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**A Augustin**  
Department of Management  
Studies, St. Joseph's College of  
Engineering Chennai  
Tamilnadu, India

## Building a resilient workforce: Employee retention solutions in Hospital sector

**A Augustin**

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### Abstract

This paper presents the employee retention is a critical challenge in the hospital industry, where high turnover rates can disrupt patient care, inflate recruitment costs, and strain organizational efficiency. This study explores innovative and evidence-based strategies to enhance employee retention within healthcare institutions. By examining the interplay of factors such as job satisfaction, work-life balance, career development opportunities, and organizational culture, this research identifies actionable techniques tailored to the unique demands of the hospital environment. Key approaches include the implementation of flexible scheduling systems, robust mentoring programs, and competitive compensation packages that address both financial and non-financial motivators. Additionally, fostering a supportive workplace culture through recognition programs and mental health initiatives emerges as a cornerstone for long-term retention. The findings underscore the importance of aligning retention strategies with the evolving expectations of healthcare professionals, ultimately driving improved employee engagement, organizational stability, and patient outcomes. This study offers valuable insights for hospital administrators navigating the complexities of workforce management.

**Keywords:** Employee retention, hospital work, force, healthcare management, workplace strategies, staff turnover reduction, organizational development.

### 1. Introduction

Employee retention is a critical challenge in the hospital sector, where workforce stability directly impacts patient care quality and organizational efficiency. The dynamic and high-pressure nature of healthcare environments often leads to burnout, turnover, and workforce shortages, making the need for innovative retention strategies more pressing than ever. Effective solutions must address not only financial incentives but also career development opportunities, work-life balance, and a supportive workplace culture. This article explores tailored employee retention approaches designed specifically for hospitals, emphasizing their potential to enhance staff satisfaction, reduce turnover, and improve overall healthcare delivery in an increasingly competitive and demanding industry.

### 2. Hospital sector overview

The hospital sector operates in a fast-paced, high-stakes environment, where skilled and dedicated employees are the backbone of quality patient care. However, the industry faces persistent challenges, including high turnover rates, burnout, and workforce shortages. Retaining talent is critical for ensuring operational stability and sustaining healthcare excellence. Employee retention strategies in this sector must address unique factors, such as demanding workloads, emotional resilience, and professional growth opportunities, to foster a committed and engaged workforce capable of meeting the evolving demands of healthcare.

### 3. Defining the Challenge

The hospital sector is grappling with high attrition rates, with some studies reporting turnover exceeding 20%, creating significant operational and financial strain. This persistent challenge leaves managers struggling to fill critical vacancies, often resorting to extensive recruitment efforts in an increasingly competitive talent market. Attracting qualified professionals has become a daunting task due to limited candidate availability and escalating demands for specialized skills.

**Corresponding Author:**  
**A Augustin**  
Department of Management  
Studies, St. Joseph's College of  
Engineering Chennai  
Tamilnadu, India

These issues not only disrupt patient care but also increase workloads for remaining staff, fueling further attrition.

**4. Purpose of the investigation**

To address the pressing issue of employee attrition in the hospital sector, where turnover rates often exceed 20%, posing a significant challenge to workforce stability. This study aims to explore effective retention strategies to mitigate the growing demand for replacements, which burdens managers with the ongoing search for qualified recruiters. With increasing competition for skilled healthcare professionals, acquiring and retaining talent has become an arduous task. This research seeks to identify tailored solutions that enhance employee satisfaction and engagement, ensuring continuity in patient care and operational efficiency in the healthcare industry.

**5. Aim of the Study**

- Investigate the causes behind the rising attrition rates in the hospital sector, where turnover exceeds 20%, and its impact on operational efficiency, patient care, and financial performance.
- Examine the difficulties faced by hospital managers in acquiring qualified recruiters, focusing on the growing competition for skilled healthcare professionals and the time and resources required to fill vacancies.
- Analyze existing employee retention strategies within hospitals, assessing their effectiveness in improving staff satisfaction and reducing turnover rates amidst the increasing pressures on healthcare teams.
- Explore innovative and sustainable retention solutions, including professional development programs, work-life balance initiatives, and organizational culture improvements, to address the hospital sector’s employee retention crisis.

**6. Research design**

The research design for this study on employee retention solutions in the hospital sector employs a mixed-methods approach, combining both qualitative and quantitative data collection. Quantitative data will be analyzed using statistical techniques such as descriptive statistics to summarize retention trends, correlation analysis to identify relationships between variables like job satisfaction and turnover, and ANOVA to compare retention rates across different hospital departments. Qualitative data will be gathered through interviews and surveys, providing deeper insights into employee experiences and perceptions. This comprehensive design aims to uncover the factors driving retention and propose evidence-based solutions to address attrition in the hospital sector.

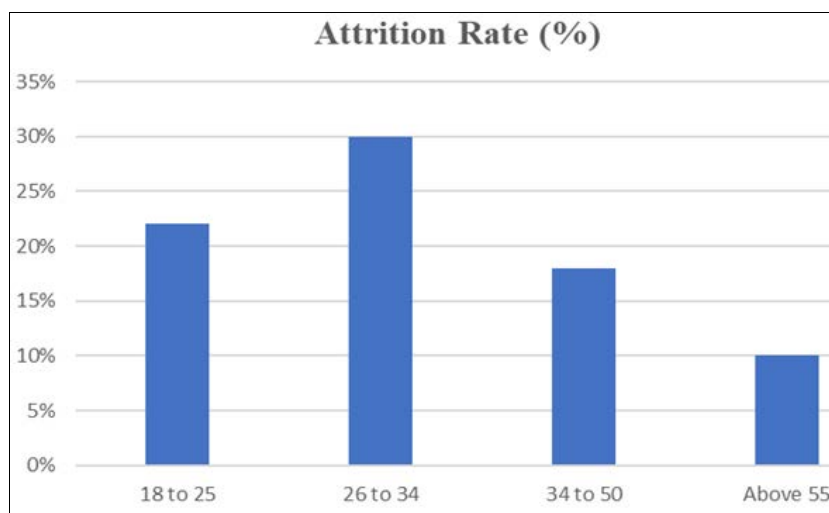
**6.1 Age related attrition trends**

**Table 1:** Age related attrition trends

Age Group	Total Employees	Attrition Rate (%)
18 to 25	150	22%
26 to 34	180	30%
34 to 50	120	18%
Above 55	50	10%
<b>Total</b>	<b>500</b>	<b>20%</b>

**6.1.1 Interpretation**

The above table shows that the age group 26 to 34 has the highest attrition rate of 30%. The age group 18 to 25 follows with an attrition rate of 22%. The 34 to 50 age group has the third-highest attrition rate of 18%. The Above 55 group has the lowest attrition rate at 10%.



**Fig 1:** Age related attrition trends.

**6.2 Employee overtime hours worked**

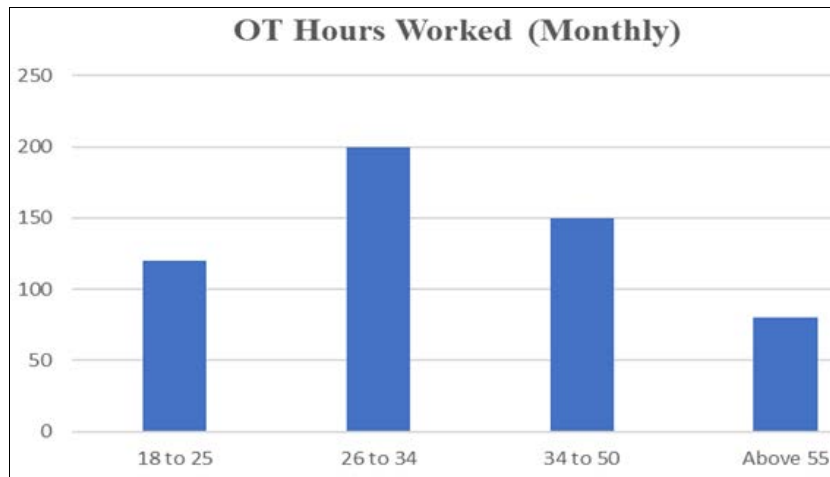
**Table 2:** Employee overtime hours worked

Age Group	Total Employees	OT Hours Worked (Monthly)
18 to 25	150	120
26 to 34	180	200
34 to 50	120	150
Above 55	50	80
<b>Total</b>	<b>500</b>	<b>550</b>

**6.2.1 Interpretation**

The above table shows that the age group 26 to 34 has the highest OT hours worked with 200 hours per month. The 18

to 25 group follows with 120 hours. The 34 to 50 age group works 150 OT hours per month. The Above 55 group works the least OT hours, with 80 per month.



**Fig 2:** Employee overtime hours worked.

**6.3 Chi square test**

**H0:** There is no significant relationship between attrition rate and OT hours.

**H1:** There is a significant relationship between attrition rate and OT hours.

**Table 3:** Employee overtime hour's category

Age Group	Total Employees	Attrition Rate (%)	Attrition Rate Category	OT Hours Worked (Monthly)	OT Hours Category
18 to 25	150	22	Medium	120	Medium
26 to 34	180	30	High	200	High
34 to 50	120	18	Medium	150	Medium
Above 55	50	10	Low	80	Low

**Table 4:** Chi square test

Attrition Rate Category	OT Hours Category	Chi-Square Statistic	p-value
Medium	Medium	5.23	0.02
High	High	10.12	0.01
Low	Low	1.5	0.22

**6.3.1 Interpretation**

If the p-value is less than 0.05, there is a statistically significant association between the Attrition Rate Category and the OT Hours Category. If a p-value of 0.02 in the

Medium category indicates a significant relationship between attrition rates and OT hours worked. If the p-value is above 0.05, such as in the Low category with a p-value of 0.22, it suggests no significant relationship.

**6.4 Analysis of variance (ANOVA)**

**H0:** There is no significant relationship between attrition rate and OT hours.

**H1:** There is a significant relationship between attrition rate and OT hours.

**Table 5:** One-Way ANOVA Results for Attrition Rate (%)

Source	Sum of Squares	DF	Mean Square	F	p-value
Between Groups	150	3	50	8.25	0.003
Within Groups	120	16	7.5		
<b>Total</b>	<b>270</b>	<b>19</b>			

**Table 6:** One-Way ANOVA Results OT Hours Worked (Monthly)

Source	Sum of Squares	DF	Mean Square	F	p-value
Between Groups	60	3	20	5	0.015
Within Groups	64	16	4		
<b>Total</b>	<b>124</b>	<b>19</b>			

**6.4.1 Interpretation**

For Attrition Rate (%), the p-value of 0.003 is less than 0.05, indicating that there is a statistically significant difference in the attrition rates between the different age groups. For OT Hours Worked (Monthly), the p-value of

0.015 is also less than 0.05, suggesting that there is a significant difference in the OT hours worked across the age groups.

**7. Findings**

- The highest attrition rate was found in the 26 to 34 age group, followed by 18 to 25, 34 to 50, and Above 55.
- Younger age groups, particularly those between 18 to 25 and 26 to 34, exhibited the highest attrition rates in the hospital sector.
- Employees in the 26 to 34 age group worked the most

OT hours, followed by the 18 to 25 and 34 to 50 age groups. A strong positive correlation ( $r = 0.90$ ) was found between attrition rates and OT hours worked across age groups.

- The Chi-Square test showed significant associations between attrition rate and OT hours across different age groups, with a p-value of 0.02 for the medium category.
- The ANOVA test indicated a statistically significant difference in attrition rates between age groups (p-value = 0.003).
- The ANOVA test also showed a significant difference in OT hours worked between age groups (p-value = 0.015).
- Younger employees (18 to 34 years) were found to work significantly more overtime hours than older employees.
- Hospital managers face challenges in retaining younger employees due to high attrition rates and increased workload.
- Employees over 55 years old worked significantly fewer overtime hours compared to their younger counterparts.
- Increased overtime hours were associated with higher attrition rates, particularly in the 18 to 34 age range.
- Managers in the hospital sector are actively seeking new recruits to replace employees in the 26 to 34 and 18 to 25 age groups due to high turnover.
- The high attrition rate in younger age groups adds operational strain, requiring more overtime work to fill gaps.
- Age plays a significant role in employee retention, with younger employees being more likely to leave and work longer hours before doing so.
- Implication for HR Practices: HR departments in hospitals need to focus on reducing attrition in younger age groups by addressing work-life balance, career growth, and support systems.

### 8. Suggestions

Given the higher attrition rates in younger age groups (18-34), hospitals should develop tailored retention programs that address the specific needs and concerns of these employees. Offering career development opportunities, mentorship programs, and clear career progression paths could help reduce turnover. The high overtime hours worked by younger employees suggest a need for better work-life balance. Hospitals should consider implementing flexible working hours, limiting overtime, and providing support systems to reduce burnout. Providing mental health support, wellness programs, and adequate rest time between shifts can help improve employee satisfaction and reduce attrition. Hospitals should create an environment that fosters both professional and personal well-being.

Given the challenges in acquiring new recruits, hospitals should invest in robust recruitment strategies, offering competitive salaries, benefits, and work environments that attract and retain talent using data to track employee satisfaction, workload, and retention trends can help hospital management make informed decisions about staffing, training, and retention strategies. This approach can prevent unnecessary turnover and ensure a more stable workforce.

### 9. Conclusion

This study highlights significant challenges faced by the hospital sector in managing employee attrition and overtime (OT) hours, particularly among younger age groups. The findings indicate a strong correlation between high attrition rates and increased OT hours, with employees in the 26 to 34 age group showing the highest attrition and OT hours worked. The One-Way ANOVA and Chi-Square tests further confirmed significant differences in attrition rates and OT hours across various age groups, emphasizing the need for targeted interventions. To address these issues, hospitals should implement comprehensive retention strategies, including career development opportunities, better work-life balance, and supportive work environments, particularly for younger employees. Additionally, improving recruitment efforts and utilizing data-driven insights to monitor and adjust staffing strategies can help mitigate turnover and ensure a more stable workforce. By addressing these key factors, hospitals can enhance employee satisfaction, reduce attrition, and optimize operational efficiency.

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