

Employees' Perception towards Retention Strategies Adopted In Private Hospitals In Dindigul

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Abstract - Health care is a labour-intensive service industry and human resource is essential in realizing global health goals. The World Health Organization (WHO) argues that health workers represent the human face of the health systems. This study tried to know the perception on retention strategies followed in private hospital in Dindigul. This study found that a bulk of the respondents (77. 15 per cent) are felt that job security provided by the hospitals is the major non financial benefit in retention strategy. The hospitals can also provide a variety of financial and non financial retention benefits like group incentives, increment, commission paid, special pay for night shift, opportunity for personal growth, job security, power allotted, appreciation for superior, promotion and the like. It will increase the employees' commitment to work in the same hospitals effectively.

Keywords —*Employees' perception, Retention strategies, Private hospital, Perception, Strategies, Hospitals*

I. INTRODUCTION

Health care is a labour-intensive service industry and human resource is essential in realizing global health goals. The World Health Organization (WHO) argues that health workers represent the human face of the health systems. They represent is value and are essential for the use of its available resources. New evidence about strategies to fight against diseases and to promote health can only be put in practice through the skilled intervention of health workers. The number and skills of health workers are positively related to improvements in health such as infant, child and maternal survival. "Health workers save lives".

II. STATEMENT OF THE PROBLEM

HRM is found to be more developed in private hospitals as compared to government hospitals. Still in private hospitals there is much more facilities that needed to provide complete health care. This is only possible in private quality performances. A hospital's success is to great extent depending on the quality of work efforts taken by the hospital employees. Hence HRM is critical importance in the effort of functioning of such organization. Today employees are challenged to take part in the management of health care delivery system as they are mainly qualified human resource in the health service management at all levels. The purpose of this study is to identify the important aspects of health workers perception in different setting.⁶

Retention of healthcare workers is an international challenge. The World Health Organization (WHO) warned that in two decades, the shortage of healthcare workers will

double. This puts a pressure on the policy makers to come up with serious HR interventions to retain their employees and ensure the delivery of high quality care.

Hence the researcher is interested to investigate the "EMPLOYEES' PERCEPTION TOWARDS RETENTION STRATEGY OF PRIVATE HOSPITAL IN DINDIGUL TOWN".

III. REVIEW OF LITERATURE

Varekamp, Verbeek, et al. (2017)⁷ described the characteristics, feasibility and effectiveness of vocational rehabilitation interventions aimed at job retention in order to decide which approaches are fruitful. They concluded that vocational rehabilitation interventions that pay attention to training in requesting work accommodations and feelings of self-confidence or self-efficacy in dealing with work-related problems are effective. Attention has to be paid to feasibility aspects such as recruitment of participants and cooperation between medical professionals, occupational physicians, and vocational rehabilitation experts.

Deery and Jago (2015)⁸ aimed to examined the themes of talent management, work-life balance (WLB) and retention strategies in the hospitality industry. They used a framework in corporating organisational and industry attributes, personal employee dimensions, work-life conflict and organisational strategies and examined these in relation to whether job satisfaction, organisational commitment and employee retention improve. They concluded that the WLB is now a prominent factor in determining talent retention, there is still much to be done to assess the relative

importance of various strategies that can be implemented to reduce WLB problem.

Bhatnagar (2014)⁹ investigated talent management and its relationship to levels of employee engagement using a mixed method research design. For this survey was conducted on a sample of 272 BPO and ITES employees selected randomly by using Gallup workplace audit. He concluded that only a good level of engagement may lead to high retention, but only for a limited time in the ITES sector.

Rosenstein (2002)²³ conducted the Nurse-Physician Relationship Survey, targeting nurses, physicians, and executives in a large network of hospitals. For the purpose of analysis 1,200 samples are selected from nurses, physicians, and hospital executives suggests that daily interactions between nurses and physicians strongly influence nurses' morale. He concluded that the quality of nurse physician relationship must be addressed as facilities seek to improve nurse recruitment and retention.

Mitchell and Holtem (2001)²⁴ described some new research and its implications for managing turnover and retention. These ideas challenge the conventional wisdom that dissatisfied people leave and money makes them stay. Employees' retention programs require an overall comprehensive, thoughtful process to be effective. They concluded with their ideas which are based on the unfolding models and job embeddedness have expanded knowledge of the turnover and also their ideas suggested important actions to alleviate the problems.

IV. OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. To study the perception on retention strategies followed in private hospital in Dindigul.
2. To study the demography profile of the respondents and influence on perception towards retention strategies.

V. SCOPE OF THE STUDY

This study has been conducted to find out employees perception towards the retention strategies adopted by private hospital. This study is mainly focused on perception and job satisfaction of private hospitals employees in Dindigul. It does not cover the government hospital employees.

VI. SOURCES OF DATA

This study is based on both primary and secondary data. Interview schedule is the main instrument used in this study. Interview schedule is prepared based on the objectives of the study and finalized after making preliminary discussion with the concerned people. The questions included in the interview schedule were pre-tested and modified before

finalization. The secondary data were collected from books, journals, magazines and websites.

VII. SAMPLING DESIGN

By adopting the convenient sampling, the researcher has selected 116 respondents as samples from the study area.

TOOLS OF ANALYSIS

The data collected has been arranged in proper sequences and tabulated. The primary data collected through interview schedule were analyzed as intelligent as possible to highlight all aspects of the study. The researcher has used statistical methods such as Percentage Analysis, Mean, Standard Deviation, ANOVA and 5 point scaling techniques.

Findings of perception towards retention strategy.

1. It is known from the study that a majority of the respondents (63.8 per cent) are in the age of 21 to 30 years and a majority of the respondents (88.8 per cent) are females. More than three fourth of the female (78.4 per cent) are unmarried.
2. The majority of the respondents are completed their post graduation (29.3 per cent) since most of the hospitals prefer to employ the persons who are completed their post graduate. The majority of the respondents (48.3 per cent) are designated as staff nurse and most of the respondents (71.6 per cent) are temporary employed. Most of the respondents' monthly income (42.2 per cent) is between Rs.5000 and Rs.10000. A majority of the respondents (72.4 per cent) are having the work experience of less than 5 years of years. Most of the respondents (43.1 per cent) have the work load of 11 to 15 hours per day. A bulk of the respondents (56.0 per cent) are reported that their hospitals have provided them with free treatment facility to their family. Most of the respondents (69.8 per cent) have been provided many kinds of financial benefits to retain them and a great number of the respondents (90.4 per cent) are said that increment is the major financial benefit in retention strategy. A bulk of the respondents (77. 15 per cent) are felt that job security provided by the hospitals is the major non financial benefit in retention strategy. Most of the respondents (20.7 per cent) are working in general ward and majority of the respondents (90.5 per cent) have not been allotted any additional responsibilities and most of the respondents have been allotted an additional responsibilities on basis of sincerity (46.2 per cent).
3. A relative quantity of the respondents (54.3 per cent) are felt that their service is recognized by

their hospitals and absolute majority of the respondents (46.0 per cent) are recognized by way of giving award. Most of the respondents (99.1 per cent) are not getting any training program and a great number of the respondents (77.6 per cent) are said that they don't have an opportunity for promotion and a bulk of the respondents (27.7 per cent) have promotion opportunity in the way of getting higher responsibility. To the highest degree of the respondents (96.6 per cent) said that though their hospitals don't provided timely promotion. A great number of the respondents (39.7 per cent) are preferred promotion only because of prestige.

4. A absolute majority of the respondents (81.0 per cent) felt that they don't face any problem while doing a job and the number of the respondents who said that they have problem in their job, the great number of the respondents (54.5 per cent) felt that monthly income provided by their hospitals is the major problem which they are facing in their job. A majority of the respondents (75.9 per cent) said that their hospitals are giving an opportunity to provide feedback from them.

Findings of Factors that influence the perception of private hospital employees towards the retention strategy;

1. The factors that influence the perception of private hospitals employees towards the retention strategy adopted by the private hospitals in Dindigul. These factors can exert either a positive influence or negative influence on the perception of private hospital employees towards retention strategy. In analyzing the inter relationship between these factors and the perception of private hospital employees towards retention strategy, the following findings are made.
2. A majority of 82 respondents are at medium level of perception towards retention strategies of the private hospitals in which they are working. More than half of the respondents belonging to the age group of 21 to 30 years are at medium level of perception towards retention strategies of private hospitals. A good number of female respondents are medium level of perception towards retention strategy in private hospitals. More than half of respondents who are unmarried are with medium level of perception towards retention strategy.
3. More than half of respondents who are availing increment have a medium level of perception towards retention strategy. 22 respondents who are availing non financial benefits have a medium level of perception towards retention strategy. Near

half of respondents who are getting promotion in the way of higher responsibility have a low level of perception towards retention strategy. 33 respondents who have desire for promotion only because of prestige issue have a medium level of perception towards retention strategy.

4. The factors influencing the level of perception of private hospital employees towards retention strategy are analyzed with the help of ANOVA. The results revealed that gender, marital status, monthly income, functional areas, working hours, facilities provided by the hospital, financial benefits provided by the hospital, promotion measures followed by the hospital, preference of the respondents regarding promotion do not influence the level of perception of private hospital employees towards retention strategy. On the other hand, age, educational qualification, experience, designation, nature of job, retention strategy followed by the hospital, non financial benefits provided by the hospital influence the level of perception of private hospital employees towards retention strategy.

5. A majority of 82 respondents are at medium level of perception towards retention strategies of the private hospitals in which they are working.

26 respondents who are degree with nursing diploma have a medium level of perception towards retention strategy. 30 respondents who are earning Rs 5000-Rs10000 have a medium level of perception towards retention strategy. 16 respondents come under the functional area of general ward with medium level of perception towards retention strategy.

More than half of respondents who are having experience of less than 5 years have a medium level of perception towards retention strategy. 34 respondents who are working 5-10 hours have a medium level of perception towards retention strategy. 45 respondents who are designated as staff nurse have a medium level of perception towards retention strategy.

More than half of respondents who are working as temporary have a medium level of perception towards retention strategy. 47 respondents who are availing the free treatment facility for their family have a medium level of perception towards retention strategy. More than half of respondents who are availing financial benefit to retain them have a medium level of perception towards retention strategy.

VIII. 1.10. FINDINGS OF THE STUDY

The following are the major findings of the study.

A majority of the respondents (63.8 per cent) are in the age of 21 to 30 years where a majority of the respondents (88.8

per cent) are females. More than three fourth of the female (78.4 per cent) are unmarried.

The majority of the respondents are completed their post graduation (29.3 per cent) since most of the hospitals prefer to employ the persons who are completed their post graduate. The majority of the respondents (48.3 per cent) are designated as staff nurse and most of the respondents (71.6 per cent) are temporary employed. Most of the respondents' monthly income (42.2 per cent) is between Rs.5000 and Rs.10000. A majority of the respondents (72.4 per cent) are having the work experience of less than 5 years of years. Most of the respondents (43.1 per cent) have the work load of 11 to 15 hours per week. Most of the respondents (20.7 per cent) are working in general ward and majority of the respondents (90.5 per cent) have not been allotted any additional responsibilities and most of the respondents have been allotted an additional responsibilities on basis of sincerity (46.2 per cent).

A relative quantity of the respondents (54.3 per cent) are felt that their service is recognized by their hospitals and absolute majority of the respondents (46.0 per cent) are recognized by way of giving award. A bulk of the respondents (56.0 per cent) are reported that their hospitals have provided them with free treatment facility to their family. Most of the respondents (69.8 per cent) have been provided many kinds of financial benefits to retain them and a great number of the respondents (90.4 per cent) are said that increment is the major financial benefit in retention strategy. A bulk of the respondents (77. 15 per cent) are felt that job security provided by the hospitals is the major non financial benefit in retention strategy.

LIMITATIONS OF THE STUDY

The study has some limitations as follows;

- For the purpose of the study, the data were collected from hospital employees like Matron, Superintendent, Head Nurse, Senior Staff, Nurse and Staff Nurse.
- This study considers only 116 employees of private hospitals.

IX. CONCLUSION

If employees are given higher responsibility on the basis of their sincerity in working, it will help to increase the productivity of the organisation and achieve the organizational goals within specified time and it also leads to motivate other employees to increase their sincerity. The hospitals can also provide a variety of financial and non financial retention benefits like group incentives, increment, commission paid, special pay for night shift, opportunity for personal growth, job security, power allotted, appreciation for superior, promotion and the like. It will increase the employees' commitment to work in the same hospitals effectively. The present study thus made an attempt to

analyze private hospital employees' perception towards the retention strategies adopted by private hospitals in dindigul. The researcher has identified the relationship between the demographic factors and the factors influencing the level of perception of private hospital employees in Dindigul.

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