

Emerging Trends and Challenges of Employee Retention in Health Care Sector

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ABSTRACT - Employee Retention is a challenging concern of the organization. This study stressed on Employee Retention strategies, Reasons of Employees Quitting the Organization, Emerging Trends and Challenges. Employees are the assets of the organization. To retain skilful and committed employees in the organization, management should take care of employee satisfaction. The purpose of this study is to identify how employee retention is essential in this present era, and if the organizations are not awake to the situation and immediate actions are not taken then it may lead to numerous repercussions and they would affect the organization and the industry. Determining why employees are leaving an organization is an important part of developing an effective strategy. One way this information can be obtained is by conducting detailed exit interviews. Despite the issues that the hospitality industry encounters in retaining talented employees.

Keywords - Employee Retention, Reasons for Quitting the organization, Employee turnover, Emerging trends, Challenges, Employee retention strategies.

I. INTRODUCTION

Employee Retention is defined as an organization's ability to retain its employees. It can also be called as a process, in which the resources are motivated and encouraged to stay in an organization for a longer period of time for the sustainability of the organization. The ultimate aim of Employee Retention is to make both the employees and employer happier. It facilitates loyal employees sticking to the Organization for a longer duration, which in turn will benefit both the stakeholders. Employee retention is not just a matter that can be dealt with records and reports. It purely depends upon how the employers understand the various concerns of the employees and how they help them resolve their problem, when they are in need. Every organization spends time and invests money in grooming new Employee's and makes them corporate-ready. The organization will be in complete loss, if such employees quit after they are fully trained. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must try its level best to retain those employees who are really important for the system and are known to be effective contributor. Though the term employee retention is defined in numerous ways, it basically denotes that various measures taken by organizations to encourage its employee so that they remain with it for a longer duration of time. The primary reason for retention of

employees is to prevent its talented employees from leaving.

II. RESEARCH METHODOLOGY

Research Methodology is considered as the most important part of the project. Without this It is impossible to complete the project and reach any conclusion. Research methodology is the way to systematically solve the research problem. It is the process of collecting data for research projects is known as research methodology. The data may be collected for either theoretical or practical research.

Data Sources

Primary Data: Primary data were collected by administration of questionnaires among the respondents

Secondary Data: Secondary data were collected from company resources, web resources, books and journals etc.

The data that has been used in this paper is secondary data and it is collected mainly from various journals of renowned researcher and distinguishes Academicians, Various books, articles and Websites.

Objectives of the Study:

- To study the reasons why health care employees are quitting their jobs
- To study about the employee retention strategies in the organization.
- To study about the emerging trends to retain the employees.
- To analyse the challenges of the Employee retention

III. NEED & IMPORTANCE OF EMPLOYEE RETENTION

It reflects the overall health and success of any organization. Poor employee retention creates stress, time loss, and other costs that have a negative impact on your business outcomes.

- **Turnover Expenses:-**The costs of replacing an employee range anywhere from 16-213% of the replaced employee's salary. As a whole, turnover expenses cost businesses up to 1 trillion dollars annually. These costs are generally made up of job advertising, the interview process, on boarding and training costs.
- **Lost Knowledge:-**While the financial costs are often the most spoken about impact of poor employee retention, the loss of knowledge is equally as unfavourable. It shows that a new hire will need to learn 42% of their role from scratch, regardless of experience and education.
- **Decline in Productivity:-**A new hire will spend almost 200 hours working inefficiently. During this time, they will be relying on colleagues for support, making errors, or trying to reinvent the wheel in an effort to meet expectations. This, in turn, leads to employee frustration, production/service delays, and other impacts on productivity.

Reasons of Health care employees for quitting their jobs:-

It is first important to understand why employees leave their positions. Once we understand this, we can attempt to mitigate these circumstances as much as possible. The two biggest quoted reasons are usually salary and benefits or feeling overworked.

Replacing employees is expensive and time-consuming, which is why employee retention planning is also a budgetary issue. One sensible idea is to implement an exit interview or survey when an employee moves on, in which you ask them to outline exactly why they are leaving. This data will help you more effectively design your benefits and retain future employees.

Retaining employees is critical to building strong teams and nurturing talents. The key to employee retention is keeping employees both happy and motivated. This can be a particular struggle within healthcare, an industry where long hours and a high-stress environment is commonplace. All is not lost though, as there are still effective ways to increase happiness and motivation in any work environment, and they might just be the key to reducing your turnover rates.

- Desire for career advancement
- Retirement

- Scheduling problems
- Search for better Compensation
- Strained relationships with managers.
- Workload and Staffing ratios.

Employee Retention Strategies:-

The basic practices which should be kept in mind in the employee retention strategies are:

- Hire the right people in the first place.
- Empower the employees. Give the employees the authority to get things done.
- Make employees realize that they are the most valuable asset of the organization.
- Have faith in them, trust and respect them.
- Provide them information and knowledge.
- Keep providing them feedback on their performance.
- Recognize and appreciate their achievements.
- Keep their morale high.
- Create an environment where the employees want to work and have fun.
- People want to enjoy their work, so make work fun and enjoyable.
- Understand that employees need to balance life and work so offer flexible starting times and core hours.
- Provide 360 feedback surveys and other questionnaires to foster open communication.
- Consider allowing anonymous surveys occasionally so employees will be more honest and candid with their opinions.
- Provide opportunities within the Organization for career progression and cross-training, Offer attractive, competitive benefits.

Employee Retention: Recent Trends

The following are the Recent Trends of Employee retention

- **Sustainable HRM:** - In a highly competitive world, Organizations are facing an acute shortage of talented employees. Employees also face a number of problems like work-life imbalance, increasing stress level, performance related issues. Sustainable HRM is a tool to achieve a competitive advantage and a chance to emerge as an attractive employer brand by addressing the issues.
- **Employee Retention Specialist:** - "Employee retention is not an HR issue, it is a management issue" and that is why the role of an employee retention specialist becomes very important. He/she is a person who is educated and trained to help management in improving the performance of employees and reduce turnover cost.
- **Corporate Social Initiative and Retention:** - Traditionally, financial benefits tend to play a major role in the retention of employees, however with the

passage of time the preferences of employees are changing. Some employees are preferring less payment over participating in corporate social initiatives, they also highlight the fact that there is a positive relationship between employee participation in the corporate social initiative and their level of motivation and further their identification with the Organization. This helps them to stay with the Organization for a longer time.

- **Understanding Generational Preferences** :-Some generations at the workplace are a Silent generation (1925-45), Baby boomers(1946-64), Generation X (1965-81), Generation Y (1982-1999). Where Generation X prefers autonomy, are tech-savvy, places less value for employer loyalty; Generation Y workers put more emphasis on Corporate social responsibility, training and career development, more individualistic in nature (Festing & Schäfer, 2014). It is obvious that a better understanding of generational preferences will help organizations to prepare better retention strategies to keep this workforce with them.
- **Employee as A Customer**:-It is based on employee equity model (Cardy & Lengnick-Hall, 2011). This model uses its employee as its internal customer and tries to maximize the value of association with them. It predicts that the more the organization spends on its customer to build a relationship, and socialize the employees feel more identified with the vision and mission of the Organization and less likely to leave.
- **Employee Life cycle**:-Product life cycle - the concept mostly used in marketing management. Like a product, employees too progresses in their career and follow different phases like the introduction phase, growth phase, maturity and decline phase. The need and expectations of employees are not constant at these stages and keep on changing. Organizations need to put a lot of effort to understand at which stage of the life cycle an employee is and tries to meet their expectations so that they can remain with the Organization forever.
- **Gig Economy and Employee Retention**:-Lloyd Mathias, a business and marketing strategist, defines "gig economy" as a market based on temporary short-term contractual work or independent "freelance" work rather than the traditional full-time job. Gig economy is gaining momentum because of the tremendous rise in digital technology where companies are giving more preference to final outcomes or results rather than the physical presence of teams. This new trend is going to transform the way employees are treated and retained in organizations.
- **Establishment of Strategic Retention Plan**:- For organizations to compete favourably in this business world that is characterized by increased global

competition and tensed business area, it is imperative that management of organizations should design strategic retention programs that will align and integrate their choice employees into the organization.

- **Participatory Decision-Making Process**:- The challenging trends in the competitive global economic market and workplace require organizations to involve the participation of workers in the decision-making process of the organizations in order to retain their critical employees and to secure their loyalty, commitment, dedication and ensure their security. This involves the integration of these choice employees in organizational participation, management and administration that will be used in industrial and organizational efficiency and harmony.
- **Personalized Compensation Plan**:-According to Samuel (2008), money acts as a "scorecard" which enables employees to assess the value the organization places on them in comparison to others. In this context, organizations are required to devise sustainable compensation strategies that will cover the broad spectrum of total compensation, not just basic pay and salary, but including performance - based and special recognition programs to its critical employees. The pay should be equitably comparative to the ones prevailing outside and within the industry for similar jobs.
- **Career Planning, Training and Development**:- Career development is a system which is organized and formalized, and it is a planned effort towards achieving a balance between the individual career needs and the organization's workforce requirement. Opportunities for Career development are considered as one of the most important factors affecting employee retention. It is suggested that an Organization that wants to strengthen its bond with its employees must invest in the training and development of these employees
- **Creation of Work Flexibility and Outsourcing Strategy**:-Creation of work flexibility entails work-life balance in the organization. Work-life balance is an efficient tool by which every employee is given an opportunity to choose time out during work hours. It is a policy that defines how organization intends to allow what they do at work to align with the responsibilities and interests they have outside. Work-life balance is necessary because the current employees attach much importance to quality of life due to the ever increasing work pressure.

IV. CHALLENGES OF EMPLOYEE RETENTION

The following are the Challenges of Employee Retention.

- **Pandemic Stress**:-One of the biggest challenges of employee retention at present is general pandemic stress. Different industries are being hit harder by this challenge, such as security, home healthcare, long-term

care, and hospitality. It encompasses multiple different impacts of the pandemic. Employees are stressed about getting sick, infecting family members or general anxiety from increased negative media coverage. Employers are struggling to reassure employees and keep them safe while at work due to their exposure to people/patients. As cases continue to rise and variants continue to emerge, this stress continues to grow.

- **Uncertainty:**-Tying into the point above, many industries and businesses are being devastated by the uncertainty of their future. Many businesses have not been able to adapt their product/service offering to the current situation. This leaves their employees unsure of what lies ahead. Along with the other challenges of employee retention, this one is external, and out of the control of many employers. Even as the pandemic comes to an end, employees are fearful for their future in their current roles, not only due to lack of job security but due to how the pandemic has changed their industry as a whole.
- **Longer Working Hours:**-While some employees are facing a lack of hours, others are experiencing other challenges. Some employers have had to reduce their workforce, which has resulted in remaining employees working longer hours. Some hourly workers are grateful for the extra cash, while others are experiencing severe burnout. For employers, one of the biggest challenges of employee retention at present is finding, and keeping employees that are willing and able to work longer hours for the duration of the pandemic.
- **Lack of HR Advocacy:**-One of the more complex challenges of employee retention is the lack of HR advocacy that has come out of the pandemic. HR managers generally find themselves in the sticky position of having to keep the interests of the business a priority. For some, this has caused tension with employees, who feel their rights and interests should be the number one priority. While HR managers need to keep businesses staffed and running, employees are worried for their health and safety, and feel a lack of support and advocacy from management. HR managers need to find a balance between the two, or they quickly see the results, of employees simply leaving.
- **Work from Home:**-While the move to remote work has suited some employees, not all workers are fortunate enough to have the required space and resources to work from home. Not only that but not all workers have the ability to work from their home, where they can limit exposure. Workers in the healthcare, hospitality, manufacturing, and security industries are continuing to go to the workplace, where they feel unsafe and vulnerable.

- **Lack of Job Security:**-Finally, another challenge of employee retention in the last two years is a lack of job security. Employers are having to hire more temporary, hourly workers to bridge gaps etc. However, these employees are perhaps the most vulnerable. The lack of job security leads them to seek work elsewhere, in more secure industries and positions. Employers are struggling to provide job security given the ups and downs of the pandemic, leaving them victim to the churn of employee turnover.

All of these factors contribute to the challenges of employee retention that employers face, and not many organizations have been able to overcome them just yet. While some of these factors are external, such as the pandemic, it is the internal factors and responses that are truly driving employee turnover. It is becoming increasingly clear that employers need to work hard to overcome the challenges of employee retention.

V. FINDINGS

The findings suggest that the hospitality industry can cope with the challenge of Employee retention.

- This Paper suggests that employee retention is dependent on employee satisfaction, which is comprised of four factors:
 - a) Sustainable and positive work environment
 - b) Sustainable growth opportunities
 - c) Sustainable effective communication
 - d) Sustainable and effective recruitment and selection practices.
- The integrated role of social and economic activities, along with all such factors, is also manifested due to their inclusive nature, ensuring the organization's sustainable growth.
- Employees need a high-quality patient care environment where they can deliver outstanding patient care and feel the pride to work with a best-in-class organization.
- The benefits of applying employee retention strategies found in this study is an investment in the workforce with high returns including increased job satisfaction, improved patient outcomes, enhanced organizational profitability, and positive social impacts.
- Health care leaders identified training and development as additional key findings to retain top talent. Leaders could consider investing generously in career development, education, certification, skills, and capability development as a practical employee retention strategy.
- Recent trend in Employee Retention plays a major role in the retention of employees, however with the passage of time the preferences of employees are changing.

- **Pandemic Stress, Uncertainty, Longer Working Hours, Lack of HR Advocacy, Work from Home, Lack of Job Security** are the biggest challenges of employee retention at present is general pandemic stress.
- Replacing employees is expensive and time-consuming, which is why employee retention planning is also a budgetary issue. One sensible idea is to implement an exit interview or survey when an employee moves on, in which you ask them to outline exactly why they are leaving. This data will help you more effectively design your benefits and retain future employees.

VI. SUGGESTIONS

The top management of the hospitality industry, therefore, needs to pay close attention to it, and needs to expand effort to create a positive work environment that must be fair, unbiased, and socially and economically developed. A negative work environment reduces the level of employee engagement and employee satisfaction. Managers can start this process by identifying the

root cause of the problem. Problems can be solved by establishing trust and transparency, prioritizing onboarding and training programs, offering flexible hours, and developing a strong work culture.

Another guideline regarding the retention of employees is offering career growth opportunities. Employees in the hospitality industry usually suffer from stress regarding their career growth. When employees are not provided with proper guidelines or mentorship regarding their career growth, a succession planning program, or proper lines of communication, this leads to a high turnover rate. Management needs to address this issue by identifying the root cause and associated behaviours of employees. In addition management should focus on reducing the power distance in their respective organization, as well as the implementation of technology to facilitate effective communication among employees. Furthermore, it is necessary to have transparency in the workplace.

Effective recruitment and selection practices are the most important guidelines for employee retention in the hospitality industry. The results of this research study suggest Sustainability.

VII. CONCLUSION

Employees are the most important asset for any organization. Their contribution is immense in the profitability and growth of the Organization.

Employee retention strategies are critical for health care leaders to apply for organizational profitability. Leaders who retain top talent may enhance employee wellbeing, customer satisfaction, and patient outcomes. Conversely, lack of retention strategies leads an organization to

devastating results including an increase in employee turnover and cost, employee morale issues with the remaining employees, customer dissatisfaction, and negative patient outcomes

It was concluded that developing and implementing different retention strategies would help the hospitality industry to be satisfied with their employees and by working on the Challenges, Emerging trends and the Reasons of employees leaving the organization would consequently make the employees more committed to continuing to stay at their workplace.

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