Your company is losing money due to missed profit opportunities and employee burnout, and you're risking the chance of much higher employee turnover.

Now that we've gone over the disadvantages let's look at some of the more encouraging figures and the advantages of employee retention activities. Employee turnover can be prevented in 75 percent of cases. (Human Resources Dive) Companies with high employee retention rates earn four times as much money. (Included) After strengthening employee retention efforts, organizations with high turnover rates saw a 25% decrease in turnover. (The Harvard Business Review) Aside from the unavoidable causes for employee turnover (retirement, etc.), the bulk of voluntary employee turnover can be avoided. What is the ultimate secret to prevention? A strategy for retaining employees.

An employee retention plan is a strategy or initiative aimed at recognizing and rewarding workers while also cultivating a culture of inclusion, commitment, and high efficiency (Mensah, 2014). The longer an employee

stays at a corporation, the more loyal they are to the organization. Companies demonstrate their contribution by rewarding their workers.

There are several ways for an organization to identify and reward its workers. All of them are included in the best employee retention programs, with the added benefit of increased efficiency and profitability. • Public praise for teamwork, creativity, and work that exceeds expectations are all examples of top employee appreciation programs.

• Incentive opportunities for displaying desired habits, such as gift cards or reward points through an online catalog.

• Opportunities for on-the-spot rewards to improve manager-to-peer relationships.

• A peer-to-peer recognition site on the internet.

• A framework for tracking and rewarding big achievements to give employees a more personalized experience.

• Interactive quizzes to help staff learn about the company's ideals.

• A well-established survey framework that allows employees to provide input.

• Workplace gatherings to recognize employee accomplishments on a regular basis.

You will not only be able to improve company culture with the right employee retention program provider, but you will also be able to recognize key motivators and drivers of your ideal culture and incorporate new ideas to consistently improve the employee experience. (Peterson, 2015)

If you're reading this research paper, you're probably an employee who contributes to a broader company community. You know where the business excels and where it might stand to improve company culture,

whether you're a manager, an HR department professional, or the CEO. Investing in the most valuable asset – your workers – is not only a preventative step in the fight against employee turnover; it also confirms corporate values and encourages employees to proudly represent the brand (Mensah, 2014).

If you've ever led a team or run a company and had a key employee leave unexpectedly, you've faced a variety of difficulties. You must not only find a substitute for this individual, but you must also recognize the effect this unexpected departure will have on the rest of your team.

People remember when someone leaves. Some people might wonder if they need to start looking for a new job as well. This is why, regardless of size or sector, work satisfaction and employee retention should be high on any company's priority list (Buchan et al. 2018).

In order to help minimize turnover, you must prioritize employee retention and develop and implement retention strategies. (Adam & Hicks, 2020). It may entail introducing new technologies, such as distribution routing software, or it may entail providing incentives and showing gratitude. Here are some suggestions for how to keep the staff happy.

When you recruit a new employee, you want to make sure they're prepared to succeed at your business. Your company's onboarding procedures should educate new employees about their jobs as well as company culture and how they can contribute to it and succeed (Arbab & Mahdi, 2018). This is a critical first move that can never be overlooked. From the first day, the support and preparation you provide will set the tone for the rest of the employee's time with your organization.

When you recruit a new employee, assign them to a workplace mentor. This is a fantastic way to improve the efficiency of your onboarding

operation. A mentor can provide advice and serve as a sounding board for newcomers (Mensah, 2014).

It's a win-win scenario as well. Employees who have been around for a while will teach the new team members what to do, and the new hires will provide their mentors with a fresh perspective. Job managers for new employees do not have to serve as mentors as well. (D et al., 2019)

Companies must provide attractive compensation packages in today's dynamic labor market. This covers not only the person's pay but also compensated time off, bonuses, retirement plans, and health insurance (Buchan et al. 2018). From the beginning of their jobs, each of your workers needs to have a full understanding of all the benefits they will receive from your company.

Whether it's paid time off for workers to volunteer, free coffee and snacks, catered lunches, or something else, these little gestures will help to raise employee morale. Some institutions can also negotiate discounts for larger purchases, such as homes and cars, as well as home surveillance systems, smartphones, and other products. (D et al., 2019)

It is considered a "good company" to keep the employees fit – physically, emotionally, and mentally. It's important to provide these benefits to the employees to inspire them to participate in healthier activities and maintain their physical fitness. Remember that when the workers are well, they can take fewer sick days and be more productive in the workplace (Buchan et al. 2018).

Maintaining open lines of communication is a standardized term for activities that are critical for employee retention. (Adam & Hicks, 2020). Your employees should feel comfortable approaching you with complaints, questions, and suggestions (Buchan et al. 2018). They should also be able to count on you to be transparent and truthful with them when

it comes to performance improvements. Be sure to communicate with each member of your team on a regular basis. Allowing problems or concerns to build up before their annual review may lead to serious problems.

There are steps you can take to ensure that the company can keep its best workers. Keep the advice and information in this article in mind to avoid losing the best workers and to ensure that they are happy in their employment (Rounok & Parvin, 2016).

Leaders' Role in Employee Retention

The importance of a leader's role in employee retention is much greater than that of a manager. Employee retention refers to the different measures taken to keep workers happy so that they remain with the company for a longer period of time.

It's important to keep skilled workers who are committed to the company and can contribute effectively. Strong steps must be taken to maintain high-potential workers who have invested a significant amount of time with the company and are well-versed in its operations.

The team leader's job is to make sure that everyone on the team is happy with their work and that they have a successful working relationship. When an employee has difficulties at work or is dissatisfied with his work, he will resign. The work must be demanding enough for workers to stick with it for a long time, and they must learn something new every day. (D et al., 2019)

The tasks and responsibilities of leaders in employee retention are as follows:

It is the team leader's duty to note the team member's good work and to commend them on their accomplishments. The organization's top performers must be rewarded with special care, and the results produced from them must be consistent.

Every employee should receive the same treatment. Any employee should be subject to the same rules and regulations. It is preferable to resist favoritism and to grant preferential treatment to someone (Rounok & Parvin, 2016).

The team members' job assignments must be based on their qualifications, specializations, preferences, and experience. Team members must appreciate their work and find it interesting in order to achieve the organization's objectives.

Any employee should be able to contact their team leader if they have a problem. If team members' questions go unanswered and no one listens to them, they become demotivated. Employees crib among themselves and wish to move on to other organizations if the team leader does not have time for his or her team members. (Tinetti & Basch, 2017)

It is the team leader's duty to divide work evenly among all members of the team. The team leader should never be partial to anyone and should treat all of his or her team members fairly. An overburdened employee will never find his or her work fascinating and will always prefer to change jobs. (Woolever & Kelly, 2017).

The team leader should be a role model for his or her teammates. No employee should be afraid of his or her supervisor. Hitler's strategy would not succeed in the current situation. The team leader should encourage team members to engage in any process of decision-making. Never be greedy or take advantage of your status as a team leader.

Leaders should communicate with their staff in a transparent manner. Employees should be satisfied with the manner in which they are communicated, as this will encourage them to remain loyal to the company. (Woolever & Kelly, 2017)

It is the team leader's duty to get his or her teammates together. The team leader should encourage healthy competitiveness at work, and the work climate should be conducive to working for longer periods of time, which aids employee retention. As a result, everyone prefers peace at work and only seeks a shift when there is excessive tension there.

Employee retention refers to the measures taken to keep an employee who wants to leave (Dy Kam, 2015). To succeed at work and remain with the company for a longer period of time, an employee must find his job rewarding and aligned with his interests. Management plays a critical role in maintaining skilled workers who are familiar with the organization's working conditions and, as a result, perform better than employees who come and go.

2.4.3 Motivation and Retention

Employee satisfaction and, ultimately, employee retention are influenced by motivation. Motivation is the most effective tool. Motivation is a key factor in a person's performance. To get the best out of their staff, team leaders and managers must actively inspire them. Appreciate an employee who has done extremely well. Simple words like "Well done," "Bravo," "Nice," and "Keep it up" may go a long way toward motivating workers. The best performers must be the center of attention. Employees must believe that they are invaluable to the business. It is important for workers to be loyal to their employers in order to give their all (Rounok & Parvin, 2016).

Is there someone who tarnishes his personal belongings? No, it's not true. The explanation for this is that we are preoccupied with our own possessions. Similarly, a sense of belonging at work is critical for higher productivity. Motivation is the best way to take ownership of your job.

Request that the team members step up their game so that they can consistently deliver excellent results and meet the management's standards. (Rondeau, 2014)

Once a week, superiors should give motivational emails to their team. It is normal for workers to feel down at times, but managers must ensure that their morale is boosted and that they are brought back on track by posting inspiring posters and photos on the notice board for them to read and remain motivated. No one should be overlooked or blamed. They become demotivated as a result of this. If they don't perform well the first time, encourage them and give them another chance.

Organize a variety of programs and events at work. Request that each person is in control of one or more tasks (Samuel and Chipunza, 2016). Engage workers in projects that are beneficial to their overall progress. The management must prove that it cares for all of the employees. Employees must feel safe at work.

It is unfair to expect the best from workers if they are not motivated. No one wants to quit a company where they have been treated well.

Employees are a company's most valuable asset. The longer an employee works for a company, the more experience they gain and the more important they become to the company. Companies put a lot of money into recruiting new employees. (Woolever & Kelly, 2017) This involves posting job openings, paying the recruiter, and devoting time and effort to performing interviews and selection, among other things. Often, when a new employee enters an organization, he is less effective because he is unfamiliar with the organization's processes and procedures, and it takes at least a couple of months for a full-time employee to become aligned with the organization. The discussion thus far has not taken into account the fact that the employee's knowledge of technology and the skill set needed for

the job might be lacking. If this is the case, training the employee would cost the organization a significant sum of money.

There are institutions that do not manufacture tangible goods or provide services. Their workers' brains are their assembly houses. The reports, records, and data produced by the employees are the products of these organizations. In such situations, the employee's contribution to the company does not need to be overstated. Facebook recently purchased Friend Feed for an estimated $47 million, or $4 million per employee. Facebook was chastised for paying such a high price for the acquisition. "Those who are exceptional in their position are not just a little better than those who are pretty decent; they are 100 times better," Zuckerberg defended his decision (HBR Network). There are a variety of organizations that fit this description. One is the judicial system, in which the quality of the product created is determined by the judges' verdicts. Another example is research organizations, which rely heavily on their employees' imagination. (Mikami & Furukawa, 2018) Another example is patent firms, which assist businesses or research institutions in obtaining patents for the inventions they claim to have created.

Employee loyalty and dedication are critical in today's competitive climate. An effective technique for lowering the retention rate. Because of the increased flexibility of employment, companies see employee retention as a problem. According to various reports, popular HR activities are not the only way to increase engagement and decrease retention. According to Scott Brum (2019), staff who are exposed to more trainings demonstrate a higher degree of dedication than those who are not. According to Roya Anvari et al. (2018), the only way to achieve dedication and retention is to design training programs that are entirely focused on needs assessment. Employees need to feel like they belong, and training is a big part of that.

According to Eva Kyndt et al. (2019), preparation has the ability to improve turnover thoughts and is a vital factor in originating turnover intentions. Employees who are deeply committed to the company are less likely to leave. Training essentially establishes a connection between dedication and retention. According to Sani Abdul kadir et al. (2018), training is viewed as an investment in which the company bears the entire cost of training workers and expects a return in the form of employee loyalty and retention. As workers see training as an expense and are forced to provide a return to the company, it increases dedication and retention. Employee training is a long-term investment in their abilities. Training is not a tool for polishing employees' existing skills; rather, it is a tool for preparing employees for future competitive powers. (Mikami & Furukawa, 2018) This type of training increases employee commitment and makes them believe that the company is paving the way for our success. This sense removes the possibility of workers quitting from their minds and forces them to stay. Employee turnover, according to Mohammad I. Fheili (2017), is a significant human resource concern for a company that must be addressed. Organizations that offer specialized training that is applied only to particular tasks within the organization produce specialists rather than generalists. By doing so, the organization restricts job opportunities, promotes the growth of loyal workers, and ultimately affects the retention rate.

According to Thomas Joseph McCabe and Thomas N Garavan (2015), companies may provide realistic support to their staff and assist invaluable implementation with the aid of the training. Employee commitment is boosted as a result, which has a positive impact on retention. Organizations place a high value on preparation in order to remain attractive and competitive in the external world. This elevates the organization's standing

in the eyes of knowledgeable workers, making them believe that no one cares more for you than we do. Training and growth strengthen the social bond between the company and its workers. This social bond provides a loyalty factor that binds the employee to the company for a longer period of time. (Okasha, 2019) Because of the training given, there is a social exchange between the employer and the workers. Intangible benefits of training and growth include increased employee engagement, retention, and satisfaction. The general consensus in these articles is that when designing retention strategies, HR managers should consider a variety of factors; compensation is not the only strategy, and some workers prefer skill-upgrading opportunities overcompensation. (Woolever & Kelly, 2017)

As a general observation in the current state of institutional management, recruiting suitable workers is becoming a problem. As a result, many companies have made it a priority to concentrate on maintaining their staff by devising a variety of tactics to ensure that they stay on the job for a long time. (Okasha, 2019) A cosmopolitan perception in the healthcare setting is that health-care worker retention is linked to improved health outcomes, necessitating a variety of initiatives and policies to improve health-care worker retention. In this view, including health staff in decision-making processes in health-care agencies is one of the methods for addressing the problem of health-care workforce turnover. Employee participation, in essence, is concerned with the pursuit of shared goals for both workers and management, (OSAMOR & KASS, 2021) and it is expressed not only in labor unions but also in how employees engage in institutional decision-making as a whole. Employees are more motivated as a result, and turnover is reduced (Samuel and Chipunza, 2016).

The concept of involvement in the health care setting refers to practices that promote high levels of engagement among health workers, such as shared governance at various levels of the health care institution, health staff participation in team nominations for quality improvement in health care service delivery, and merit pay processes in health institutions. (Okasha, 2019) Employee participation in decision-making has been well documented in the literature of human resource management, and it appears from various academic positions that the vitality and dedication that workers carry and attach to the company are derived from their various levels of involvement. As a result of the productive work climate, the company enjoys lower levels of turnover.

As a result of including health professionals at various stages of the decision-making process, in the health-care setting, including health-care staff in decision-making becomes a long-term strategy for distributing authority and strengthening a healthy work climate in the agency, which functions at both the individual and unit levels. (Rondeau, 2014) Since the primary goal of including health workers in decision-making processes is to increase individual motivation, which leads to commitment to the health care institution and provision of health care services, it is up to management to devise structural measures that lead to job satisfaction by empowering health workers in order to increase their willingness to stay in their jobs. (Okasha, 2019)

The results of a study conducted by Hauck, Quinn, and Fitzpatrick (2013) to determine the relationships between structural empowerment and nurse turnover revealed that the higher the number of skilled health workers involved, the higher the feeling of job embeddedness and organizational engagement. The authors' results are consistent with those of Holton and O'Neill, who found that health institutions that include health staff in

decision-making processes build a supportive work atmosphere and, as a result, have low rates of intention to leave among various categories of health personnel. (Thalgaspitiya, 2020)

In their research, Rondeau and Wagner discovered that nurses' participation in decision-making processes is correlated with lower voluntary turnover. Similarly, health workers' participation in decision-making processes as a means of promoting a better work atmosphere leads to increased satisfaction among health workers in general and through participatory management practices. Furthermore, decentralization of decision-making in health-care organizations encourages health-care staff to stay and provides health-care agencies with high retention rates and participation of health-care workers in the development of suggestion programmed. The commitment of health workers to remain in the health institution for the next three years was used to assess retention. The four-point Likert scale was used to allow respondents to express their opinions in specific ways, and the widely used neutral response was omitted from the standard five-point Likert scale, as suggested by human behavior researchers.

Of course, different employers search for different things, but decision-making abilities are pursued by almost every business. (Kato and Rockel, 2017). That's because every day, all workers are faced with big and small decisions in the workplace. Applicants who can show they can classify all solutions and compare them in terms of cost and efficacy have an advantage over those who can't. (Holt, 2021) Getting the ability to make the right decision is crucial for companies, whether it's determining which applicant to hire, which consultant to hire, or which strategic strategy to implement. The decision-making process in every organization is influenced by both organizational culture and leadership style. Many

companies combine centralized and consensus-based management types. The manner in which an individual employee participates in the decision-making process is determined by his or her role within the company's overall structure. (Holt, 2021)

Employees have greater control over decisions that affect their employment. This has an effect on the organization's success. Empowerment is the term used in HRM to describe this. Empowerment, according to Bohlander and Snell (2016), is "a strategy for involving workers in their jobs through the mechanism of inclusion." Employee empowerment, according to Bohlander and Snell (2016), allows workers to become innovators and managers in their own work by involving them in their jobs in ways that give them more flexibility and autonomy in making decisions. This entails giving workers the authority to implement change, thus allowing them to take control of their work. However, from the perspective of administrators, empowerment means that they want their employees to contribute more, solve problems faster, be more proactive, and take on more responsibility. (Holt, 2021) Employees often see empowerment as a mechanism that allows them to have more control over their decision-making. It enables them to strengthen their own philosophies and management styles, as well as their strategies and influence.

2.4.4 Participate in DM and Retention

Employee participation in decision-making puts the more autocratic boss in jeopardy. Rendall's evidence in Bratton and Gold indicates, however, that many managers are resistant to engagement because it goes against their habitual ways of thinking and acting (Dy Kam, 2015). Furthermore, failing to respond to employee recommendations is an indication of how employees are less involved in decision-making. Employees quickly

assume that management is uninterested in their thoughts if management does not accept their suggestions.

Employee participation in decision-making is also hampered by fear. Fear is a trait that is often seen in private organizations. Employees are often afraid of losing their jobs if they express their opinions. Any effort to involve employees in decision-making that is built on the basis of fear would fail. (Holt, 2021)

Those figures are alarming for employers. We recruit only the best employees, and we want to retain them once we have them. We've previously discussed why it's beneficial for workers to stick with the same company for at least ten years. Now we'd like to add to that guidance some suggestions for businesses about how to entice employees to stay for decades.

Clearly, in order for workers to safely commit to a long-term commitment to an organization, the employer must have compelling reasons for them to continue. We advocate for employers to take concrete steps to create a culture that fosters good relationships with their workers, the kind that implies a long-term commitment, if not a lifetime commitment.

What would a business owner do? The following are the "5 R's" of employee relationships that we recommend:

1. Accountability. Give your employees responsibilities that enable them to grow to show that you trust them. Encourage them to expand their horizons by learning new skills. Make sure there are plenty of options for continuing education. Where necessary, hire from within and offer generous promotions at the right times.

2. Be respectful. Employees want to feel that they are valued and respected at work. People will easily forget what you said, but they will never forget how you made them feel, as the saying goes. Many office stories are based

on the heinous things that tired and stressed-out bosses say or do. Managers who make it a priority to display outward appreciation for their workers on a daily basis will create a deep and lasting organizational atmosphere as well as meaningful experiences and memories that they will never forget.

3. Profit-sharing. Make a portion of the workers' pay contingent on the company's success. This would match their priorities with the company's sales and benefit targets, providing an underlying incentive for them to continue with the company as it expands. You will make your organization more resilient and flexible while still treating your workers extremely well by making the fixed cost of payroll inherently more variable under changing market conditions.

4. Have a reward. Your employee incentives should address their emotional needs in addition to their monetary compensation. Recognition in front of the company, company and department celebrations, service programmed, lunches with the manager, logo attire, handwritten notes, and other activities can all contribute to the company's positive atmosphere and serve as morale boosters.

5. Take some time to relax. Don't be stingy about your vacation time. Provide enough time for sick days, family holidays, new kids, etc., despite the tough economy. Workflow pacing can help you maintain long-term employee relationships. You should expect and even demand high-quality results, but a constant level of pressure at 100 percent is unrealistic. Allow employees to catch their breath between assignments by scheduling team-building exercises or mini-break times during the day.

It's important to note that a long-term partnership necessitates joint effort. Although it's understandable that most companies frown upon constant "hoppers," keep in mind that if you expect and hope that your workers can

make and keep long-term commitments to your business, you must also provide them with compelling reasons to remain (Dy Kam, 2015).

The top reason for 45 percent of workers quitting is to pay, according to a new Glassdoor study of people in recruiting, HR, and hiring managers. Career growth prospects, better benefits, and place came in second and third, respectively.

Just 24% of "Generation X" workers claim financial security motivates them to stay in a job, according to a series of recent employee retention surveys. Despite this, 56% of workers state that questions over health care and pensions prevent them from quitting their jobs. Benefits that are truly beneficial are essential. Money is essential. In this area, what you give your workers must be equivalent to what other institutions in your sector in your area are offering. (Thalgaspitiya, 2020)

After seeing those numbers, you'd be forgiven for thinking that the simplest solution to employee retention issues is to offer more money and benefits. Without question, these are two important issues for employers to consider, and for certain workers, they may be needed.

Seeing this as the only choice, on the other hand, is a knee-jerk reaction that could end up costing the company more than it can afford. Salary and benefits are vital and should be taken into account—especially if you are paying below industry standards—but there are other ways to keep workers than giving them expensive raises and benefits.

According to Glassdoor (2021), 35 percent of those recruiting new workers do so with the assumption that more employees will leave in the coming year. It's a little depressing to think that those in charge of recruiting are already anticipating more than one-third of their new hires leaving.

Don't be surprised if a quitter you employ quits. If you hire someone who isn't a good match for your business, don't be surprised if they (or other employees who they have irritated) leave.

According to 37% of hiring managers, if new employees were better trained during the hiring process, they would stay longer. A negative onboarding experience for a new recruit sets the tone for the rest of the work.

Make sure you're upfront with the new recruit about your expectations. To get a person to bite, don't mask or sugar-coat aspects of the work. When it comes to hiring the right people, transparency is crucial.

Employees cannot be expected to function like robots. There is suffering when an employee's work-life balance is out of whack. (Holt, 2021) If your employee believes she spends the majority of her time working rather than living, the job becomes the villain.

What does a small business or company do if they are in a situation or market where there is a lot of competition for great jobs, but they can't afford to pay a good wage dollar-for-dollar? Find out what is a source of employee dissatisfaction in your company by conducting employee surveys, soliciting direct input, or monitoring industry trends.

Commercial pilots, for example, often have demanding schedules, living in one city but flying to another where they are "based." Instead of spending time with relatives, they are surrounded by strangers on the road (some of whom are less than cheerful). For others, this is a source of discomfort.

In certain ways, money alleviates suffering, making the hassle worthwhile because the resulting paycheck will relieve pain in other areas of life. However, some workers will consider other approaches to addressing the pain issue to be just as valuable as being paid more. (Kato and Rockel, 2017).

In the case of aviation, corporate aviation may sometimes have more family-friendly schedules while not being able to match commercial wages. They're changing the way they schedule flights so that pilots can spend more time at home or have shorter on-the-road schedules.

Airlines, on the other hand, are appealing to corporate pilots who are tired of handling the full service (clean, schedule, greet, stow luggage, plan) on each flight; most airlines need the pilot to simply show up to fly. To maintain and attract pilots, a corporate flight department might consider recruiting workers to do most of the unskilled labour (cleaning, etc.) and to completely combat all perceived pain points.

Some workers will not even know they are overworking themselves due to their personality or nature. Maybe you don't expect it, but they have a work ethic that necessitates a relentless focus on the task at hand. There are workers who think in terms of an accounting ledger from time to time and who rarely take vacations because they don't want to lose money. The paid holiday is beneficial to these individuals (Dy Kam, 2015). Giving a random paid day off is beneficial.

Sometimes unintended discomfort has resulted from organisational adjustments. Perhaps you've created a stumbling block by solving one problem while simultaneously creating a new one. In any case, engage with your team and keep an eye out for places where there has been dissent. Those are the sore spots.

2.4.5 T&D and Retention

Employee retention can simply be described as an organization's strategies for keeping its workers and reducing turnover. Employee retention can be expressed as a simple statistic (for example, an 80 percent retention rate means that a company retained 80 percent of its workers over a period of

time) (Wikipedia). The rate of employee retention is the opposite of the rate of employee turnover, so if a large number of workers remain at a job for a long time, the retention rate will be high and the turnover rate will be low (Retention rate = 1/turnover rate). Any company's primary aim is to keep its workers. It aids in the reduction of wastage in terms of time, effort, and resources expended on recruiting, training, and integrating new workers into the company. Employee turnover has been described by Moynihan and Pandey (2019) as an organization's loss of memory.

Every company will not wish to keep all of its employees. The majority of businesses are concerned with maintaining their top performers, those who possess critical skills and expertise required to operate the business and who are difficult to replace. Greenberg and Sweeney (2017) also stress that, amid tough times, businesses should make an effort to retain their best employees. They go on to say that top performer are what set one company apart from another. Yeon Yoo & Sun Kim, (2016), both believe that if the best employees are not retained, an organization's organisational and strategic performance will suffer and that human capital is one of the only tools that can provide a long-term competitive advantage. They do say, however, that workers be categorised as platinum, gold, iron, or lead and that companies should put more effort into retaining platinum employees than lead employees. (Kelly & Nicholson, 2021)

It's worth noting that an employee's departure from a job can take several forms. However, the problem that is relevant here is that some factors affecting an employee's departure can be under management's influence, while other factors have little to no impact on management. Employees can leave their jobs for a variety of reasons, including family obligations, job offers, and the pursuit of new opportunities. Yeon Yoo & Sun Kim, (2016), go on to say that attempts to increase retention are motivated by a concern

for workers and a willingness to make the workplace as "sticky" as possible in order to retain employees. Efforts to limit or prevent turnover, on the other hand, maybe seen as driven by a desire to save money.

The Kingdom of Bahrain ("Bahrain") passed Law No. 23 of 2018 on May 30, 2018, which established the Health Insurance Law (the "Law"). The law took effect on December 1, 2018. There was no standalone health insurance regulation prior to the Law, as health insurance was regulated by a variety of laws supervised by the Ministry of Health.

Subject to such narrow exceptions, the Law extends to all immigrants, citizens, and tourists (the "Beneficiaries"). The Bahrain Defence Force (the "BDF") civilian and military staff, as well as their families; , hospitals and medical allowances affiliated with the BDF; and foreigners associated with diplomatic and related missions in Bahrain are among the exceptions (Arbab & Mahdi, 2018). The Law was created to establish a consolidated, high-quality health system that is versatile and sensitive to the Beneficiaries' needs. Individuals will have a greater choice of governmental or non-governmental health care providers (collectively, "Providers"), whereas the economic climate in which Providers work will be fairer and more sustainable. The National Health Regulatory Authority is expected to assist in achieving these goals (the "NHRA"). The NHRA's responsibilities will include working with the Supreme Council of Health (the "Council") to create a dedicated health insurance fund (the "Fund"), the proceeds of which will be invested to fund the health system. The Fund will be managed by an elected Board of Directors and will be used to raise revenue and implement it in order to maintain the health system's financial stability and sustainability (Arbab & Mahdi, 2018). The Fund will enter into an arrangement with Providers to determine guidelines that will make it easier for Beneficiaries to pay insurance premiums to the Fund.

According to the legislation, the Fund is responsible for organizing educational and training programmed related to the health insurance system, as well as advising the Council on applicable draught laws and regulations (Arbab & Mahdi, 2018). The Fund will also assess the influence of current laws on the system in order to determine the most effective way to reduce or maximise their impacts.

The Fund would be allowed minimal funding from taxes received for any services provided in addition to receiving health insurance premiums and fees.

A Health Information and Knowledge Management Centre (the "Centre") will be established under the Law, and it will be responsible for the collection, review, and processing of Beneficiaries' health-related data, as well as statistics about Beneficiaries the Fund, licensed insurers, and Providers (Arbab & Mahdi, 2018).

The Centre will have access to a centralized system that will store all Beneficiaries' comprehensive electronic medical records. This will be the only place where Beneficiaries' health information will be stored. Such information may be used to evaluate the validity of Beneficiaries' representations under the law.

Health insurance is available in two forms: mandatory and optional.

Everyone who is subject to the law is required to have health insurance. This will be accomplished by insurance premiums being paid into the Fund, which will offer insurance coverage through a scheme through which insurers approved under the Law pay valid claims made by Beneficiaries. The Law further outlines the incentives and services given to Beneficiaries as a result of the Fund's coverage of them after the implementation of universal health insurance.

Employers are also required to pay contributions in order to allow health coverage for their foreign workers under the law. Employers may also be required to pay contributions on behalf of these workers' dependents, depending on the terms of their employment contracts so that they are covered by the Law's statutory health benefits. (Thalgaspitiya, 2020)
Bahraini nationals may also take advantage of the Fund's voluntary health insurance plans. Those that select private sector hospitals or facilities would be responsible for up to 40% of the bill, with the government covering the rest. Foreign travelers to the country will be compensated for emergency medical services as well, while visa fees will rise as a result.
Breach of the law will result in a combination of civil and criminal penalties, including fines of up to 50,000 Bahraini Dinars (BHD 50,000).

Other laws recently passed in Bahrain with the aim of developing its legislative frameworks and improving its economy include the introduction of a new health insurance law. The Law has gotten a lot of positive feedback because of its progressive goals and robust provisions. International employees who are licensed as domestic workers would be among those who benefit. According to news reports, more than 100,000 employees would have access to the same health benefits as Bahrainis at no additional cost to their employers. The law also aims to provide incentives for Bahraini citizens to register with non-governmental health-care providers. This is expected to have a rise in competition in the private health sector and enable providers in both the private and public sectors to adhere to high standards.

2.5 Summary of the Chapter

To sum up the literature review chapter, retention of employees can be defined as efforts to ensure that workers remain with the company and that voluntary turnover is kept to a minimum. The primary goal of employee retention is to keep competent workers from leaving the company, which could have a negative impact on efficiency and service delivery. However, HRM practices are vital factor that influence the process of retaining employees in any organization. HRM practices can also be described as a set of policies, procedures, and processes that have a positive impact on a person's behavior and attitude toward their employer. Employees within the company view human resources management as a management or a body dedicated to the employer's rights and responsibilities toward their jobs. In term of retaining employees in healthcare sector, previous studies conducted by local and global authors confirmed that HRM practices such as incentives, leadership, motivation, participate in decision making, and training and development are effective in retaining the employees and decrease the employees' turnover rate.

Chapter Three: Research Methodology

3.1 Introduction

This chapter presents the research methodology which has been used for the study. The main objective of the methodology section in this study is to determine the relationship between incentives, leadership, motivation, participate in decision making and training and development on employees' retention in healthcare institutions in the kingdom of Bahrain. One of the most important parts of a research is the methodology used in conducting it as it highly contributes to the goals and objectives of the research. It also enables the researcher to create a criterion for the research query and make a suitable design for the research. This helps for a better guidance in performing data analysis and interpretation of the results which leads for a better conduction of the whole research for the publication in the peer-reviewed journals (Choy, 2014). It is well defined that all of these are very important for a proper result of the research. Nonetheless, two of the most crucial techniques for the research work are the sample collection technique and data collection techniques which greatly enhance the research objectives efficiency and effectiveness.

3.2 Research Design

This study has focuses on the research design to identify the method of significantly shaping the research in order to answer each of the research questions with significant efficiencies and effectiveness. The design of the research study highly affects the success rate, especially when it comes to the objectives and the justification. According to Jagtap and Jagtap (2015), research design serves as a reliable platform that influences the reliability of results, thereby providing or developing a solid foundation for the research study. This research looked at Organizational approaches for the retention of employees in the Current Era: Healthcare institutions in

Bahrain, the main factor that determines whether the investigation is heading in the right or wrong direction is the research design. However, methodologies are chosen by the researcher based on the suitable research design and information to provide very clear results.

The researcher and any associated members can benefit greatly from the use of an appropriate search design and it will also help them to determine to what extent HRM practices and organizational culture may affect employee retention in healthcare institutions of private sector in the kingdom of Bahrain. The descriptive research design was chosen for this study in order to achieve the research's specific and predetermined goals. According to Sani Abdul kadir et al, (2018) a descriptive research design is appropriate and efficient for analyzing non-qualified topics and issues. Therefore, we will be including it in this study. Rahi, (2017) has mentioned that the descriptive research design method has a unique way of remaining unchanged in lots of situations and it also consumes less time which makes it better for achieving relevant results. Hence, it will be used in this study as well.

Another method was chosen for this study as well, which is the survey design method. It simple to use and less expensive than the previous methods as the cost can be kept at a bare minimum via using online devices such as mobile phones. Furthermore, survey research design is widely regarded as comprehensive because it allows researchers to describe the characteristics of a large population. As opined by Aquino, Lee, Spawn & Bishop-Royse, (2018), the survey research design method is one of the methods that provide transparency which ensures a higher level of accuracy throughout the collected samples, identified conclusions and assist towards better decisions in the future. The flexibility and easiness of this method is what makes it so useful as there are many easy online ways

to distribute the surveys, such as email surveys, social media surveys, surveys and paper surveys respectively.

Moreover, this method provides adequate results for data analysis since the surveys are easy to be conducted both online and offline. (Atmowardoyo, 2018) illustrated that most researchers prefer this research design method because connects the respondents directly with the survey owners and the submitted answers are mostly honest and anonymous. This research design has a great deal of importance for this study as the results of it can be verified with high ease and efficiency.

3.3 Research Framework

As a result of the literature review and the previous studies which are gathered in this study, several factors were found to be connected to the retention of employees. However, the research framework used in this study consists of five factors that are considered as main factors for the healthcare institutions in Bahrain in order to know the status of employee turnover and different factors affecting the retention of employees. The research framework adopted in this study is a conceptual model consists of five factors as presented in Figure 3.1:

- Incentives
- Leadership
- Motivation
- Participate in decision making
- Training and development

Figure 3.1: Conceptual Framework

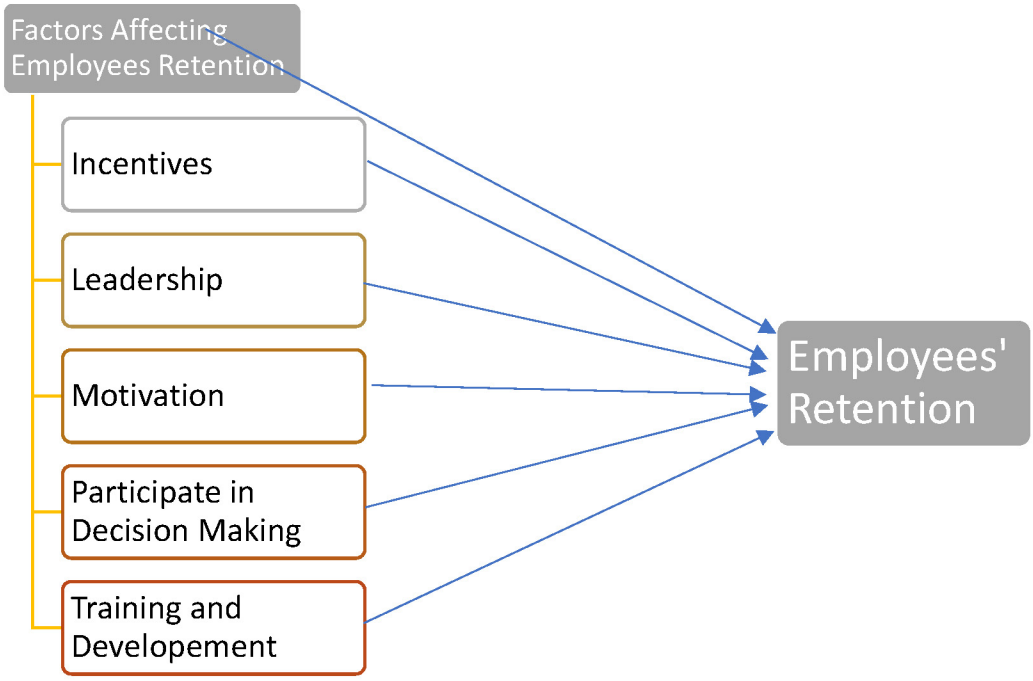


Figure 1: Conceptual Framework

Independent Variable **Dependent Variable**

3.4 Research Variables

Research variables of conceptual model of this study are divided into independent and dependent variables and are illustrated in figure 3.1.

A. **Independent Variables:** Despite the huge number of factors that were found in previous literatures which were related to retention of employees, the researcher selected five major factors relating to the retention of employees to be included in this study: incentives, leadership, motivation, participate in decision making and training and development.

B. **Dependent Variable:** Employees' retention is the dependent variable in this study.

3.5 Research Hypotheses

In this research, there are five hypotheses that were formulated to analyze the relationship between independent variables and the dependent variable which is the employees' retention. However, the hypotheses of this study were formulated based on the research questions and research objectives as the following:

H1: There is a statistically significant relationship between incentives and employees' retention in healthcare institutions in Bahrain.

H2: There is a statistically significant relationship between leadership and employees' retention in healthcare institutions in Bahrain.

H3: There is a statistically significant relationship between motivation and employees' retention in healthcare institutions in Bahrain.

H4: There is a statistically significant relationship between participation in decision making and employees' retention in healthcare institutions in Bahrain.

H5: There is a statistically significant relationship between training and development and employees' retention in healthcare institutions in Bahrain.

3.6 Research Instruments

The degree of agreement of the respondents was interpreted using five scale intervals. The score intervals were calculated using the following formula:

$$Score\ interval\ = \frac{(Maximum\ Score - Minimum\ Score)}{Number\ of\ Levels} = \frac{5-1}{5}$$

$$= \frac{4}{5} = 0.8$$

The rating scale used to assess the degree of agreement is shown in Table 3.1:

Table 3.1: Likert Scale of Agreement

Table 1: Likert Scale of Agreement

1-1.8	1.81-2.6	2.61-3.4	3.41-4.2	4.21-5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

The degree of relation direction was calculated through the formula and the result rated between -1 and +1. Positive values indicate a positive relationship, whereas negative values indicate a negative relationship. According to Michael and Deogratius, (2017). the scale that measures the strength of correlation and the rule of thumb for interpreting correlation coefficient size is as shown in Table 3.2.

Table 3.2: The Rule of Thumb for Interpretation Correlation Coefficient Size

Table 2: The Rule of Thumb for Interpretation Correlation Coefficient Size

Size of Correlation	Strength of Relationship
± 0.91 and ± 1.00	Very Strong
± 0.71 and ± 0.90	Strong
± 0.41 and ± 0.70	Moderate
± 0.21 and ± 0.40	Weak
± 0.00 and ± 0.20	No Significant Relationship

3.7 Data Collection

The accuracy of the analysis is dependent on the data collection process, which is a vital part of the research methodology. There are two types of data collection methods used in research studies, primary data collection

methods and secondary data collection methods. The primary data collection approach has benefits, such as allowing the researcher to focus on particular issues. At the same time, the secondary data collection approach is beneficial because it allows the researcher to devote more time and effort to the study field, thus increasing its significance (Rhodes, Upshaw, Harris, et al., 2014). Since the pieces of information gathered for primary data are directly from first-hand experience, it is given priority. Although the procedure can be long, it provides the researcher with high-quality data (Amaya, Leclere, Carris, et al., 2015). Interviews, self-administered surveys and questionnaires, field observations, tests, case studies, ethnographic analysis, life histories, and action research are some of the most popular primary data collection methods. The data for this study will be collected primarily through a standardized questionnaire, and the online survey will be based primarily on the Likert Scale (rating scale of 5 points). The method of designing an online questionnaire was chosen for this study because it will allow the analysis to provide more reliable and precisely monitored data because it will be obtained directly from respondents at all levels of management, including large, middle, and executive management employees. It goes without saying that a questionnaire will be created and distributed to a random sample of people to collect data. The survey will be divided into four major parts, with the first part containing general information about the respondent and the other parts covering all the dependent and independent variables. That being said, if the analysis relied on secondary data, then there would have been no way to ensure that the data was of good quality as there's no control over it. The primary data in this study can be considered accurate and trustworthy since it was obtained directly from employees of healthcare institutions in the Kingdom of Bahrain. (Mantha, Menassa & Kamat, 2016)

stated that in some ways, the primary methods can have a better accuracy and the gathered information can be up to date and having a controlled environment from the respondents.

3.8 Validity and Reliability of the Questionnaire

A. Validity:

Tests to notice if a scale is measuring the idea that the researcher believes it is being measured. The information was grouped so that the sample population could be statistically measured. Various sources of data, questionnaires, and previous studies were used to ensure the research's validity. The questions were designed with an understanding of the factors that influence employee retention in the healthcare industry. Before the questionnaires were released in their final form, the validity of the truth was tested by showing a sample of the initial questionnaire to four faculty members to get their feedback on whether the questionnaire was suitable for achieving the study objectives and whether the wording of the questionnaire items was clear.

B. Reliability:

Relates to the consistency of the measure of the research, when a measurement process is replicated, it produces identical results, which is referred to as accuracy in science. To ensure uniformity in the study, the questionnaires were distributed and delivered to the participants in the same way. The questionnaire's and their statements' reliability were tested to ensure that the questionnaire was accurate in calculating the statements. Cronbach's alpha is the most widely used tool for estimating the proportion of variance in a series of test scores that is reliable. It may be anywhere between 0 and 1, indicating that no variation is consistent and 1 indicating

that all variances are consistent (Alwan et al., 2016). The minimum acceptable value for a statement to be considered reliable is 0.6 (Michael and Deogratius, 2017). and this was used for the questionnaire.

3.9 Data Analysis

In terms of data analysis, the collected data samples will undergo an analysis done by the Statistical Package for the Social Sciences (SPSS) in order to determine the relationship between independent and dependent variables. It also has a great benefit which is to assist any researcher in the effectual statistical analysis through the manipulation of complex data. The SPSS software can be used to check the data reliability with great quality. One of the main uses for this software is that it screens and cleanses the data for further accuracy before it provides it to the research which is why Mizumoto & Plonsky, (2016) have illustrated that in their opinion, this software is highly regarded because of this benefit. Researchers like to use this program because it is reliable, user friendly and simple to learn; it assists researchers in managing large amounts of data with efficiency, effectiveness, and significant transparency.

Another review for this software is from George & Mallery (2019), they have stated that the SPSS software provides the users with an excellent interface. Aside from all the mentioned benefits of SPSS, unfortunately it has some limitations as well. One of them is being overly expensive with limited functionality and somewhat close to excel. The researcher will be able to use this program to conduct correlation analysis and bivariate analysis in this study to assess the factors influencing employee retention in healthcare institutions in the Kingdom of Bahrain. In addition, the researcher will use descriptive statistics along with SPSS to assess the factors influencing employee retention in healthcare institutions in

Bahrain. Nonetheless, using the SPSS, data will be listed and tabled for easy understanding.

3.10 Population and Sampling

The target respondents will be the employees of healthcare institutions in the kingdom of Bahrain, the sample will be taken randomly from a mixed genders population that will include healthcare employees and using the sample size formula the number required is around 150-200 respondents, which will be distributed by email and WhatsApp through an online questionnaire survey using Question Pro website.

According to Folorunso, Adewale, and Abodunde (2014), random sampling is the purest type of probability sampling because each of the elementary units is chosen with a known probability. Since data collection is primarily performed with a small number of workers, stratified random sampling is the most appropriate sampling technique to be used in this case. By which the strata were formed based on employees' shared attributes or characteristics such as educational attainment, position, and job experience. This sampling technique also enabled private healthcare institution's employees to be divided into compatible representative groups. Employees are classified into categories based on their position in the private healthcare institution, such as top-level, middle-level, and lower-level. By which, top level is the top management of the private healthcare institution. While middle and lower levels represent the doctors, nurses, and pharmacists respectively. This sampling technique was also great in providing increased precision and served as a useful safeguard against unrepresentative samples, allowing for high precision, smoothness, and clarity in the analysis. The research analysis was having a higher level of accuracy thanks to the random sampling method, which ensured better

representation of the population. This sampling methodology often prioritizes and verifies that all chosen respondents, such as workers at all levels of management, correctly and transparently reflect the research's main ideas.

3.11 Research Flowchart

Figure 3.2: Research Flowchart

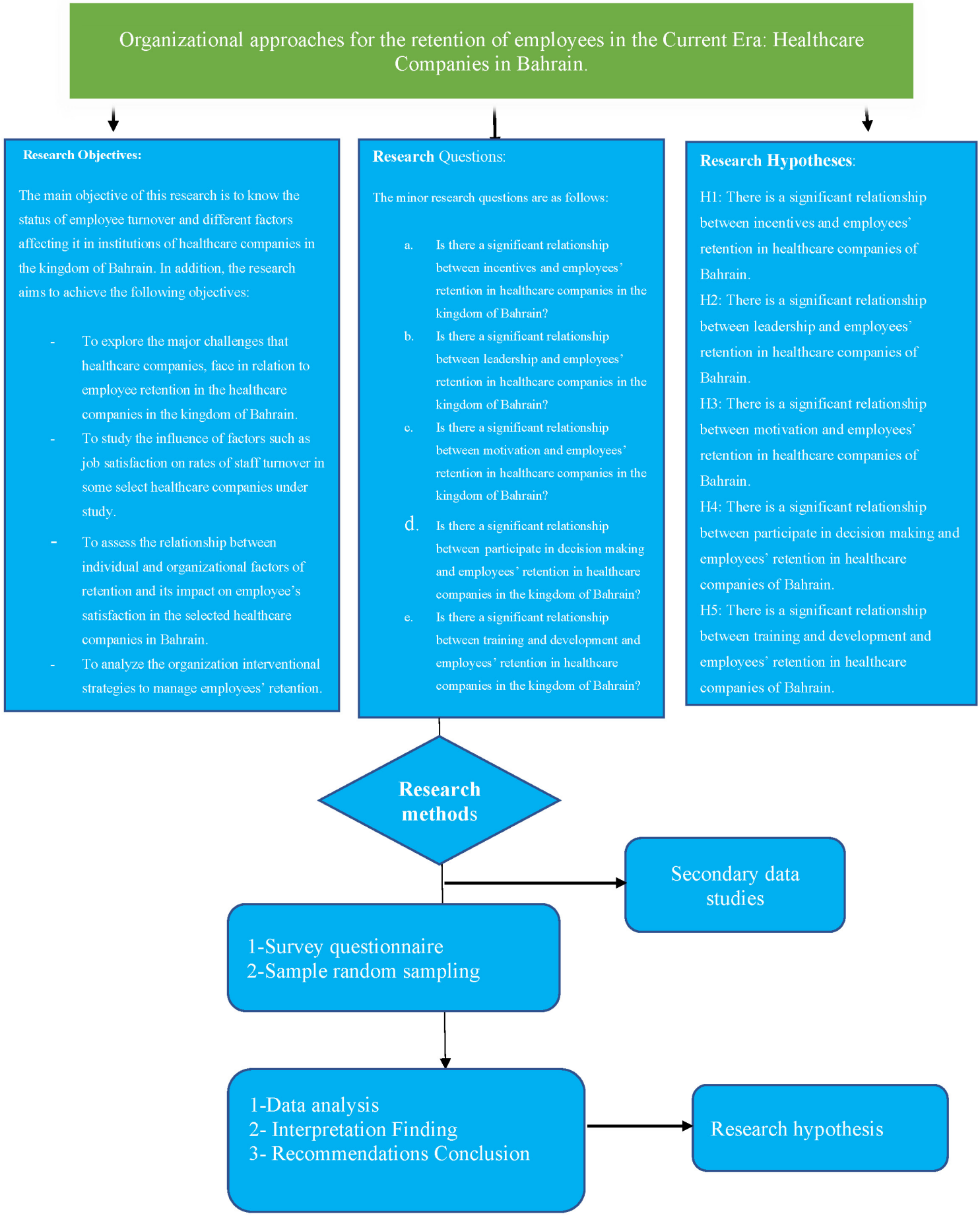


Figure 2: Research Flowchart

3.12 Summary of the Chapter

To sum up the methodology chapter, it can be said that to study the organizational approaches for the retention of employees for private healthcare institutions in the kingdom of Bahrain, the quantitative method is talked about in more noteworthy detail in the former area. To investigate with huge proficiency and viability, this examination just utilized the positivism research theory and utilized a spellbinding exploration plan, which puts a lot of accentuation on overviews. The outcomes have utilized the deductive way to deal with build up a wide hypothesis while obliging it to a particular model. This, thus, will help the data analyzing in acquiring more solid results. The review survey is the best technique to gather the data. This present research's objective populace comprises mostly of all degrees of the executives' representatives, which guarantees that the information will be accumulated appropriately. SPSS and dominate are utilized to investigate the information and, considerably more inside and out, dependability and legitimacy tests, unmistakable measurements, and correlational examinations are used to contemplate respondents' answers. Other moral standards like genuineness, respectability, and the wellbeing and security of the respondents are kept up with, as well.

Chapter Four: Data Analysis

Introduction

Information has been collected and SPSS software has been used for data analysis. First, a correlation analysis has been done to determine if the HRM practices have any influence on employee retention. Additionally, the data has been organized and tabulated for simple interpretation with the help of SPSS. A total of 309 responses were included, with both male and female employees selected for data collection, and employees worked in Bahrain private healthcare institutions across all levels (high, middle, and low). Likert Scales have been widely used for gathering information, especially using questionnaires that are developed based on the Likert Scale (rating scale of 5 points). In addition, this chapter will determine if the research hypotheses will be accepted or rejected based on the participants' responses. However, the collected data have been gathered from an online survey questionnaire which was distributed among private healthcare institutions' employees in the kingdom of Bahrain. The researcher has done a pilot study by which the questionnaire survey was distributed to 30 respondents to figure out the weaknesses if found the questionnaire. Moreover, the researcher shed lights on coefficient, model summary and correlation to get more accurate results.

4.1 Response Rate

Table 4.1 shows the sample size of this research was (350) who responded to the survey questionnaire. Whereas (309) responses were received and were calculated through using the response rate formula.

Table 4.1 Response Rate

Table 3: Response Rate

Total Survey distributed	Responses Received	Response Rate %
350	309	88.29%

4.2 Reliability Analysis

Testing study for the proposed sample should be completed prior to beginning a research study, as directing a test is critical to preventing researchers from starting an enormous scope project with inadequate information about the proposed techniques and exploration. A question is used as a way to head off a possible weakness in an investigation before further investigation is required. The survey was distributed to 30 people from the same population in Bahrain's private healthcare sector after all inquiries were completed.

Table 4.2 Reliability Analysis (Pilot Test)

Table 4: Reliability Analysis (Pilot Test)

Variable	Cronbach's Alpha
Incentives	.932
Leadership	.935
Motivation	.932
Participate in Decision Making	.937
Training and Development	.948
Employee Retention	.921

Table 4.3 Reliability Analysis (Pilot Test)

Table 5:Reliability Analysis (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.945	6

A Pilot test was done to test the plausibility of the inquiries in the poll, which assists with comprehension if all inquiries are cleared and he was posing to the right inquiries, that he has the right crowd, and the information will be substantial. Pilot test assists with testing the legitimacy of the investigation and doing it will be significantly more, useful in leading the exploration study. The test additionally assists the analyst with testing the unwavering quality, since, in such a case that the information isn't dependable, it is hard to trust the gathered information. It is greatly improved to test dependability prior to investing energy and exertion in leading the theory. The pilot test dependability test from the above outcome Table 4.1 and Table 4.2 for Alpha Cronbach test shows that all are (> 0.7), this demonstrates of consistency, it demonstrates that the things measure a similar construct.

4.3 Reliability and Validity Test

The probability of alpha being correct Cronbach's parameter, also known as the index of reliability, is usually somewhere between 0 and 1, but there is no lower limit to the coefficient. The higher the alpha coefficient is, the more strongly integrated the elements are. George and Mallery (2003) provided the following guidelines.

- Value is > .9 – Excellent,
- Value is > .8 – Good,
- Value is > .7 – Acceptable,

- Value is > .6 – Questionable,
- Value is > .5 – Poor,
- Value is < .5 – Unacceptable.

Table 4.4 Reliability and Validity Test

Table 6: Reliability and Validity Test

Variable	Cronbach's Alpha if Item Deleted
Incentives	.922
Leadership	.915
Motivation	.920
Participate in Decision Making	.922
Training and Development	.926
Employees' Retention	.905

Table 4.5 Reliability and Validity Test

Table 7: Reliability and Validity Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.931	6

Table 4.4 mentioned above describes the Cronbach's Alpha values of the research study. According to the table, it shows the stability values of the main studied variables that reached (.905) for Employees' Retention, (.922) for Incentives, (.915) for Leadership. (.920) for Motivation, (.922) for Participate in Decision Making, (.926) for Training and Development and (.931) for the whole factors. The pointers of Alpha Cronbach are affirmed that the study tool for the most part has a high dependability factor and its capacity to accomplish the research objectives. All the above outcome for Alpha Cronbach test shows that all are (> 0.7), The alpha coefficient for all things recommending that the things have somewhat high

interior consistency, this demonstrates that the things measure a similar construct.

4.4 Demographic Analysis

This section covers all aspects of the respondent's demographics, such as gender, age, level of education, position, and experience. The tables below display each category, sorted first by frequency, and then by how much each category accounts for overall participation.

4.4.1 Gender

These results are found in Figure 4.1 and Table 4.6. Based on the information in the table, it can be concluded that the majority of healthcare company employees in Bahrain are male. The data demonstrates that 184 male respondents provided their feedback, which was 59.55% of the entire sample. Meanwhile, 125 female respondents completed the survey, which represented 40.45% of the entire sample.

Figure 4.1 Gender

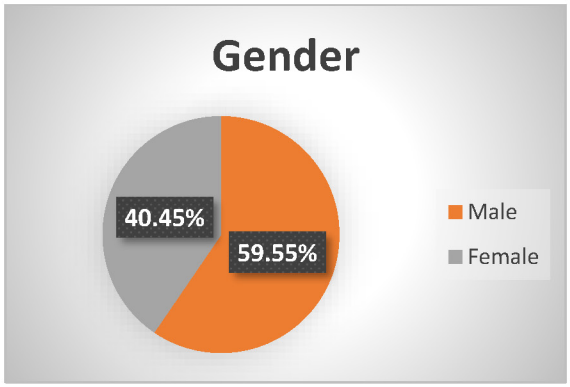


Figure 3: Gender

Table 4.6 Gender

Table 8: Gender

Gender	Frequency	Percent
Male	184	59.55%
Female	125	40.45%
Total	309	100.0%

4.4.2 Age

As seen in figure 4.2 and table 4.7, the age distribution of all private healthcare workers in Bahrain is listed. There were five different age divisions. In the first age group, respondents were placed from 25 to below, with a total of 31 respondents and 10.03% of the total sample. In the second section, respondents were divided into two age groups, with the youngest between the ages of 25 and 35. Together, this age group totaled 111, which is 35.92% of the entire sample. Third, the age group was made up of respondents between the ages of 36 and 45, which made up 100 in total and 32.36% of the sample. Age group was organized so that participants who were 46-55 years old comprised a total of 56, representing 18.12% of the total sample. Age group was arranged so that there were 11 people or 3.56% who were over the age of 55.

Figure 4.2 Age

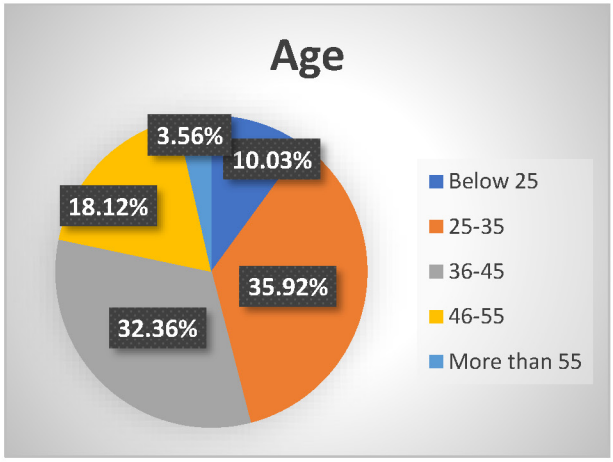


Figure 4: Age

Table 4.7 Age

Table 9: Age

Age	Frequency	Percent
Below 25	31	10.03%
25-35	111	35.92%
36-45	100	32.36%
46-55	56	18.12%
More than 55	11	3.56%
Total	309	100.0%

4.4.3 Level of Education

This figure (figure 4.3) and the table (table 4.8) shows the educational level of the workers who work in private healthcare firms in Bahrain in further detail. They were arranged into five groups. People who hold a high school level education are in the first category. This calculates to 5.83% of the respondents in the sample. The second category consists of employees who hold only a diploma level of education. The sum of 30 is 9.71 percent from the total sample respondents. In the third category are those employees who have attained a bachelor's degree. A total of 157 answers means 50.81% of the sample. Employees with a master's degree are in the fourth category. They indicate a total of 76, which is equivalent to 24.60% of the sample. At the last level, there are 28 total respondents, and 9.06% of those respondents are PhDs.

Figure 4.3 Level of Education

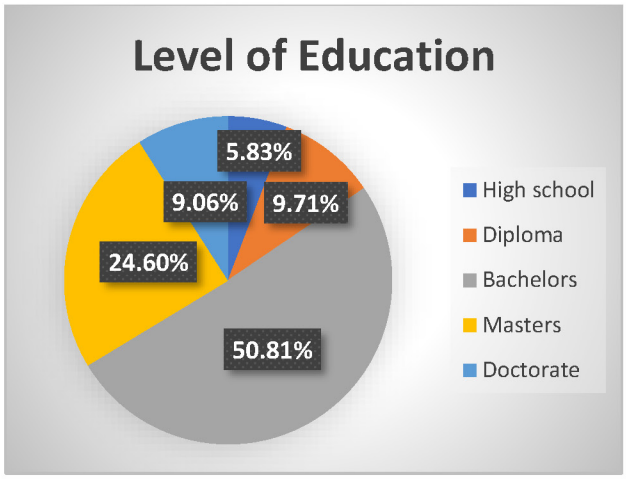


Figure 5: Level of Education

Table 4.8 Level of Education

Table 10: Level of Education

Level of Education	Frequency	Percent
High school	18	5.83%
Diploma	30	9.71%
Bachelors	157	50.81%
Masters	76	24.60%
Doctorate	28	9.06%
Total	309	100.0%

4.4.4 Position

Figure 4.4 and Table 4.9 show the hierarchical positions of all employees in Bahrain's private healthcare institutions. Three main groups existed for the private healthcare firms' views on the matter. The first signifies the higher level. In total, 86 participants took part in the survey, and their percentage in the total sample was 27.83. Additionally, the middle-level represented the greatest number of respondents, making it the second layer of representation. 131 respondents took part in the survey, for a 42.39% response rate. Finally, it is a representation of the fundamental, 92 employees out of the total sample took part in the survey, representing 29.77% of the total sample.

Figure 4.4 Position

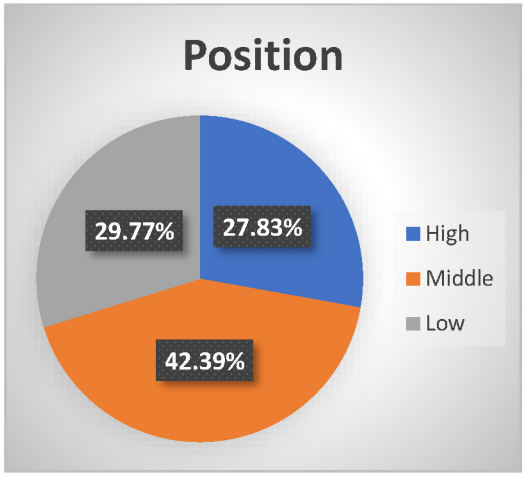


Figure 6: Position

Table 4.9 Position

Table 11: Position

Position	Frequency	Percent
High	86	27.83%
Middle	131	42.39%
Low	92	29.77%
Total	309	100.0%

4.4.5 Experience

Fig. 4.5 and Table 4.10 depict the private healthcare institutions' workforce experience in Bahrain in detail. The survey was broken down into five categories. That translates to 4.85% of all employees are in this group (less than 1 year experience). 19.74% of all employees (1-3 years' experience). 38.83% of all employees (4-6 years' experience). about 17.15% of all employees who have worked for the company (7-9 years' experience). People with 10 years or more of experience constitute a total of 60 and 19.42% of all employees.

Figure 4.5 Experience

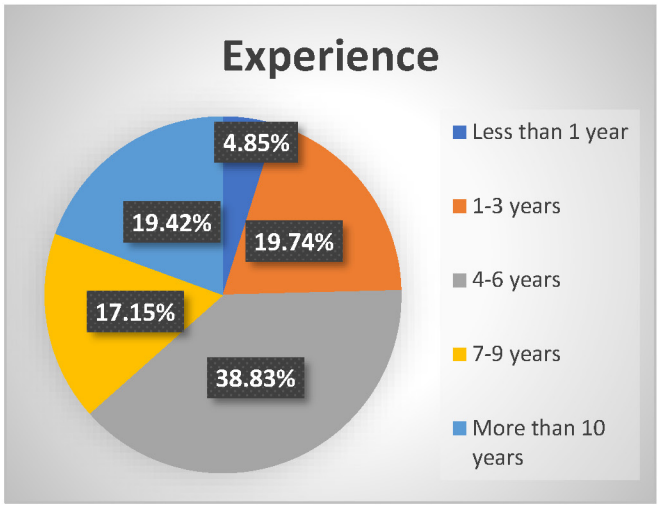


Figure 7: Experience

Table 4.10 Experience

Table 12: Experience

Experience	Frequency	Percent
Less than 1 year	15	4.85%
1-3 years	61	19.74%
4-6 years	120	38.83%
7-9 years	53	17.15%
More than 10 years	60	19.42%
Total	309	100.0%

4.5 Respondents Profile Summary

Table 4.11 Respondents Profile Summary

Table 13: Respondents Profile Summary

Variable	Category	Frequency	Percent
Gender	Male	184	59.55%
	Female	125	40.45%
	Total	309	100.0%
Age	Below 25	31	10.03%
	25-35	111	35.92%
	36-45	100	32.36%
	46-55	56	18.12%
	More than 55	11	3.56%

	Total	309	100.0%
Level of Education	High school	18	5.83%
	Diploma	30	9.71%
	Bachelors	157	50.81%
	Masters	76	24.60%
	Doctorate	28	9.06%
	Total	309	100.0%
Position	High	86	27.83%
	Middle	131	42.39%
	Low	92	29.77%
	Total	309	100.0%
Experience	Less than 5 Years	18	%10.2
	Less than 1 year	15	4.85%
	1-3 years	61	19.74%
	4-6 years	120	38.83%
	7-9 years	53	17.15%
	More than 10 years	60	19.42%

4.6 HRM Practices and Employees' Retention

When looking at Figures 4.6 and Table 4.12, the researcher was shocked because she discovered how important HRM practices and organizational culture are in Bahrain's healthcare industry. 18 respondents represent 3.88% (No). While the majority of respondents believed that HR management practices and the company's culture can affect employee retention, only 96.12% of the total respondents agreed. Because of this, HRM practices and corporate culture are both significant and efficient tools in making employees loyal and consistent in the Kingdom of Bahrain's private healthcare industries.

Figure 4.6 HRM Practices and Employees' Retention

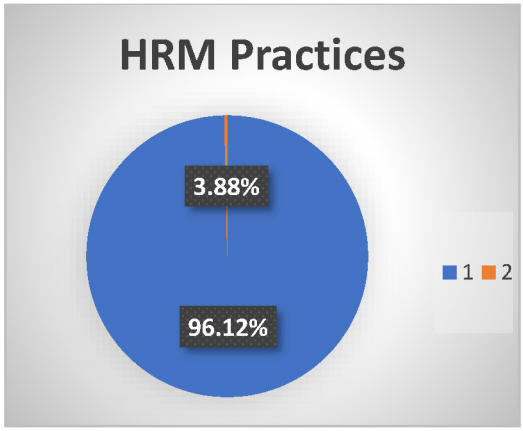


Figure 8: HRM Practices and Employees' Retention

Table 4.12 HRM Practices and Employees' Retention

Table 14: HRM Practices and Employees' Retention

HRM Practices	Frequency	Percent
Yes	297	96.12%
No	12	3.88%
Total	309	100.0%

4.7 Research mean and standard deviation

Test mean alludes to the absolute amount of all respondents separated by the aggregate. (Techopedia, 2019). While, the standard deviation can be characterized as estimation of scattering or conveyance of the information (Statistics How To, 2019). Lower standard deviation shows to the less scattering from the mean, while the higher SD signifies to the high scattering from the mean. The most reduced conceivable worth of the SD is 0 (Deborah, 2019), thus the SD can't be negative regardless.

Table 4.13 Research Mean and Standard Deviation

Table 15: Research Mean and Standard Deviation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	309	1	2	1.40	.4916
Age	309	1	5	2.69	1.00
Level of Education	309	1	5	3.21	.9565
Position	309	1	3	2.02	.7600
Experience	309	1	5	3.27	1.1285
HRM Practices	309	1	2	1.04	.1935
Incentives	309	1.80	5.00	4.44	.7629
Leadership	309	1.40	5.00	4.46	.8117
Motivation	309	1.20	5.00	4.45	.7840
Participate in Decision Making	309	1.80	5.00	4.45	.7759
Training and Development	309	2.00	5.00	4.53	.7498
Valid N (listwise)	309				

Table 4.13 the above table displays the mean and standard deviation of the survey responses. Mean of all the variables (incentives, leadership, motivation, participate in decision making, and training and development) fall between 4.44 to 4.53. Standard Deviation of all the variables fall between 0.749 and 0.812.

4.8 Model Summary

This is found in Table 4.14, and it states that the R-square value is .835. According to this study, Retention of Employees in private healthcare institutions in Bahrain is impacted by Incentives, Leadership, Motivation, Participate in Decision Making, and Training and Development having an 83.5% effect. In addition, the significance value (P-Value) which is 0.000<0.05 demonstrates the acceptance of the hypothesis and thus confirms the validity of Incentives, Leadership, Motivation, Participate in

Decision Making, and Training and Development in private healthcare institutions in the Kingdom of Bahrain.

Table 4.14 Model Summary

Table 16: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914[a]	.835	.832	.22500

4.9 Correlation

Correlation alludes be the factual strategies which addressing the connection between the two factors and furthermore the level of relationship between the two factors. The worth of the relationship and the coefficient is between the scope of - 1 to +1. The relationship which is the correlation coefficient shifts between - 1 to +1 demonstrating +1 be the ideal positive correlation and - 1 be the ideal negative correlation while 0 shows no direct correlation (Gogtay, and Thatte, 2020). Here, for this situation, the 1-followed importance esteem has been picked, which is .000. The standard alpha worth is .05, showing that the standard worth is 0.05. It is to be noticed that the powerless positive relationship is between the scope of the 0.1 to 0.3, a moderate positive connection is between 0.3 to 0.5 and the solid positive correlation from 0.5 to 1.0 (Schober, Boer and Schwarte, 2018). In the light of the way that the information is non-Typical disseminations information, non-parametric device will be utilized to test the relationship coefficient between two factors, this apparatus is called Spearman. The Spearman rank-request relationship coefficient (Spearman's connection, for short) is a nonparametric proportion of the strength and bearing of affiliation that exists between two factors estimated on no less than an ordinal scale (Business Languages, 2018)

Table 4.15 shows the explanation of the significant relationship between retention of employees and other five variables which are incentives, leadership, motivation, participate in decision making, and training and development. The value 0.649 illustrates the correlation between the incentives and retention of employees. Since the significant value is, 0.000 which is less than 0.1 so it is significant at 99%. The value 0.675 indicates the correlation between leadership and retention of employees. Since the significant value is 0.000 that is less than 0.1 so it is significant at 99%. The value 0.636 shows the correlation between motivation and retention of employees. Since the significant value is 0.000 which is less than 0.1 so it is significant at 99%. The value 0.613 indicates the correlation between participate in decision making and retention of employees. Since the significant value is 0.000ehich is less than 0.1so, it is significant at 99%. Finally, the value 0.567 shows the correlation between training and development and retention of employees. Since the significant value is 0.000 which is less than 0.1 so it is significant at 99%.

Table 4.15 Correlation

Table 17: Correlation

Correlations

			Incentives	Leadership	Motivation	DM	TD	ER
Spearman's rho	Incentive	Correlation Coefficient	1.000	.630**	.437**	.367**	.397**	.649**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	309	309	309	309	309	309
	Leadership	Correlation Coefficient	.630**	1.000	.572**	.387**	.428**	.675**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	309	309	309	309	309	309
	Motivation	Correlation Coefficient	.437**	.572**	1.000	.471**	.420**	.636**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	309	309	309	309	309	309
	DM	Correlation Coefficient	.367**	.387**	.471**	1.000	.474**	.613**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	309	309	309	309	309	309
	TD	Correlation Coefficient	.397**	.428**	.420**	.474**	1.000	.567**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	309	309	309	309	309	309
	Employees Retention	Correlation Coefficient	.649**	.675**	.636**	.613**	.567**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	309	309	309	309	309	309

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

4.10 Coefficients

The results of the regression analysis that was missed in the correlation analysis are presented in Table 4.16. Betas are reported for the "Standardized Coefficients" column, meaning the regression is a coefficient. For Beta, there are six statistics: Constant is the first of these, followed by the rest of the figures which are known as following: Beta is also referenced as incentives, leadership, motivation, getting involved in decision making, and training and development. This set of statistics are called "incentives," "leadership," "motivation," "participation in decision

making," and "training and development." Constant has a label of "Non-linear" but is, in reality, the Y-intercept.

These statistics illustrate that "Incentives is associated with a 0.207 increase on the retention of employees in private healthcare institutions in Bahrain scale." In other words, we can say that Incentives increases the probability of the Retention of Employees by 20.7%.

"Leadership is associated with a 0.237 increase on the retention of employees in private healthcare institutions in Bahrain scale." In other words, the Leadership increases the probability of the Retention of Employees by 23.7%.

"Motivation is associated with a 0.183 increase on the retention of employees in private healthcare institutions in Bahrain scale." Therefore, Motivation increases the probability of the Retention of Employees by 18.3%.

''Participate in Decision Making is associated with a 0.281 increase on the retention of employees in private healthcare institutions in Bahrain scale." Therefore, Participate in Decision Making increases the probability of the Retention of Employees by 28.1%.

''Training and Development is associated with a 0.161 increase on the retention of employees in private healthcare institutions in Bahrain scale." Therefore, Training and Development increases the probability of the Retention of Employees by 16.1%.

Table 4.16 Coefficients

Table 18: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.075	.113		.664	.507
	Incentives	.177	.033	.207	5.293	.000
	Leadership	.207	.038	.237	5.438	.000
	Motivation	.170	.035	.183	4.828	.000
	Participate in Decision Making	.267	.034	.281	7.800	.000
	Training and Development	.149	.032	.161	4.626	.000

4.11 Research Results

According to all previous conducted tests that have been done in this chapter, the result of the tested hypothesis showed that the HRM practices and organizational culture have significant positive impact on retention of employees in private healthcare institutions in the kingdom of Bahrain. Incentives have a positive relationship with the Retention of Employees in private healthcare institutions in the kingdom of Bahrain. Leadership has a positive relationship with the Retention of Employees in private healthcare institutions in the kingdom of Bahrain. Motivation has a positive relationship with the Retention of Employees in private healthcare institutions in the kingdom of Bahrain. Participate in Decision Making have a positive relationship with the Retention of Employees in private healthcare institutions in the kingdom of Bahrain. Training and Development have a positive relationship with the Retention of Employees in private healthcare institutions in the kingdom of Bahrain. Hence, hypotheses of this research were all accepted.

Table 4.17 Research Hypotheses Results

Table 19: Research Hypotheses Results

Research Hypotheses	Hypotheses Status
H1: There is a significant relationship between incentives and employees' retention in healthcare institutions of Bahrain.	Accepted
H2: There is a significant relationship between leadership and employees' retention in healthcare institutions of Bahrain.	Accepted
H3: There is a significant relationship between motivation and employees' retention in healthcare institutions of Bahrain.	Accepted
H4: There is a significant relationship between participate in decision making and employees' retention in healthcare institutions of Bahrain.	Accepted
H5: There is a significant relationship between training and development and employees' retention in healthcare institutions of Bahrain.	Accepted

4.12 Research's Results Preview

The main objective of this research is to know the status of employees' turnover and different factors affecting it in institutions of healthcare institutions in the kingdom of Bahrain. Five independent variables (Incentives, Leadership, Motivation, Participate in Decision Making, and Training and Development). Were selected to examine the relationship whit the dependent variable (Employees' Retention). The research questions presented in the first chapter below were answered and taking into account the results of the analysis that obtained from the distributed questionnaires.

a. Is there a significant relationship between incentives and employees' retention in healthcare institutions in the kingdom of Bahrain?

Results of data analysis show that incentives are very important to retention of employees in private healthcare institutions in the kingdom of Bahrain. By which, the mean outcome from responses of the survey questionnaire on the questions that were related to incentives was (4.44) which indicates that respondents on average responded with "Agree" and "Strongly Agree" to the questions.

b. Is there a significant relationship between leadership and employees' retention in healthcare institutions in the kingdom of Bahrain?

The result of the data analysis of the survey shows that the mean of the (Leadership) carries adequate goals and policies that are well defined and well explained. The mean of the Leadership is (4.46) which that the respondents on average responded with "Agree" and "Strongly Agree" to the questions in a survey which related to leadership and its impact on employees' retention in private healthcare institutions in the kingdom of Bahrain.

c. Is there a significant relationship between motivation and employees' retention in healthcare institutions in the kingdom of Bahrain?

The results of data analysis showed that the mean of motivation is (4.45) which indicates that the respondents on average responded with "Agree" and "Strongly Agree" to the questions in the survey which related to motivation and its importance to retention of employees in private healthcare institutions in the kingdom of Bahrain.

d. Is there a significant relationship between participate in decision making and employees' retention in healthcare institutions in the kingdom of Bahrain?

The results from analyzed data indicated that participate in decision making is very vital to the process of employees' retention in private healthcare institutions in the kingdom of Bahrain. Whereas the calculated mean of participate in decision making was (4.45) shows that respondents on average responded with "Agree" and "Strongly Agree" to the questions in a survey related to participate in decision making.

e. Is there a significant relationship between training and development and employees' retention in healthcare institutions in the kingdom of Bahrain?

Based on the results of data analysis, training and development is one of the HRM practices that is pivotal in term of employees' retention in private healthcare institutions in the kingdom of Bahrain. The calculated mean of training and development was (4.53), which denotes that the average responds of the "Agree" and "Strongly Agree" to the questions in the survey which is related to training and development practice.

4.13 Discussion

The main objective of this research is to know the status of employees' turnover and different factors affecting it in institutions of healthcare institutions in the kingdom of Bahrain. This section will include a comparison between the results of this study and the results obtained from other previous studies.

1. The results of this research study indicate that incentives have positive significant impact on retention of employees. Similar to the study conducted by Buchan et al. (2018). Which found that

''Supervision on employee turnover is highly recommended to obtain organizational goals effectively. This of course includes looking over the basic needs of employees, such as good pay, health insurance, allowances, and other benefits to provide a suitable working environment.''

2. Additionally, the results obtained from the analyzed data of this research study confirm that participate in decision making is an extremely important factor towards retaining employees in private healthcare institutions in the kingdom of Bahrain. By which, this finding is consistent with this statement ''Managers must know the difference between each type and design strategies to retain the valuable employees and at the same encourage the remaining employees to enhance their performance levels. These strategies can range from rewarding packages to involving employees in every sphere of the functioning of the organization (Mak and Sockel, 2017).''
3. The performance and quality of the employees in an organization has a proportional relationship with the effectiveness of the organization as proven by research. Generally, the demand for more qualified employees has increased as the challenge of recruiting talented people is an ever increasing one. Thus, causing a more strategic approach to human capital development (Wilkin & Nwoke, 2018). This outcome indicates that there is a compatibility with this research study. Whereas in this study, the results show that training and development practices have a positive significant relationship with retention of employees in private healthcare institutions in the kingdom of Bahrain.

4. Based on the outcomes of this research study, we found that motivation is very pivotal in terms of retaining the employees of private healthcare institutions in the kingdom of Bahrain. By which this result is compatible with the research conducted by Stewart & Brown, (2019) who found that when employees are working in an environment that is well supported, they are less likely to leave this work environment and would prefer a prolonged career in it. Especially if there are positive practices such as job freedom, development opportunities, and motivation.
5. Finally, the result found by Okumbe (2018) is similar to the finings of this research study in term of leadership. Whereas he stated that ''leadership is a method of motivating and assisting others in achieving goals. It is the human aspect that brings a community together and motivates them to achieve their objectives, turning them to loyal employees''.

4.14 Summary of the Chapter

To sum up the data analysis chapter, after analyzing the data gathered from the questionnaire survey. It can be identified that the independent variables of the present research study are effective in retaining the employees for the private healthcare institutions in the kingdom of Bahrain. Furthermore, findings of the present research study proved that all the hypotheses which are there is a significant relationship between incentives and employees' retention in healthcare institutions of Bahrain, there is a significant relationship between leadership and employees' retention in healthcare institutions of Bahrain, there is a significant relationship between motivation and employees' retention in healthcare institutions of Bahrain, there is a significant relationship between participate in decision making

and employees' retention in healthcare institutions of Bahrain, and there is a significant relationship between training and development and employees' retention in healthcare institutions of Bahrain were all accepted. By which it is a sign that these factors are extremely important to achieve the organizational goals and objectives efficiently and effectively as well as these factors are vital tools for retention of employees in private healthcare institutions in the kingdom of Bahrain.

Chapter Five: Conclusion and Recommendation

5.1 Conclusion

To sum up, it can be concluded that the entire study is based on studying the organizational approaches for the retention of employees in the current era for healthcare sector with reference to the case study of private healthcare institutions in the kingdom of Bahrain.

However, employee turnover is a serious issue, particularly in human resource management. All private healthcare institutions owners in Bahrain desire to increase the productivity and decrease turnover, therefore leading to a higher profit rate. Supervision on employee turnover is highly recommended to obtain organizational goals effectively in private healthcare sector. This of course includes looking over the basic needs of employees, such as good pay, health insurance, allowances, and other benefits to provide a suitable working environment in private healthcare field. Thus, private healthcare institutions' organizational goals can be negatively impacted due to high employee turnover which can put the whole healthcare company at many risks. To combat these challenges in the cutthroat business world, all management must consider employee turnover as a major concern and initiate measures to reduce its effects to a bare minimum.

The present study aims to identify the impact of organizational approaches such as: Incentives, Leadership, Motivation, Participate in Decision Making, and Training and Development on increasing the retention of employees and decrease the employees' turnover. By analyzing the responses from the primary data, it has been identified that these factors have a positive significant impact on retention of employees in private healthcare institutions in the kingdom of Bahrain. The present study identified the major challenge faced by managers in private healthcare institutions which is the high employees' turnover rate and suggested

factors to decrease the turnover rate. However, the results of the present study found that all the hypotheses were accepted.

Moreover, the literature of this study focused on the importance of employees' retention specifically in private healthcare institutions in the kingdom of Bahrain by representing previous studies conducted by different authors who shed lights on the same variables of the present study and how these factors can positively impact the retention of employees.

Additionally, according to Alam and Haque (2016), health care workers are expected to uphold the requisite quality despite adversity such as a hostile work environment, unsafe working conditions, and low pay. These factors are viewed as an impediment towards attracting and retaining healthcare professionals, particularly, critical scarce skills of clinicians, such as medical specialists and medical officers.

Moreover, maintaining organizational approaches towards employee retention is very important for any healthcare company in the kingdom of Bahrain. As retaining healthcare workforce is a defense and safeguard for the reputation of private healthcare organizations in the kingdom of Bahrain.

The outcomes of the present study are significant as private healthcare institutions will have a much better idea of the importance of employees' retention, by which will lead them to invest more in this area to benefit them.

In addition, private healthcare institutions will analyze the factors affecting the employees' turnover. Moreover, private healthcare institutions in Bahrain will be able to assess the relationship between individual and

organizational factors of retention and its impact on employee's satisfaction.

Lastly, the present study is important since private healthcare institutions in Bahrain are expected to pay more attention in training and development in their strategies of employees' retention.

5.2 The Theoretical and Managerial Implications

5.2.1 The Theoretical Implications

This study focused on retention of healthcare sector employees in Bahrain and studied the role that human resources management practices (incentives, leadership, motivation, participation in decision making, and training and development) had on employee retention. Thus, this study could contribute to developing theoretical frameworks to explain the orientation of human resource management practices and the corporate strategies utilized by Bahrain's private healthcare institutions.

5.2.2 The Managerial Implications

This study informs Bahraini business leaders about the importance of using human resources management practices as well as their impact on employee retention in the private healthcare industry. When taken into consideration, the findings of utilizing organizational retention approaches are useful to decision makers in the human resource management of Bahrain's private healthcare corporations.

5.3 Limitation

During directing the thesis, there were a few obstacles that the researcher faced during his long excursion with the thesis, for example, timing impediment since it is difficult to join between everyday work, center around the exploration and family and individual life. Because of the Covid virus and the circumstance that the entire world experienced and in view of this scourge it was hard to visit by and by the library of university of Bahrain to get some thought from past studies that are accessible there. When gathering data from respondents, a significant number of them returned the questionnaire with completely predisposition (inaccurate answers) which influenced the outcome while examining the data and some haven't fished all inquiries of the questionnaire.

5.4 Suggestions for Future Research

This research has been done to study the organizational approaches for the retention of employees in the current era for private healthcare institutions in the kingdom of Bahrain. Thus, due to importance of these organizational approaches to retain employees and decreasing the employees' turnover rate. I suggest conducting this research with different HRM practices in the same field which is private healthcare institutions in the kingdom of Bahrain to compare the results of this study with the future studies. Moreover, I suggest conducting this study on other sectors in Bahrain such as banking or telecommunication sector. As high turnover rate is a critical issue in all sectors nowadays and finding approaches to retain employees is extremely important towards achieving the organizational goals and objectives efficiently and effectively.

5.5 Recommendations

Following are the recommendations were set on the basis of the obtained result from the entire analysis accordingly:

1. It is recommended to increase the sample size to include the largest number of respondents, as the limited number may be a reason for the inaccuracy of the results and the inability to generalize it on the private healthcare institutions in the kingdom of Bahrain as a whole.

2. It is recommended to carry out the study on another specific sector, as each sector has its own characteristics and environment so that the implementation of organizational approaches and human resources management practices towards retention of employees suit sector instead of sectors.

3. It is recommended for all organizations in the kingdom of Bahrain to take advantage out of this research as this research is very useful to set organizational approaches to retain the employees.

4. It is recommended for private healthcare institutions in the kingdom of Bahrain to invest more in the area of employees' retention by providing incentives to employees, motivating them, emphasising their autonomy, allow them to participate in decision making, and train them to develop their knowledge and skills.

5. Finally, it is highly recommended and especially in the current era that private healthcare institutions in the kingdom of Bahrain to analyze the factors affecting the employees' turnover and to assess the relationship between individual and organizational factors of employees' retention and its impact on employees' satisfaction.

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Appendix-1 Questionnaire

Survey Questionnaire

Organizational Approaches for the Retentions of Employees in the Current Era: Healthcare Institutions in Bahrain.

Dear participants,

My Name is Abdulla Yaseen Abdulla, and I would like you to take few minutes of your eventful time to complete the following survey which is a mandatory purpose to get my master's degree in Human Resource Management from University of Bahrain. Thesis study title is "Organizational Approaches for the Retentions of Employees in the Current Era: Healthcare Institutions in Bahrain".

The following questionnaire will take 5 to 7 minutes of your time, and kindly do not include your name or position to ensure that all information is kept confidential. I hereby guarantee that the information I collect from you will not be shared with any third parties and will be used solely for academic purposes. There will be copies provided to Dr. Makarand Upadhyaya Associated Professor at University of Bahrain. Your active participation will be highly appreciated, please make sure to complete responding on all questions.

Section 1: Demographic Data
Directions: Please select option that best describes you.

1. Gender

    a. Female
    b. Male

2. Age:

    a. Below 25
    b. 25-35
    c. 36-45
    d. 46-55
    e. More than 55

3. What is your highest level of education?

    a. High School
    b. Diploma
    c. Bachelor's Degree

d. Master 's Degree
e. Doctorate

4. What is your position level (seniority)?

a. High
b. Middle
c. Low

5. How long have you worked at your healthcare organization?

a. Less than 1 year b. 1-3 years c. 4-6 years

d. 7-9 years e. More than 10 years

Section 2: HRM Practices

6. Do you think HRM practices and organizational culture may affect employee retention in healthcare organizations in Bahrain?

a. Yes b. No

Section 3: Incentives

Directions: Please indicate how strongly you agree or disagree with these statements.

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
7	Incentives motivate me to hold on to my job.					
8	Incentives are important in influencing my willingness exert more effort in my job.					
9	When I receive extra income, I am more motivated to stick to my job.					
10	Rewards benefit will boost my motivation to hold on to my job.					

Section 4: Leadership

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11	If I am granted leadership at work, I will be loyal to my organization.					
12	Increasing responsibilities with my current job, will drive me to stick to my job.					
13	It is useful to my organization to retain me, if I get leadership in work.					
14	Gaining respect from others, will provides me the desire to continue working in my organization.					

Section 5: Motivation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15	A positive working environment is important for me to continue working for my organization.					
16	When I receive recognition, I am more motivated to do my job.					
17	Acknowledgment for my years of service to the organization, will motivate me to hold on to my job.					
18	A personal “thank you” or note from my superior or colleague, is important for me to stick working in my organization.					

Section 6: Participate in Decision

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19	Participation in decision making, allow my organization to be preferable among other healthcare organizations.					
20	If I participate in decision, I will be more satisfied in my job.					
21	When I get the opportunity to participate in decisions, I will be motivated to continue working for my organization.					
22	An organization which allows its employees to participate in decision making, will gain a competitive advantage in terms of retaining and attracting potential employees.					

Section 7: Training and Development

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23	Training and development programs conveyed by healthcare organizations improve the quality of work life.					
24	Employees of healthcare organizations feel substantial change in behavior after getting exposed to training programs.					
25	A healthcare organization with a good training and development					

	program, will be favorable for any employee.					
26	Training and development programs differentiate healthcare organizations in the employees' minds.					

Thank you for your time.

ملخص الرسالة

الغرض: تركز هذه الدراسة على دراسة حالة دوران الموظفين والعوامل المختلفة التي تؤثر عليه في مؤسسات شركات الرعاية الصحية الخاصة في مملكة البحرين. تهدف هذه الورقة إلى دراسة العلاقة بين الحوافز والقيادة والتحفيز والمشاركة في صنع القرار والتدريب والتطوير على الاحتفاظ بالموظفين في شركات الرعاية الصحية الخاصة في مملكة البحرين.

التصميم / المنهجية / المنهج: تم اختيار منهجية البحث الكمي للمساعدة في الإجابة على أسئلة البحث. في حين أن النهج الاستنتاجي أكثر فاعلية في هذه الدراسة لأنه يسمح للباحث بالتفكير من عام إلى محدد، فإن النهج الاستقرائي يعمل بشكل أفضل هنا. يتضمن الاستبيان استبيانًا ذاتيًا تم جمع البيانات الأولية من أجله، واستبيانًا عبر الإنترنت، يعتمد بناؤه بشكل أساسي على مقياس ليكرت (مقياس تصنيف من 5 نقاط) يتكون من الاستبيان. في مملكة البحرين، وهي دولة غنية بالنفط، تم تحديد حجم العينة بحوالي 300–350 من موظفي شركة الرعاية الصحية الخاصة. تم إجراء مسح عن طريق اختيار المستجيبين بشكل عشوائي باستخدام طريقة أخذ العينات العشوائية. تم استخدام المسح و SPSS لتشكيل المسح واستخدام Excel و Word لتوليد البيانات.

النتائج: تظهر نتيجة الدراسة أن الأساليب التنظيمية وممارسات إدارة الموارد البشرية لها علاقة إيجابية مع الاحتفاظ بالموظفين.

الأصالة / القيمة: حتى الآن، هذا هو العمل الأول المتعلق بالمناهج التنظيمية للاحتفاظ بالموظفين لشركات الرعاية الصحية الخاصة في مملكة البحرين.

الكلمات المفتاحية: الاحتفاظ بالموظفين وممارسات إدارة الموارد البشرية (HRM Practices) والحوافز والقيادة والتحفيز والمشاركة في صنع القرار والتدريب والتطوير.

جامعة البحرين
كلية إدارة الأعمال
قسم الإدارة و التسويق

المناهج التنظيمية للاحتفاظ بالموظفين في العصر الحالي: شركات الرعاية الصحية في البحرين

أطروحة مقدمة كجزء من متطلبات الحصول على درجة الماجستير في إدارة الموارد البشرية

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مملكة البحرين
2021