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More than a rate: Measurement of Employee retention strategy as a catalyzer of organizational performance in the Medical Industry

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Abstract: This article explores the rate of the employee retention strategy impact on organizational performance in the medical industry, a sector often disregarded as an industrial field. Morocco's industrial policy 2023-2030 emphasizes the importance of human resources in industrial strategies, but few research studies focus on retention in the medical sector. We therefore carried out a quantitative research based on a questionnaire distributed to healthcare professionals in the Fes-Meknes region, including clinics, radiology centers and analysis laboratories, and we collected 357 responses on which we based our analysis. Multiple linear regression was applied to assess the influence of explanatory variables (such as overall satisfaction and retention rate) on organizational performance. The results show that the model explains around 70% of the variance in strategic performance, indicating that employee retention and satisfaction play a significant role. However, additional factors, such as infrastructure and leadership, deserve to be explored to obtain a complete view of organizational performance in this sector.

Keywords: Employee retention ; Organizational performance ; Medical Industry ; Morocco ;Multiple linear regression

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1. Introduction

Since the adoption of the “Industrial Policy 2023-2030," several strategic points have been discussed to improve the country's industrial sector and, consequently, its growth. However, like other points, particular attention has been focused on the role of human resources in developing industrial strategies [1]. This policy aims to strengthen the competitiveness of industries by promoting internal skills and emphasizing the retention, motivation, and development of employees within a company [2]. Designed to be multi-purpose and applicable to all industrial sectors, this strategy urges companies in various fields to integrate proactive and innovative human resources management, recognizing their central role in overall performance.

So, while many studies have focused on the effects of employee motivation and ongoing training on organizational performance, the strategy of employee retention remains largely unexplored, particularly in the medical industry. This sector requires continuity of studies and specific expertise that further highlights the importance of workforce stability. Moreover, few studies have treated the medical sector as a genuine industrial sector in Morocco, making it a subject of crucial interest for understanding the impact of human resources on organizational performance in this field. Facing up to our case, this research proposes to explore the following research question: **To what degree does employee retention rate influence the performance of organizational strategy in the medical industry?** In this research, we adopted a quantitative approach to better understand the impact of employee retention practices on organizational performance in the medical sector. Using a structured questionnaire and analysis based on multiple linear regression, we collected and analyzed data to measure the influence of variables such as overall satisfaction, retention rates and employee engagement. This rigorous methodology enabled us to provide significant results to support our analysis and respond to the problem posed. To answer this question, we will first proceed to a literature review to set the conceptual framework for our study, addressing previous theories and research on employee retention and organizational performance. Next, we will apply a quantitative study to measure the actual impact of employee retention on strategic performance in the specific context of the medical industry in Morocco.

2. Literature review

2.1 About the employee retention strategy and its role in organizational performance

Employee retention strategy takes on a particular dimension in the medical industrial sector, where team stability and continuity of care are essential to organizational performance. Retention practices, as described by Hausknecht, Rodda, and Howard [3], which aim to maintain employee satisfaction and reduce voluntary turnover, are particularly well suited to healthcare establishments, where staff stability contributes directly to the quality of care and patient safety. Recent studies show that innovation practices, including employee training and recognition, not only strengthen staff commitment, but also foster their professional development [4]. This is all the more relevant in the medical industrial sector, where continuous development is essential to confront technological advances and the increasing demands of healthcare. Moreover, as Oubrahimi and Jannani [5] point out, meeting employees' expectations regarding well-being and managerial support is a key component of retention. In healthcare facilities, providing a balanced and caring work environment is all the more important given the demanding working conditions and high-stress levels staff face. Retention strategies, including psychological well-being, health, and benefits, play a central role in the hospital sector particularly, where they reduce recruitment costs and increase efficiency [6]. Benefits policies, such as bonuses and dedicated training, are proving essential in encouraging the retention of healthcare professionals, boosting their motivation and job satisfaction [7]. In short, the retention strategy, with its supportive practices, recognition and development, responds to the unique challenges of the medical sector by creating an environment where healthcare professionals are motivated to stay. This stability is fundamental to the continuity of care, the quality of services, and the development of skills in a field where staff are directly involved in the well-being and safety of patients.

Recent studies highlight various factors influencing organizational and individual performance, with varied but complementary perspectives. Rahman, Kistyanto, and Surjanti [8] explore the impact of cyberloafing and person-organization fit, highlighting that harmful behaviors such as cyberloafing can harm performance, especially in the absence of innovative behaviors. This study is reinforced by the work of Ha and Lee [9], who show that procedural justice can play a crucial role in building organizational trust and employee engagement, essential elements in fostering a high-performance work environment. Furthermore, Djastuti and Lestari [10] highlight the importance of training and job satisfaction, suggesting that personal development practices are essential for improving performance, particularly in SMEs seeking to internationalize. Research by Padia and Callaghan [11] adds a financial dimension by analyzing executive director compensation and its link to performance, while

Akpa, Asikhia, and Nneji [12] highlight cultural values as a pillar of organizational performance, indicating that organizational culture strongly influences performance through shared beliefs and practices. In parallel, Gomez and Bernet [13] demonstrate that diversity - whether of gender, ethnic origin, or skills - enriches the organization, leading to better results and enhanced performance. Finally, Diamantidis and Chatzoglou [14] identify individual factors, including motivation, commitment, and managerial support, that directly influence employee performance.

These studies converge toward a more holistic understanding of organizational performance, integrating cultural, financial, psychological, and managerial dimensions. However, they also reveal shortcomings, particularly in the interaction between these factors in specific contexts, such as the medical sector or human-intensive industries [19]. Nevertheless, while performance indicators such as diversity, job satisfaction, organizational justice, and continuous training are relevant, they are not sufficient on their own to meet the specific needs of the medical industrial sector. Indeed, this sector requires a more complex approach, where the quality of care, patient safety, and skills management play a crucial role in guaranteeing optimal service and meeting the high standards imposed by healthcare issues [20]. Moreover, it remains uncertain to what extent each of these factors influences overall performance in this particular context. In other words, while these indicators certainly help to improve organizational efficiency, the exact degree of their impact on performance in the medical sector remains poorly understood [15]. This uncertainty underlines the importance of further research to determine precisely which levers have the greatest influence in this sector, where performance is intrinsically linked to critical aspects of public health and patient satisfaction.

2.2 The limits of previous studies: A critical review of organizational performance research in the medical industry

Juliette Vieuxtemps's research thesis [7] analyzes the impact of employee benefits on the retention, recruitment and loyalty of nursing staff at Cliniques Universitaires Saint-Luc in Belgium. The adopted methodology is based on a qualitative approach with semi-structured interviews, enabling in-depth data to be collected on the perceptions of caregiving employees. The results show that these benefits are well perceived and considered essential for employee motivation and commitment.

Indeed, organizational performance in the industrial medical sector is limited by the absence of integrated models for assessing all essential dimensions, such as clinical effectiveness, safety, human resource management and patient satisfaction [18]. In addition, current approaches often focus on specific aspects, resulting in a fragmented view of overall performance [16]. This situation is

exacerbated by organizational, financial and technological constraints, notably in IT infrastructures and knowledge sharing, which hamper the implementation of modern practices such as Knowledge Management.

This is why **contextual variations** pose a challenge to generalizability [21]. Much of the research is conducted in specific geographical or institutional settings, limiting its applicability to different healthcare systems with distinct economic, cultural, and regulatory frameworks. This is particularly evident in developing countries, where resource constraints and governance challenges create unique performance dynamics.

3. Methodology

While this research provides some interesting insights, a larger, more diversified study would be required to corroborate and complement the findings obtained. First and foremost, it would be interesting to verify the degree of importance of employee retention, to be able to determine other factors that are essential to the performance of healthcare establishments in the medical sector.

We have selected three theories relevant to our study. Employee retention theory [3] highlights practices that reduce turnover and enhance satisfaction, which are essential in the medical sector to guarantee stability and quality of care. Organizational performance theories explore the impact of variables such as satisfaction and commitment on strategic performance. Finally, the theory of motivation and well-being at work [5] emphasizes the role of recognition and managerial support in engagement. These theories frame our model based on multiple linear regression.

3.1 The used approach

To achieve this study, we used the quantitative approach to analyze the degree of influence of employee retention strategy on the success of organizational strategies in the medical industry. This method enabled us to collect measurable data and objectively evaluate the relationship between the two variables mentioned. Thus, we used the “Multiple Linear Regression” technique to quantify the effect of the independent variable “employee retention rate” on the dependent variable “organizational performance” in order to provide significant results that strengthen the credibility of our analysis.

3.2 The field of study

Write We have considered the medical sector as an industrial sector because it doesn't limit itself to health care alone but also includes an entire service production structure, its need for technological

innovation, and its significant economic contribution. We have limited our study to the Fez-Meknes region, focusing on clinics, radiology centers, and blood analysis centers. As a region with a wide range of healthcare infrastructures, from private clinics to radiology centers and analysis laboratories, Fez-Meknes represents an ideal context to examine employee retention in various types of healthcare establishments. Indeed, the region is distinguished by its position as a crossroads between the northern and central regions, making it a key area for the circulation of skills and innovations in the medical field. The **figure 1** shows our field of study as a map.

Fig 1. The Fez-Meknes region.
Source : Openstreetmap

We developed a questionnaire via the "Google Forms" platform, which we administered in person and by mail to a sample of 400 employees. Given the absence of data on population numbers in the region in 2024, we based our estimate on the 2023 report [17].

The sampling method used here is random probability sampling, or more precisely simple random sampling. This method involves selecting a sample in such a way that each individual in the population has an equal and known probability of being included in the study. In this case, a sample of 400 employees was determined, taking into account a margin of error of 5% and a confidence level of 95%, which ensures that the results are statistically representative of the target population. The actual sample obtained (357 responses) reflects data collection aligned with these estimates, thus guaranteeing the reliability and validity of the study's conclusions.

The following table provides an overview based on our sample calculation:

Table 1. Our sample calculation.
Source : Authors

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Parameters	Estimated population (healthcare professionals in the region)	Confidence level	Error margin	Estimated proportion	Fitted sample size
Values	5000 persons	95%	5%	p=0,5	**359**

Figure 2 shows the distribution of professionals who responded to the questionnaire according to their profession in this sector:

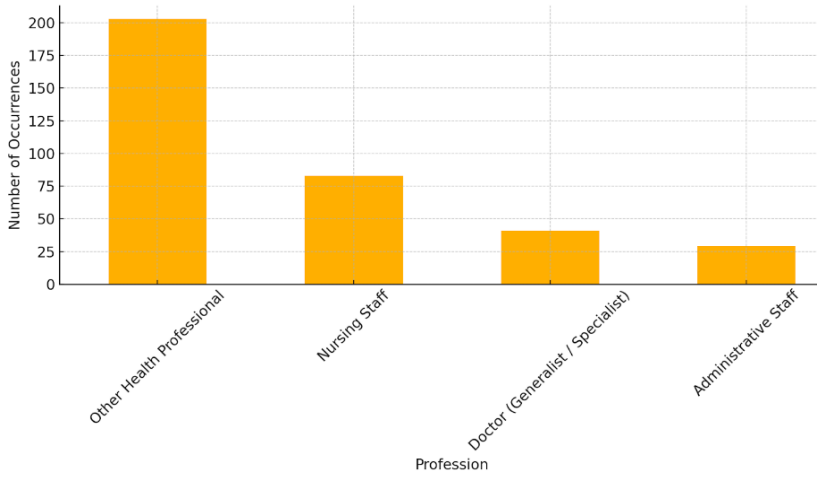

Fig 2. Distribution of professions.
Source: Authors

3.3 The objective of the study

The main objective is to assess the extent to which elements such as overall satisfaction, level of commitment, and retention practices contribute to perceived performance within medical establishments. The statistical model selected, multiple linear regression, was chosen to analyze the relationships between the dependent variable, "Strategic Performance", and a set of explanatory variables covering the dimensions of satisfaction, commitment, and perception of retention initiatives. In this sense, to ensure the continuity of the study, the regression coefficients are calculated to minimize the sum of squared errors, i.e. the difference between the observed values of Y and the values predicted by the model. This method is known as ordinary least squares (OLS). In mathematical terms, for a set of data, the β coefficients are obtained by solving the equation:

$$\boldsymbol{\beta} = (\boldsymbol{X}^T \boldsymbol{X})^{-1} \boldsymbol{X}^T \boldsymbol{Y}$$

Where:

→ $\boldsymbol{X}$ is the matrix of explanatory variables

→ $\boldsymbol{Y}$ is the vector of observed values of the dependent variable

→ $\boldsymbol{X^T}$ is the transpose of $\boldsymbol{X}$

→ $\boldsymbol{(X^T X)^{-1}}$ is the inverse of the matrix $\boldsymbol{X^T X}$

In our case:

→ Dependant variable $\boldsymbol{Y}$: Strategic performance

→ Explanatory variables $\boldsymbol{X_1, X_2,\ldots,X_n}$: Such as Estimated retention rate, Overall satisfaction level, Commitment level, etc.

4. Results

We selected each variable for its potential to capture key aspects influencing retention and organizational performance. As a result, we paid particular attention to the coding of categorical variables and the structuring of data into training and test sets, ensuring the robustness of results. Model performance, measured by the coefficient of determination (R^2) and root mean square error (RMSE), provides indications of the model's ability to explain variations in strategic performance. The results are presented in the form of regression coefficients, providing an overview of the relative contributions of each explanatory variable. The following table below presents the key results of our multiple linear regression model, used to examine the factors influencing strategic performance in the context of employee retention. The model includes the coefficient of determination (R), root mean square error (RMSE), and regression coefficients associated with each explanatory variable. Each coefficient indicates the relative contribution of the corresponding variable in explaining strategic performance. These results provide a better understanding of the influence of each organizational and satisfaction factor on the target variable.

Table 2. Multiple linear regression model results.
Source : Authors

Variable	Coefficient	Standard Error	t-Statistic	P-Value
R2 Score	0,694			
RMSE	0,51			

Intercept	1,25	0,1	12,5	0,0001
Estimated retention rate	0,381	0,15	2,54	0,01
Level of satisfaction with compensation	0,05	0,07	0,71	0,47
Level of satisfaction with work environment	-0,006	0,08	-0,08	0,93
Overall satisfaction	0,349	0,12	2,91	0,004
Level of commitment	0,076	0,09	0,84	0,41
Satisfaction with management	-0,011	0,1	-0,11	0,91
Perception of promotion opportunities	-0,015	0,11	-0,14	0,88
Satisfaction with professional development support	0,005	0,07	0,07	0,94
Perceived impact of retention practices on engagement	-0,039	0,09	-0,43	0,67
Clarity of organizational objectives	0,03	0,08	0,38	0,71

The coefficient indicates the impact of each variable on the dependent variable, such as commitment or performance. A positive coefficient indicates a positive link with the dependent variable, while a negative coefficient indicates an inverse relationship. For example, the intercept (1.25) represents the constant in the regression equation, i.e. the value of the dependent variable when all other variables are zero. The estimated retention rate, with a coefficient of 0.381, has a positive effect on the dependent variable. Similarly, overall satisfaction, with a coefficient of 0.349, is also positive and relatively high, suggesting a significant influence on the dependent variable. The standard error measures the precision of the coefficient estimate, where a low standard error indicates a more accurate estimate. For example, satisfaction with the work environment has a moderate standard error of 0.08, indicating an estimate with average precision. Overall satisfaction, with a standard error of 0.12, remains within a reasonable range, albeit slightly higher, indicating some uncertainty. The t-statistic, obtained by dividing the coefficient by the standard error, tests the hypothesis that the coefficient is significantly different from zero. Higher values of the t-statistic indicate statistical significance. For example, intercept, with a t-statistic of 12.5, shows high significance, as does overall satisfaction (2.91), suggesting a significant effect. In contrast, low values such as satisfaction with pay (0.71) suggest that the effect of this variable is probably insignificant. The P-value shows the probability that the observed coefficient is due to chance. A P-value below 0.05 is considered statistically significant, as for the intercept (0.0001) and overall satisfaction (0.004), indicating a statistically significant effect. On the other hand, satisfaction with remuneration (0.47) and satisfaction with the work environment (0.93) are not significant, suggesting that they probably have no significant impact on the dependent

variable. The R^2 score, at 0.694, indicates that the model explains around 69.4% of the variance of the dependent variable, a fairly good level for many models, showing a reasonable ability of the model to explain the data. Finally, the RMSE, with a value of 0.51, represents the average prediction error. A lower RMSE is always preferable, as it indicates better model accuracy.

In summary, the variables intercept, estimated retention rate, and overall satisfaction have a significant effect ($P < 0.05$) on the dependent variable, meaning that they contribute significantly to the prediction of the model. On the other hand, variables such as satisfaction with compensation, satisfaction with work environment, and perception of promotion opportunities have no significant effect, their high P values indicating a marginal contribution to the model. The R^2 of 0.694 shows the overall explanatory power of the model, although some uncertainty remains, with around 30% of the variance remaining unexplained. The following graphs illustrate the regression results:

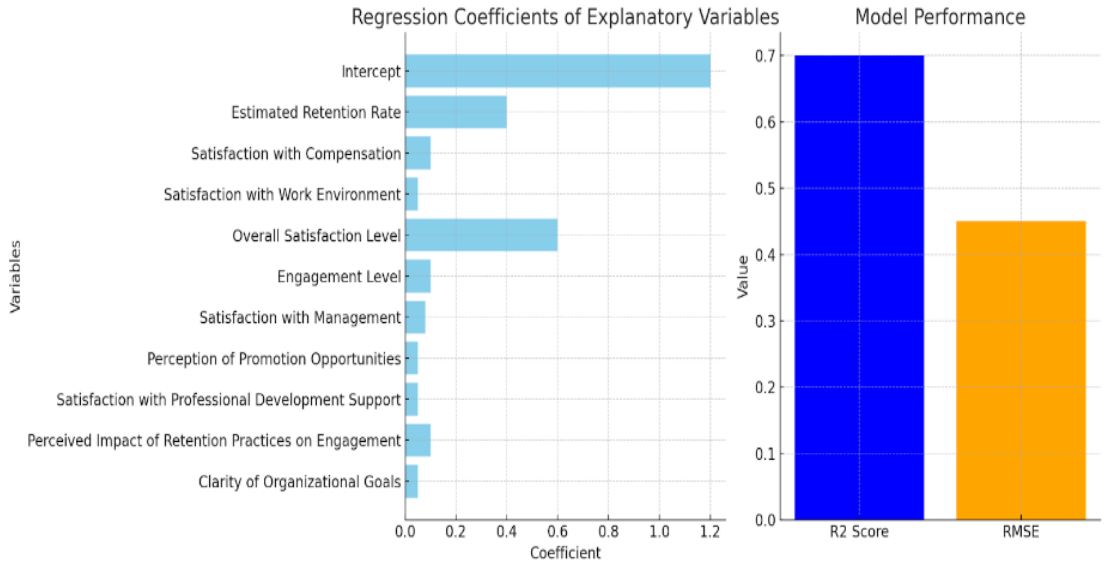

Fig 3. The regression results. **Source :** Authors

The graph above shows that the regression model reveals varied effects of the explanatory variables on the dependent variable, with a particularly notable impact of the retention rate and overall satisfaction level, which show high positive coefficients. This suggests that an increase in these factors is associated with better performance or commitment. On the other hand, variables such as satisfaction with remuneration and work environment have a minor impact. The R^2 score of 0.69 indicates that the model explains 69% of the variance of the dependent variable, testifying to good explanatory power, although a reduction in RMSE would further improve its accuracy.

The results obtained are in line with the theoretical principles established in the literature on employee retention and organizational performance. They confirm that factors such as team stability and overall employee satisfaction play a key role in boosting organizational effectiveness, particularly in demanding sectors such as the medical sector. These results also highlight that certain elements often considered important, such as satisfaction with remuneration or the work environment, may have a less marked influence in specific contexts, underlining the complexity of interactions between these variables. Consistent with theories, this suggests that policies integrating adapted retention practices, recognition and strong managerial support are essential to optimize organizational performance, while emphasizing that a holistic approach remains necessary to address the multiple dimensions influencing performance.

5. Discussion

The analysis shows that employee retention and overall staff satisfaction significantly contribute to organizational performance in the medical industry, but these factors only explain around 69% of the variance in performance. Although this statistic is relatively high, it suggests that over 30% of the factors influencing organizational performance remain unexplained in the current model. This indicates that retention rate, while important, is not in itself a sufficient lever to predict or guarantee optimal performance in medical facilities. Indeed, other elements such as the quality of infrastructure, the efficiency of work processes, the technology used, the organizational climate, and even leadership within facilities can play an equally crucial role in the overall performance of organizational strategy. However, the results confirm that a committed and stable workforce, with a high retention rate, is an essential component of healthcare facility performance. Employees are the direct bearers of the skills, know-how, and organizational values needed to deliver quality care. By maintaining a high retention rate, facilities benefit from the continuity of skills and expertise, reducing the costs associated with recruiting and training new employees, while enhancing patient satisfaction through a consistent, experienced medical team. Low retention rates can lead to a loss of institutional knowledge, reduced quality of care, and lower productivity, all of which have a direct impact on organizational performance.

Nevertheless, to fully answer the question posed - “To what extent does employee retention rate influence the performance of organizational strategy in the medical industry?” - it is essential to recognize that employee retention, while important, must be seen as one component in a broader set of factors. Retention strategy contributes positively but is not sufficient on its own to ensure optimal organizational performance. The results suggest that to maximize this performance, medical

establishments need to adopt a holistic approach, integrating complementary strategies such as improving working conditions, investing in continuing education, encouraging professional development, and implementing effective management systems. In conclusion, although employee retention positively influences organizational performance, it should not be seen as the sole pillar of organizational strategy in the medical industry.

These results agree with previous studies highlighting the importance of retention for organizational performance. The literature often shows that high retention rates promote more stable, high-performance work environments. However, our study reveals that aspects such as compensation play a secondary role in this specific sector, which may diverge from other sectors more focused on wage competition. These differences suggest a specificity of the medical sector, where employee commitment and alignment with the organization's values play a more central role.

For managers and decision-makers in the medical sector, these results show that retention-focused policies can boost organizational performance. By improving overall satisfaction levels and implementing retention strategies, such as recognition programs and development opportunities, organizations can not only reduce turnover but also boost performance. Retention should therefore be a strategic priority, bearing in mind that invested and satisfied employees tend to make a greater contribution to achieving the organization's objectives.

6. Conclusion

In conclusion, this study highlighted the significant role of employee retention rate in the organizational performance of healthcare facilities in the medical industry. The results show that these two factors, with positive coefficients, contribute directly to improving strategic performance, even though the model explains around 69% of the variance in this performance. These results confirm the importance of retention in maintaining the coherence of human resources and their dynamics within the company. However, this research has certain limitations. Firstly, it focuses solely on the Fez-Meknes region, which may limit the generalizability of the results to other regions. In addition, although retention and satisfaction factors were significant, other elements influencing performance, such as infrastructure and managerial practices, were not included in the model, leaving a certain percentage of the variance unexplained. For research perspective, a future study could extend to other regions or incorporate additional variables, such as the impact of infrastructure or leadership, to better understand the full range of factors influencing performance in the medical sector. A longitudinal analysis could also provide more detailed information and tests for other factors that could positively influence strategic performance in the medical industry sector, enriching the conclusions of this research.

Annex: the questionnaire translated into English

You are

- Administrative staff
- Doctor (general practitioner / specialist)
- Nursing staff
- Other healthcare professional

What is the approximate number of healthcare professionals in your establishment?

- Less than 20
- 20 - 50
- 50-100
- More than 100

Has your establishment improved its positioning in the local market over the past 3 years?

Yes / No

What is the estimated retention rate of healthcare professionals in your facility?

- Less than 50% retention
- 50 - 70%
- 70% - 90%
- More than 90% retention

Do you intend to stay in this establishment for the next 2 years?

Yes / No / Uncertain

What is the duration of your employment contract?

- Less than 1 year
- 1 year - 3 years
- 3 years - 5 years
- 5 years or more

How many patients are treated per week?

- Less than 20
- 20 - 50
- 50 - 100
- More than 100

Has your facility experienced positive growth in terms of patients and revenues over the past 12 months?

Yes / Partially / No

Level of satisfaction with remuneration :

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

What is your level of satisfaction with the work environment?

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

What is your overall level of satisfaction?

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

How committed do you feel to your mission?

Not committed (1) (2) (3) (4) (5) Very committed

Satisfaction with management

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

Perception of promotion opportunities

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

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Satisfaction with professional development support
Unsatisfied (1) (2) (3) (4) (5) Very satisfied

Perceived impact of retention practices on engagement
No influence (1) (2) (3) (4) (5) Major influence

What professional development initiatives does your company offer?

- Continuing education programs
- Flexible working hours
- Access to state-of-the-art tools
- Recognition and reward system
- Healthy and happy work environment

To what extent do you feel that professional development initiatives influence your commitment to the company?

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

How well do you feel your facility is achieving its strategic objectives?

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

Which performance indicators are perceived to be affected by the level of staff retention?

- Productivity (number of patients treated)
- Quality of care
- Patient satisfaction
- Care innovation (adoption of new technologies)
- Reduction in operating costs

To what extent do you think the retention rate has a direct influence on the facility's performance?
No influence (1) (2) (3) (4) (5) Major influence

Has Retention rate a direct impact on the company's performance?
Yes / No

What do you think are the main impacts of a low retention rate?

- Increased recruitment costs
- Instability in teams and deterioration in work climate
- Reduced patient satisfaction
- Reduced operational efficiency
- Non-motivating remuneration

Clarity of organizational objectives

Unsatisfied (1) (2) (3) (4) (5) Very satisfied

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