A STUDY ON DETERMINING FACTORS OF EMPLOYEE RETENTION AT KAUVERY HOSPITAL

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ABSTRACT

Employees’ Retention is the major important tasks that must be focused by the organization in order to maintain the existing talented employees. Organization spends lot of money towards the recruitment process and training and development process. Identifying the factors influencing employees’ retention has to be focused by the organization in order to increase the performance of the employees by increasing motivational level and loyalty level of the employees. Organization must know which retention practices have been highly preferred by the employees, as investment of retaining the employees has been made by the organization. This research study has been made to identify and focus on the factors that impact on employees’ retention in order to control the attrition rate of employees in Kauvery Hospitals. Determining the employees’ retention has been undertaken through questionnaire. Analyzing and interpretation of the study has been made through Descriptive analysis, Regression analysis, reliability analysis and Correlation analysis. The key findings of the study are that the factors that provide trainings, skill developments and career developments of employees help to retain the employees. This study concludes that identifying and focusing on the factors of employees’ retention increases the satisfaction level of the employees and increases the employees’ engagement.

Keywords: Employee Retention, Determining Factors of Employee Retention, Employee Turnover

I. INTRODUCTION

This research study deals with identifying the factors that impact on employees’ retention at Kauvery Hospital, Chennai. Organization face lot of problem due to employees’ attrition rate and this leads to loss financially. This impact financial status of the organization by providing repeated recruitment and providing training and development for the employees. When organization has high attrition rate then it leads to more replacement needs. Retaining the talented employees is more essential requirement of the organization in order to reach the goals of the organization. Employee retention is the most effective process that encourages the employees to retain with the organization because valuable employees are the essential asset of the organization. Effective planning towards the retention of employees has required understanding the various factors that influences the effective employees’ retention process of the organization.

Factors that impact on employees’ retention are Career path growth, compensation, working relations, balancing work life, organizational environment, recognizing the employees and providing transparent reviews. Recruitment and training are more expensive process of Human Resource Management process of the organization. By retaining the existing talented employees, organization can contribute the highest level of performance. Dedicated employees are the valuable asset who helps the organization to achieve its goals. The factors that impact retention of employees for the longer period of time and helps to understand the concern of the employees in order to motivate them as required.

Employee retention motive is to reduce the costs of the employment, increasing loyalty, improving high morale and increasing good experiences of the customers helps to achieve the goals of the employees and the organization. Retaining the employees are the retaining the assets of the organization aims to achieve the success of the organization.
II. NEED AND SCOPE OF THE STUDY

Need of the Study:
• This research study is been required to analyze the factors that influence more on the employees’ retention. As employees’ retention protect the organization from financial loses and retaining employees for the longer period of time helps to achieve the organizational goals.
• This study examines the factors that impact on retention of employees, as this supports the organizational productivity.
• Employees’ skills and career growth makes the employees highly motivated. So, identifying the factors that influence retention of employees must be concentrated.

Scope of the Study:
• This study helps to achieve organizations goals by retaining talented and high performing employees by determining the factors influencing retention of employees in the organization.
• These researches also determine the nature of retaining employees in order to make the employees feel comfort as this increases the loyalty of employees and prevent high turnover.
• This study helps to prevent the attrition rate and analyzing the factors that influence employees to retain, motivate the employees to increase high performance.

III. PROBLEM STATEMENT

• The high turnover leads to the loss of the organization due to the highest replacement cost to be spent by the organization and that consumes more time and efforts. Retention process of employees helps to retain the talented employees and factors that influence the employees’ retention must be identified by the organization in order to focus on employees’ motivation and satisfaction that helps to retain the employees for the longer period of time. Identifying the specified factors that impact positively towards the employees’ retention plays the major role for the success of the employee retention process of the organization.

IV. OBJECTIVE OF THE STUDY

• To identify the factors that highly influence on the retention of employees.
• To evaluate the satisfactory level of employees towards the employees retention policies
• To examine the effective employees’ retention strategies.
• To analyze the demographic factors influencing the retention of employees.

V. RESEARCH METHODOLOGY

Research methodology is the systematic specified procedures that are used for identifying, selecting, processing and analyzing information in a research study. Research methodology is been used to solve the research problems by identifying and gathering collection of information.

Research Design:
The research design is the strategy that is integrated as the components of the research study. Descriptive research study has been utilized in this research and it collect, measures and analyzes the data.

Sampling Design:
A sample design is that the framework, or road map, that is the idea for the choice of a survey sample and affects many other important aspects of surveys also. During a broad context, survey researchers have an interest in obtaining some sort of information through a survey for a few population, or universe, of interest.

Target Respondents:
The target participants of the research are considered for the study as participants. The target respondents are 33 employees.
**Sampling Method & Type:**

Sampling is the selected group of respondents from the total population. Research sampling method of Probability sampling methods has been considered. Under Probability sampling methods, Simple random sampling has been utilized for targeting and collecting information from the respondents.

**Data Design:**

Research design is the logical plan of the study, that are collected, interpreted, analyze and discuss the information of the research study.

**Type of Data Used:**

- **Primary Data:**

Primary sources of knowledge are original sources from which the researcher directly collects data that haven't been previously collected and are the primary hand information collected through various methods like observation, interviewing, mailing, and questionnaire. The first data for this study was collected from the respondents by means of questionnaire.

**VI. REVIEW OF LITERATURE**


Employee retention is that the vital challenge altogether organizations. this is often wiped out Pakistan for retention of employees. The Leather industry is that the third largest export earning sector in Pakistan country so these reasons is discussed intimately. turnover rate 25%-35%. Its observed that mostly second line managers change the job’s for top salaries recognition, authority and also to look for more knowledge in terms processing. In tanneries its critical and alarming because of the tactic and article secrecy. to know competitive advantage there’s maximum utilization of resources and to urge organizational efficiency employees must be retained during a true spirit so on affect of these conditions. during this paper the authors felt the dilemma of the workers retention mindset. The author belongs to an equivalent industry


This paper states that the humor of the worker retention with the managers recommendation which may enhance the commitment, cohesiveness and performance of a company’s workforce. Another objective is to explore and emphasize the importance of humor and employee retention within the workplace. The paper provides practical recommendations for today’s managers and offers attention for future researchers to empirically test the relation of the humor and therefore the employee retention.

Klara Nelson August 2009 The University of Tampa, Designing for knowledge worker retention & organization performance, Journal of Management seresh, Volume-2, Issue-7,

Describes the three knowledge of the most 150 organization and therefore the retention benefits Knowledge worker retention could even be a critical challenge for the organizations as they face increasing demands for even more such workers, while dramatically shifting workforce demographics hasten the exit. The accelerate knowledge creation, acquisition, and particularly knowledge capture, sharing and retention, more etc. Receiving unprecedented levels of investment as a result. While many factors impact organization financial performance, This project completely tells that the project is totally supported the financial pattern.


Retention is that the Key employees critical to the longer term health and success of organization. it is a known indisputable fact that retaining the sole employees, ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning and deeply imbedded organizational knowledge and
learning. Now days companies are struggling to retain employees and that they need some support due to huge demand within the market. As employee attrition has continuously been on increase, and its of employee retention has become an evolving concept. The last word solution to the ever increasing employee attrition is to extend employee engagement/ involvement within the organizations.


Worldwide, a number of factors has been attributed by increasing the level of employee turnover. The way people have been paid, recognized and to achieve the salary advancement are critical factors by attracting, retaining, and motivating employees. The challenge for most organizations today is the formulation of the effective employee retention strategy that helped in retaining the employees for attaining organizational goals. This research was a case study of major private sector company in Zimbabwe and was aimed in achieving the following objectives: identify the causes of employee turnover, examining the current retention practices in the organization, establishing the effective practices, and attempt a workable retention practice that could reduces the high rate of employee turnover in the organization. Qualitative research design was been employed by using the structured interviews. The total population of this study was 3820 employees and with the sample size of 2240 respondents. The result of the research has resulted that labor turnover is higher among the non-managerial employees. Similarly, majority of the employees would quit soon from the organization and lastly, the highest rate of employee turnover are largely attributing to poor reward system administration.


Identifying the factors that reducing the employee turnover and to explore the impact of retention strategies on the work environment. Serena Hotel, Pakistan has selected the samples for this study because of its uniqueness in practicing the modern HR techniques. The research has revealed that the purpose of thirty surveys and six face to face interviews with key personnel has been carried out. A total of 36 respondents were been selected within the population of 285. Variables of this study are Human Resource strategy; working environment, trainings and development, and compensations has been found to be more effective in employee retention at Serena Faisalabad. The study has been revealed that for highest control over retention, management must focus on the money rewards and career based progressions. Overall of this study concluded that, current HR practices at Serena may be benchmarked by others in order to decrease the turnover of employees.

Muhammad Asif Khan, Kashif-Ur-Rehman, Ijaz-Ur-Rehman, Nadeem Safwan and Ashfaq Ahmad, February 2011Modelling link between internal service quality in human resources management and employee’s retention, African Journal of Business Management, Volume-5, Issue-3,

Establish link between perceived human resources internal service quality practices with employee retainings in mediating environment of employee job satisfaction. This study was conducted in twin cities of Rawalpindi and Islamabad. For the analyses of research work, the data has been collected from the employees of public and privatized bank employees. A total of 550 questionnaire was been distributed to different bankers of selected areas and also 400 questionnaires of the same was been collected back. The study has found that the selection of employees, training and development of employees, design of work, rewards and salary package has been reported high, and significantly dimensionality to internal service quality in human resource management. The study further finds that internal service quality in human resource has been positive and significant effects towards the employee job satisfaction and Work satisfaction has been positive and significantly effected on employee retainings. Based on the findings of this study, HRD departments also must review and enhance the motivations, trainings, and also retaining the good employees and also employees should support the concept of the ISQ. The employees’ selecting and their rewarding and recognizing their training, designing of works and job definition has been managing the HR areas towards employees’ satisfaction and the retention of employees.

Zhang Weiwei Zhang Weiwei, June 2010 Employee Retention: Perspectives of Foreign Teachers at a Demonstration (Satfit) School in Thailand, HRD Journal, Volume 1, Issue-1,
A qualitative research approach was been applied through the research questions and that was proposed for this research study and also towards employment of the Phenomenological strategy approach. The setting has involved purposive sampling that has been used to identify 7 respondents, experiencing this phenomenon. Through the Interview information and documental reviews the study was been integrated. The participants has been interviewed through in-depth and semi-structured interview. All the perceptions were interpreted into nine categories, they are as follows: (1) Teaching career Method, (2) Experience (3) Workplace environment, (4) Retention Reasons, (6) Leaving Reasons, (7) Problematic issues, (8) Plan. The major findings of this study revealed that employee retentions are their reasons for retaining and leaving the organization. Retention issues have been concerned and the reasons are mainly concluding as follows: enjoying teachings, Proper vacation, Proper salary, and pleasant workplace environment as well as some personal reasoning. At the same time, the potential employees leaving the organization has been reasoned for dissatisfaction with the management, communicating information problems in terms of cultural based understandings, and personal reasoning for leaving to their countries.

VII. DATA ANALYSIS

Inferential Analysis:

Correlations:

<table>
<thead>
<tr>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee retention strategies</td>
</tr>
</tbody>
</table>

**Fig.1.** Performance based Incentives

**Fig.2.** Employees ‘suggestion and grievances are considered

**Table – 1 Correlation Analysis**
**Employee retention strategies**

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>1</th>
<th>.431**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>105</td>
<td>105</td>
</tr>
</tbody>
</table>

**Employee suggestions and grievances are considered**

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>.431**</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>105</td>
<td>105</td>
</tr>
</tbody>
</table>

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

**Null Hypothesis (H0)**: There is no significant relationship between Employee retention Strategies and Employee Suggestions and grievances of retention and Strategies and Employee suggestions of grievances were been considered.

**Alternate Hypothesis (H1)**: There is a significant relationship between Employee retention Strategies and Employee Suggestions and grievances of retention and Strategies and Employee suggestions of grievances were been considered.

**Inference**: The p value was found to be .431

**Interpretation**: Accept Alternative Hypothesis, there is positive correlation between Employee retention of Strategies and Employee Suggestions of grievances were been Considered.

**ANOVA:**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.254</td>
<td>1</td>
<td>7.254</td>
<td>5.153</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>144.994</td>
<td>103</td>
<td>1.408</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>152.248</td>
<td>104</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TABLE 3 ANOVA Employee retention strategies**

**Table 4 Predictors**

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Null Hypothesis (Ho): There is no significant difference between Employee retention strategies and Good work done has been appreciated.

Alternate Hypothesis (H1): There significant difference between Employee retention strategies and Good work done has been appreciated.

Inference: The p value is found to be 0.025b

Interpretation: Accept Alternative hypothesis (Ha), there is Since p value less than 0.05. There exists a significant difference between Employee retention strategies and Good work done has been appreciated.

### TABLE 5 Employee Retention Strategies

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1</td>
<td>1.981</td>
<td>0.594</td>
<td>3.333</td>
<td>0.001</td>
</tr>
<tr>
<td>Good work done is appreciated</td>
<td>1</td>
<td>0.365</td>
<td>0.161</td>
<td>0.218</td>
<td>2.270</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee retention strategies

### TABLE 6 Working Environments

<table>
<thead>
<tr>
<th>Working environment</th>
<th>Observed N</th>
<th>Expected N</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>21.0</td>
<td>-12.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>21.0</td>
<td>-6.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>36</td>
<td>21.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>21.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>18</td>
<td>21.0</td>
<td>-3.0</td>
</tr>
<tr>
<td>Total</td>
<td>105</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TABLE 7 Working Environment & Organization satisfaction

<table>
<thead>
<tr>
<th>Test Statistics</th>
<th>Working environment</th>
<th>organization satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>21.429a</td>
<td>108.857a</td>
</tr>
<tr>
<td>df</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.0.

### TABLE 8 Organization Satisfaction
Null Hypothesis (Ho): There is no significant difference between working Environment and organization satisfaction.

Alternate Hypothesis (H1): There is significant difference between working environment and organization satisfaction.

Inference: The p Value is found to be 0.000.

Interpretation: Accept Alternative Hypothesis (Ha); Since the p Value is less than 0.001. There exist significant differences between the working environment and Organization Satisfaction.

Kruskal Wallis Test:

<table>
<thead>
<tr>
<th>TABLE 9 Grouping Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Test Statistics</strong> a,b</td>
</tr>
<tr>
<td>Kruskal-Wallis H</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
</tr>
<tr>
<td>a. Kruskal Wallis Test</td>
</tr>
<tr>
<td>b. Grouping Variable:</td>
</tr>
<tr>
<td>Working environment</td>
</tr>
<tr>
<td>[The work environment is</td>
</tr>
<tr>
<td>open and trustworthy]</td>
</tr>
</tbody>
</table>

From the above test the calculated value is greater than the p value. Therefore there exist an association between the working environment and organization satisfaction.

VIII. RESULTS AND DISCUSSION

Summary of the findings:

Summary of the finding acts as a channel of communication between the worker and the managers. The quantity of data employees has been received how poorly that employees need to be performed. The study suggests where the worker performance has end with the effective output. This summary helps the worker to assess the performances and also to identify the developed areas. Positive recognition of performance boosts up the morale of employees and that leads to performance improvement and also increases the productivity level. This study reveals the performance tends to be same or maybe decreases if no feedback is provided. Thus, feedback is important because:

- It builds the trust and enhances communication between manager and employee.
- It gives managers and employees how to spot and discuss skills and strengths.
- Positive feedback results in employee retention and Retention
- It helps in identifying performance areas that require improvement and specific ways to enhance them.

Suggestions:

- Employee should be given proper training.
- Employee should be appreciated with the permanent routine work.
- Employee should be motivated in order to welcome the change.
IX. CONCLUSION:

Retention is a crucial concept that has been received by considerable attentions from academicians, researchers and practicing HR managers. In its essence, Retention of employees comprises of important elements like the necessity or content, search and selection of strategies, goal-directed behavior, social comparison of rewards reinforcement, and performance-satisfaction. The increased attention has been paid towards the Retention of justifying with several reasons. Motivated employees start doing work effectively and also with quality and oriented.

Any technological needs have been motivated employees to adopt it successfully. Several approaches for Retention of employees has been availed. Early theories with simple approaches towards the Retentions have been followed.

REFERENCES

8. Muhammad Asif Khan, Kashif-Ur-Rehman, Ijaz-Ur-Rehman, Nadeem Safwan and Ashfaq Ahmad, February 2011.