



## Retention of Employees in Private Hospitals of Punjab (Pakistan).

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### ABSTRACT

Successful healthcare organizations emphasize attracting human resource assets and aggressively seek to resolve and prevent high employee turnover. Measuring employee turnover in a healthcare department is fundamental to the success of the organization and the quality of care it delivers. The most important impact of employee turnover may be the effect on patient care. Generally, all patients prefer to be cared for by the same members of a healthcare team each time they require treatment. This involves building relationships between the patients and their respective healthcare organizations. Determining why employees are leaving an organization is an important part of developing an effective strategy. This study trace the effects of manager leadership characteristics on staff retention in private hospitals of 2 district in Punjab. Effects of manager characteristics were traced to retention through work characteristics, job stress, job satisfaction, commitment, and intent to stay. Our sample size is about 100 employees in the hospitals and we collected it from different hospitals in Sargodha and Lahore district. For estimation and result analysis we used SPSS software .Descriptive statistics, Frequency distribution are done to get results and Bar charts are made to interpret results. On the basis of result we conclude that to keeps the employees in hospital for a long period of time needs to announce bonus for them. So they motivate and perform their level best for increasing the performance of hospital. Further to retain employees in hospital for a long period of time requires to give each employee equal career opportunities. On the bases of result we can say that every job is required to give training to employees for their better performance.

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### Introduction

Hospital is “An institution providing medical and surgical treatment and nursing care for sick or injured people”. Hospitals are services business which may or may not establish for profit. Functions of hospitals involve patient care, Medical Research, Health Education and Tanning etc.

#### Types of hospital staff

Physicians, Nurses, Pharmacists, Care Coordination, Clinical social workers, Discharge planners, Clinical dieticians, Resource case managers, Volunteers etc

#### Retention of employees

Retention of employee is not only valuable for hospital but also for employees. “Organizational policies and practices designed to meet the diverse needs of employees and create an environment that encourages employees to remain employed.” This is the world of competition so every hospital tries to retain their best employees so they can success in the market. The management cannot stop employees from leaving they can only develop plans to make them stay. Employee retention is like a process or method through which we use to keep employee in the hospital for a number of years.

Following are the some points that are show the importance of employee retention:

1. Cost of turnover
2. Loss of organization information/secretetes
3. disturbance of Customer Service

4. Turnover leads to more turnovers

5. Goodwill of the hospital

#### Ways to improve staff retention

Followings are some important techniques which are use full to improve the staff retention.

- Ensure those being recruited have a more realist idea of what the job entails.
- Improved career development opportunities.
- Effective appraisals
- Strong diversity policies.
- A practicable means of dealing with bullying.
- A good work/life balance.
- A mechanism for staff to register dissatisfaction, whether it be appraisals, grievance proceeding and so on.
- Leadership training for managers.

#### Implication of employees turns over

Employee’s turnover badly effect on the all departments of hospital. Followings are some important points that are show the impact on hospital when employees leave the job. Interviewing cost, Loss of productivity, Replacing qualified staff, Cost of overtime, Recruiting cost, Time spend on orientation, Loss of hospital information, Good will of the hospital, Disturbance of customer service, Turn over leads to more turn over.

### Practices of employee retention strategies

- Appoint the right employee at right place.
- Employees empowerment
- Make employees realize that they are valuable asset of the hospital.
- Respect the employees and develop trust on them
- Provide training to perform the job
- Give feedback on their performance.
- Recognize and appreciate their achievement.
- Keep high the morale of employees
- Create friendly working environment

### Literature Review

As it has several times since the early 1960s, the national health care system is facing another significant nursing shortage, particularly in the acute inpatient setting (Aiken, 1984; Roberts, Minnick, Ginzberg, & Curran, 1989; Sigma Theta Tau International, 1999). Experts are finding the current nursing shortage remarkably serious -- as both a demand and supply shortage, widespread throughout the country, and likely to worsen. On the demand side, the number of inpatient, critical, labor-intensive patients has increased because of both the aging population and medicine's success in keeping ill patients alive longer, thus requiring increased nursing hours to care for "these patients." On the supply side, some of the concerns include an aging nursing workforce and a diminishing pipeline of new students entering into the nursing profession due to a broadening of job opportunities within and outside of health care (Billingsley, 1999; Sigma Theta Tau International, 1999).

Many health care professionals are wondering why a shortage has transpired when managed care cost initiatives, implemented throughout the country, are dramatically decreasing the length of patient stays (Billingsley, 1999; Seifert, 2000). In fact, such a situation should be resulting in a nursing oversupply. However, "the key demand factor, which has not been fully appreciated in the cost-cutting equation, is that as the length of stay decreases, the acuity level of patients increases" (Seifert, 2000, p. 310).

The present shortage is made even more acute as a result of nurses opting out of the nursing profession due to dissatisfaction with their roles in the clinical setting. The problem, therefore, lies not only in recruitment efforts, but equally in the retention of qualified nurses (Roberts et al., 1989; Sigma Theta Tau International, 1999).

A common belief has been that increasing nurses' salaries will attract more individuals to the profession. While large starting bonuses and other monetary marketing strategies have been instrumental in alleviating the predicament to an extent, they do not address one of the most imperative underlying causes (Aiken, 1984; Roberts et al., 1989; Sigma Theta Tau International, 1999). Higher wages alone will not be a powerful enough magnet to draw an adequate number of new students to the nursing profession, nor will they be enough to retain the excellent nurses presently practicing. Nurses want to be appreciated and respected by physicians and the administrative team; they want to be recognized for their expertise, and they want to take responsibility and participate in the decision making processes concerning patient care (Aiken, 1984, 1989; Johnson, 2000; Trossman, 2002). Nurses want to be valued.

Hospital administrators, including nurse executives, must be proactive in seeking ways to preserve professional staff employed in the hospital settings. The executive team needs to find ways to make hospital work more appealing to registered

nurses. Reorganizing the work setting to bring about increased nursing job satisfaction is a vital solution for today's critical nursing shortage (Aiken, Havens, & Sloane, 2000; Sullivan-Havens & Aiken, 1999; Trossman, 2002). Overall, when it comes to job choice, the majority of nurses select hospitals that offer flexible scheduling, autonomy, and professional growth (Sullivan-Havens & Aiken, 1999)

During a major nursing shortage in the early 1980s, the American Academy of Nursing (AAN) conducted an extensive research project to identify hospitals across the country that were successful in recruiting and retaining nurses. The objective of the project was to evaluate characteristics of hospital structures that supported professional nursing practice (Aiken et al., 2000; Buchan, 1999). These hospitals were not identified by low mortality rate or by patient outcomes, but rather by nursing job-satisfaction outcomes and by their attractiveness to nurses. In other words, the aim of the original study was to demonstrate that these hospitals differed from other hospitals based on their organizational characteristics and the ability of each to maintain low rates of nursing turnover, despite the nationwide nursing shortage (Aiken, Smith, & Lake, 1994).

### Data, Methodology and Variables Used

The data used to complete this project is primary data as well as secondary data. Sources of primary data are Questionnaire, Other data available in Hospital Records & Observation.

Source of secondary data are Web sites, Magazines & Books.

For estimation and result analysis we used SPSS software. Descriptive statistics, Frequency distribution are done to get results and Bar charts are made to interpret results.

Sample size is about 100 employees in the hospitals. Sample collected from different hospitals in Sargodha and Lahore district.

### Definition and Choice of Variables

In this analysis, results were estimated by using SPSS. The variable used were in dichotomous and sometimes in categorical form.

### Retention efforts

Retention effort is dependent variable which depends on independent variables like bonus, fringe benefits, amount of vocation etc. when employees are performing well their work the management tries to keep the employees in the hospital when they want to leave. So in research the result and opinion was taken from the employees in hospitals and their answer is given a numeric value as;

If employee strongly agree that hospital maintain retention efforts = 1

If employee agree that hospital maintain retention efforts = 2

If employee disagree that hospital maintain retention efforts=3

If employee strongly disagree that hospital maintain retention efforts = 4

And on Neutral option = 0

### Experience

Following are the numbers given to employees experience according to years.

If experience is less then 1 year = 1

< 3 = 2

< 5 = 3

### Switch hospitals

Switch hospital means how many hospitals an employee switches before coming current hospital. Ranking of switch hospitals are given in this way

If no hospital switch before current hospital 0=0,  
 If no of switch hospitals are three or less  $\leq 3=1$ ,  
 If no of switch hospitals are six or less  $\leq 6=2$ ,

#### Satisfaction

Satisfaction is define either the employees in hospital are happy or not of their work. If they are satisfied their work they remain in hospital for a long period of time otherwise dissatisfied leave the job.

If employees are satisfied with their work Yes = 1  
 If employees are not satisfied with their work No = 2

#### Type of work

Type of work is defined as the work that employees perform in the hospitals. If they not like the work that they do than mostly chances they leave the job.

If employee strongly agree with the work that he perform = 1  
 If employee agree with the work that he perform = 2  
 If employee disagree with the work that he perform = 3  
 If employee strongly disagree with the work that he perform=4  
 And on Neutral option = 0

#### Bonus

Bonus is given to employees to improve or enhance the performance. So in research the result and opinion was taken from the employees in hospitals and their answer are given numeric value as.

If employee strongly agree that hospital maintain bonus for them = 1

If employee agree that hospital maintain bonus for them= 2

If employee disagree that hospital maintain no bonus for them = 3

If employee strongly disagree that hospital maintain no bonus for them = 4

And on Neutral option = 0

#### Motivation level and performance

Motivation level and performance will be increased when employees were given bonus. In the research the question was asked from employees in hospitals that bonus have any impact on their motivation level or performance the result was shown following

If employee strongly agree that Bonus will impact on motivation and performance = 1

If employee agree that Bonus will impact on motivation and performance = 2

If employee disagree that Bonus will not impact on motivation and performance = 3

If employee strongly disagree that Bonus will not impact on motivation and performance= 4

And on Neutral option = 0

#### Opportunities

Opportunities are provided to employees for their growth and development. In research the opinion was asked from employees that the hospital provide opportunity for your growth and development and the result was given number in following way.

If employee strongly agree that provide opportunity for their growth and development = 1

If employee agree that provide opportunity for their growth and development = 2

If employee disagree that provide no opportunity for their growth and development = 3

If employee strongly disagree that provide no opportunity for their growth and development = 4

And on Neutral option = 0

#### Long term strategy

Long term strategy means what is the strategy of hospital that uses to achieve its long term objective. The opinion asked the employees that they understand the long term strategy of hospital the result will give following number

If employee strongly agree that they understand LTS of hospital = 1

If employee agree that they understand LTS of hospital = 2

If employee disagree that they don't understand LTS of hospital = 3

If employee strongly disagree that they don't understand LTS of hospital = 4

And on Neutral option = 0

#### Opinion and suggestion

Opinion and suggestion means employees will give opinion and suggestion for the improvement of any process or decision making. In research the question was asked from employees that will they give opinion and suggestion the result show in following way

If employee strongly agree that they share O&S with hospital management = 1

If employee agree that they share O&S with hospital management = 2

If employee disagree that they don't share O&S with hospital management = 3

If employee strongly disagree that they don't share O&S with hospital management = 4

And on Neutral option = 0

#### Co-operate

Co-operate means making help which each other in working. In this research the question asked from employees that all departments in this hospital co-operate each other. The answer is shown in following way

If employee strongly agree that all department co-operate each other = 1

If employee agree that all department co-operate each other = 2

If employee disagree that all department don't co-operate each other = 3

If employee strongly disagree that all department don't co-operate each other = 4

And on Neutral option = 0

#### Pay package

Salary plays an important role for employee's motivation and performance. The question related to salary was asked from employees and their answer is given following number

If employee strongly agree that they are satisfied their pay package = 1

If employee agree that they are satisfied their pay package = 2

If employee disagree that they are not satisfied their pay package = 3

If employee strongly disagree that they are not satisfied their pay package = 4

And on Neutral option = 0

#### Career opportunity

Career opportunity means opportunity to secure their career or to batter their career as compare to current job. In this regard question regarding career opportunity asked from employees and the answer give following number

If employee strongly agree that ECO are provided = 1

If employee agree that ECO are provided = 2

If employee disagree that no ECO are provided = 3

If employee strongly disagree that no ECO are provided= 4  
And on Neutral option = 0

#### Equipment and resources

Equipment and resources means working tools or assets use to perform the job. For research the opinion was taken from employees that they provided equipment and resources to perform the job. Than the answer will assign following value

If employee strongly agree that E&R are provided = 1  
If employee agree that E&R are provided = 2  
If employee disagree that no E&R are provided = 3  
If employee strongly disagree that no E&R are provided = 4  
And on Neutral option = 0

#### Work distribution

Work distribution means division of work among the employees according to their skills. The answer of employee according to this question shown following way

If employee strongly agree that work distribution equitable = 1  
If employee agree that work distribution equitable = 2  
If employee disagree that no work distribution equitable= 3  
If employee strongly disagree that no work distribution equitable = 4  
And on Neutral option = 0

#### Amount of vocation

Amount of vocation means holidays for refreshment. Vocation is necessary for refreshment of employees. Following are the ranking number given to the employees answer

If employee strongly agree with the amount of vocation = 1  
If employee agree with the amount of vocation = 2  
If employee disagree with the amount of vocation = 3  
If employee strongly disagree with the amount of vocation = 4  
And on Neutral option = 0

#### Fringe benefits

Fringe benefits means extra benefits other than salary given to employees like medical allowances, house rent allowance, convince allowances etc.

Following are the values assign to their response of this question

If employee strongly agree that they are provided fringe benefits = 1

If employee agree that agree that they are provided fringe benefits = 2

If employee disagree that they are provided fringe benefits= 3  
If employee strongly disagree that they are provided fringe benefits = 4

And on Neutral option = 0

#### Results and Discussion

In the research work we try to find the factor that cause turnover of employees in hospital, and what kinds of efforts that should adopt by government and hospital management to keep the employees in hospital for a long period of time. Result shows that most of the employees do not stay at their job for the long time. 62% employees switch less than four hospitals during their work period. 33% employees switch no hospital before coming current hospital.

So it's shows that 67% of the employees are those who switch from 1 hospital to another for the sake of having better opportunities. It's suggested on the basis of the results that hospitals should do efforts to retain their employees. Result shows that 10 % employees are neutral in their responses that they like their work or not. 86% employees are agree or strongly agree that they are happy the work that are given to employees in hospital and 4% are those employees who are not happy that they are not given to task according to their field. So we can say for retention work is assign to employees according to their field in which they are expert.

Result shows that 44% are disagree or strongly disagree that hospital do not tries to staff retention efforts. 33% are satisfied that hospital tries to retention efforts.

if the hospital tries to retention efforts that will cause the increasing the performance of employees as well as hospital and the goodwill of the hospital also be increased.

Its found that 14% of the employees are neutral in their response towards bonus. About 13 % of the employees are agree or strongly agree that hospital announces bonuses for them. And 73 % of the employees are disagree or strongly disagree that hospital do not tries to announces bonus for them.

Variables	N		Range	Minimum	Maximum	Mode	Percentiles		
	Valid	Missing					25	50	75
Gender	100	0	1	1	2	2	1	2	2
Experience of Employees	100	0	2	1	3	3	2	2	3
Switch Hospitals	100	0	2	0	2	1	0	1	1
Satisfaction	100	0	1	1	2	1	1	1	1
Reason to Leave the Job	100	0	10	0	10	0	0	1	5.75
Reason to Turnover	100	0	10	0	10	3	3	4	6.75
Like Work Type	100	0	4	0	4	2	1	2	2
Retention Efforts	100	0	4	0	4	2	2	2	3
Bonus	100	0	4	0	4	3	2	3	3
Bonus Impact on Motivation and Performance	100	0	4	0	4	3	1	2	3
Opportunities and Growth	100	0	4	0	4	3	0	2	3
Long Term Strategy	100	0	4	0	4	2	0	2	2
Opinion and Suggestion	100	0	4	0	4	2	2	2	3
Expectations	100	0	4	0	4	2	0.25	2	2
Cooperation of department	100	0	4	0	4	2	1	2	2
Exposures and opportunities	100	0	4	0	4	0 <sup>a</sup>	0	2	3
Spirit of cooperation	100	0	4	0	4	2	1	2	2
Pay package	100	0	4	0	4	2	2	2	3
Equal carrier Opportunities	100	0	4	0	4	3	1	2	3
Equipment and Resources	100	0	4	0	4	2	2	2	3
Work distribution	100	0	4	0	4	2	1	2	2
Information Provided	100	0	4	0	4	2	2	2	2
Amount of Vacation	100	0	4	0	4	2	2	2	3
Relation with Reporting Manager	100	0	4	0	4	2	1	2	2
Behavior of Colleague, sub-ordinate and superior Authority	100	0	3	0	3	2	1	2	2
Fringe Benefits	100	0	4	0	4	3	0.25	2	3

On the basis of result we can say that to keeps the employees in hospital for a long period of time announces bonus for them. So they motivate and perform their level best for increasing the performance of hospital.

Result shows that 24% of the employees are neutral that bonus have impacts on performance or motivation level or not. 31 % employees are agree or strongly agree that that bonus impacts on motivation and 45 % are strongly disagree or disagree that bonus have no impacts on motivation level or performance. Result shows that 32 % of the employees are neutral ,23% are agree & 45% are disagree in their response towards provision of opportunities for growth. On the basis of above result we can say hospital provides opportunities and growth to employees so they retain in hospital for a long period of time and employees provide their services batter. Its shows that 32 % employees are neutral ,52% are agree &16% are disagree in their response about understanding the LTS of hospital. So we can say to retain in hospital employees are necessary to well know of the LTS of hospital. Result shows 16% employees are neutral, 56% are those who agree that they share their opinion and suggestion to hospital management and 28% employees who cannot share their opinion and suggestion with the management. On the basis of above result we can say that employee's opinion and suggestion is necessary for decision making. In this way employees feel they are important part of hospital and hospital management take opinion before making any policy or any other issue.

In case of experience that match the employee current job 55% employees favor that their experience is relevant to current job,25% response is neutral and 20% are against it .So we can say it is important that employees' expectation meets from their job otherwise they leave the job and search another job that's meets their expectations. Cooperation among staff is found by result as 73% employees favor it that workers in hospitals cooperate with each other. We can say on the basis of above result the hospital employees must have to cooperate each other in this way employees are perform batter their job and turnover will be decreased.

In case of getting opportunities and exposure from their job result shows that 33% employees respond neutral and 36% are agree or strongly agree and 31% are strongly disagree. We can say on the bases of above result that employees must provide opportunities and exposure otherwise they will leave the job and join that hospital in which they get opportunities and exposure.

Its found that 20% employees respond neutral and 67 % are agree or strongly agree with the spirit of cooperation of employees and 13% are disagree or strongly disagree .So we can say that the spirit of cooptation in hospital is necessary factor that cause to keep the employees in hospital for a long period of time. Its observed that only 40 % employees are satisfied with their pay package and 45% are not satisfied. So on the bases of above result we can say that pay package is important. Employees are served their experience against the salary if the salary is not according to their expectation they will leave the job. So employee's salary will be increased to retain them in hospital. Employees are given equal career opportunities as 42% favored it and 32% against it. we can say that to retain employees in hospital for a long period of time to give each employee equal career opportunities. If hospital do not provide equal opportunities the employees feel de motivate that cause decreased performance of employees as well as hospital.

About 55% employees are satisfied that employees are provided equipment and resources to perform the job and 28% are disagreeing. On the bases of result we can find the result equipment and resources are necessary required to perform the job. If the employees are not provided the equipment and resources they will not perform the job batter and that cause to leave the job.

Employees are not treated equally are favored by only 20% and 58% said that they treated equally by admin and management .On the bases of above result we can say equitably work distribution is necessary to keep the employees in the hospital for a long period of time.

On the bases of result we can say that every job is required to give training to employees and informed that who can they perform their job. If employees are not provided the training and information they do not perform the job batter and they do not impress the management.

It's found that 44% are satisfied with the number of casual vocation and 40% are dissatisfied. On the bases of above result we can find the result that to keep the employees in the hospital for a long period of time give employee's holidays so they can take rest and be fresh and perform the job batter. It's also found that good relation with reporting manager is important to retain in hospital for a long period of time. Results confirmed that only 37% employees are in favor of having fringe benefit and 38 % against and 25% are neutral.

#### **Recommendation**

As policy recommendation for hospitals we can suggests on the basis of our results that provision of fringe benefit can play a vital role to retain the employees on their job.

- Hospitals have to assign the work according to the field and interest of employees. So they provide their services batter.
- Hospitals have to assign the work according to the field and interest of employees. So they provide their services batter.
- Hospital must have to maintain the Bonuses for their employees. Bonus has impact on motivation level and on performance. Employees are provides bonuses for keep them in hospital for long period of time.
- During the services hospital management provide the employees opportunities and for their growth and development so they secure their job.
- Understanding Long term strategy is important if the employees understand the long term strategy they will remain the hospital for a long period of time. Hospital management should provide employees training and informed the long term strategy of hospital.
- Hospital management should require to taking employees opinion and suggestion for making any policy or any strategy.
- Hospital management should create a friendly atmosphere for working so each employees of every department help the other in difficult situation.
- Hospital management should provide the salary that's meets their expectations. Employees are served their experience and if they will not receive the salary amount according to their desire they will prefer to leave the job and join anywhere where the salary is according to their demands.
- All employees are provided equal career opportunities if some employees are given preference than it bad effect on the other employees they de motivate and leave the job.
- Hospital management should treat all employees equally assign work equally among the employees.
- After appointment employees management should conduct the training of employees and informed the employees how they can conduct the job and provide necessary information t perform the job.

➤ Employees are given monthly or annually holidays refresh so they can feel relax and after holidays perform job better.

➤ The hospital maintains fringe benefits for the employees like convince allowances. Medical allowances, house rent allowances etc.

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