

# An Analytical Study on Factor Affecting Retention of Employees in Medical Professionals

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## Abstract

India is a heavily populated country unevenly distributed geographically into two categories-urban areas and rural areas-which has effects such as workload and irregularity difficulties, among others. These concerns intensify when they furcate, as a result of categories generated within the patient pool due to GDI and BPL issues linked with the population. The problems are exacerbated by discrepancies noted in the public and private sector Hospitals, such as service quality levels, pricing concerns, and workforce differences, among others, which cause a disparity in service quality and utilisation of services. The healthcare industry in India is a rapidly growing sector, with a large and diverse population that requires medical services. The Indian healthcare system is a mix of public and private healthcare with the Government providing healthcare services through a network of public hospitals and clinics. The parameters of retention are Good package, working environment, job security, Opportunities for Professional Development, flexibility etc. The study has selected 285 Medical Professionals from Bhopal (LN medical College and Hospital) and Vidisha (ABVGMC) based on convenient sampling method. The study found various factor in retaining the Medical Professionals.

**Keywords:** Job Satisfaction, Retention, Good organization working policy, Salary and perks, Promotion and development, flexibility etc.

## Introduction

With the shifting dynamics of today's circumstances in organisations, job satisfaction and retention have become a hotly debated topic due to its broad consequences. If an employee is unsatisfied, his or her performance may suffer, and if things do not improve, that individual may be compelled to resign from his or her position. People used to mentally despise the thought of retirement (the majority), but now the golden handshake is considered literally a golden opportunity by many. All of these factors have an impact on the medical professionals.

The volume of employees working in any organisation is also affected by turnover. "There is no consistent definition of turnover," according to Tai and Robinson (1998). Turnover, according to Mobley (1982), is "the discontinuation of membership in an organisation by an individual who received monetary compensation from the organisation." As a result, ignoring retention can have a variety of effects on companies at various levels. To successfully address circumstances and aid in retention, healthcare organisations and their administrators must identify the relevant determinants. This could also boost their

services and help them earn more money, since studies show that happy and pleased personnel are more beneficial and perform better than others.

A happy employee is an asset to any organization as they become more imaginative and responsible towards their duties and responsibilities (Ajmir, 2001). Job satisfaction is an important parameter to measure their contentment and the outcomes depend upon both employees and the Management. The main criterion is to care the patients so it is an essential to keep the professionals happy and well satisfied with their jobs. Job happiness is a significant component in determining the extent of work performance and career goals. According to Borda and Norman (1997) and Lu, While, and Barriball (2005), studies on the retention and employment of nurses have revealed that low pay and job satisfaction are the primary reasons why nurses leave their current employers. Their dissatisfaction is frequently attributed to important duties, leadership intents, motivation, exhausted coaching, and a loss of esteem (Lu, While, & Barriball 2005). Nursing home facility workforces are frequently underpaid in comparison to their counterparts in other health care settings, such as home health care, staffing agencies, and acute care facilities. (Lu, While, & Barriball 2005). Wilson (2005) stated that recruiting and retention efforts should focus on increasing financial incentives to those workforce members and creating an interesting work environment, which will lead to greater job satisfaction because the experience required to direct carers and the serious work they're assigned frequently far outweigh the financial compensation they receive. Job satisfaction studies are now being conducted in a number of different countries with distinct populations of health workers using a variety of techniques. Job satisfaction has been considered both dimensionally (satisfaction with specific job metrics such as promotion, salary/compensation, and mutual connections with coworkers) and globally (general satisfaction with a job).

### **Importance of Retention**

Employee retention is a critical component of human resource management in both corporate and governmental sectors. However, it should be noted that staff turnover and mobility is a global problem. Because of the increasing demand for qualified people in many sectors of the economy, firms with poor working conditions have a high turnover rate. This has had an immediate and indirect impact on employers, as well as their productivity and profitability (Soundarapandiyan and Ganesh, 2015). Many scholars and practitioners have written extensively about the concept of employee retention, therefore there is no universally accepted definition of employee retention. According to James and Matthew (2012), employee retention is a voluntary process that boosts employees' working circumstances and encourages them to stay for the longest period of time in a business. Employees leave companies for a variety of reasons. As a result, it is critical for firms to establish effective retention measures in order to reduce worker turnover. Furthermore, according to Balakrishnan and Vijayalakshmi (2014), it is critical for firms to properly adopt retention strategies in order to improve the number of employees who stay with the company for an extended period of time. According to Fatima (2011), firms must provide professional growth opportunities, awards, a pleasant working atmosphere, and supervisor assistance to boost employee retention.

Inspiration for the current research Healthcare conveyance frameworks in growing nations where the assets are not in relation to the needs put on service of medical care foundations, and where the possibility of resources being expanded in the present moment is very unique, calls for the expansion in the viability of the medical care framework by the proficient administration of hospitals. Hospitals in developing

nations assimilate more resources than some other sort of intermittent government spending on health. A survey of the health area in numerous nations proposes that these enormous intermittent expenditures on hospitals include an incredible misuse of assets in view of the specialized and managerial shortcoming inside hospitals (Tabish, 1998). Although, the present purchasers are better educated and more attentive over the previous year, as there is a mine of information accessible through bulletins, web sources, online repositories, wellbeing magazines, and so on. Consequently, conveying quality assistance gets indispensable. India has become a favored clinical treatment place, giving cost-effective and practical treatment to the patients from anywhere the world.

### Literature Reviews

Emma Boone (2020) explained in a study about employee retention and satisfaction have been cited as important issues in the American mental health workforce. High turnover rates and an increasing need for direct care employees necessitate additional research into satisfaction and retention. The goal of this general qualitative study was to find out what inspires direct care workers employed by mental health organisations to be satisfied and stay on the job throughout the COVID-19 pandemic. The theoretical framework was Herzberg's notion of job satisfaction. The study's research questions focused on job satisfaction and retention among a group of eight direct care professionals. Participants' perceptions of their job experiences were gathered through semi-structured interviews. This study raises numerous questions for future research on lived experiences that contribute to satisfaction and retention among mental health direct care professionals. It also contributes to the scarcity of research on these workers and lays the groundwork for future researchers to broaden their knowledge and understanding of job satisfaction and retention in mental health settings, as well as ways to create a work environment that promotes improved satisfaction and retention among this understudied population. The study's findings indicate that intrinsic variables such as achievement, responsibility, and the work itself are considered motivators or indicators that lead to satisfaction and retention. Furthermore, findings indicate that strategies designed to improve recognition and opportunities for advancement are particularly important ways to increase job satisfaction and retention among these healthcare workers.

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training, service provision, and retention. Job satisfaction is important to doctors because it contributes to their pleasure, fulfilment, service to patients, and obligation to their employers. The quality of performance in the health industry is heavily influenced by whether healthcare providers are content or unsatisfied with their jobs.

### **Research Gap**

Studies could examine the specific impact of various factor of job satisfaction on different medical specialities and demographic groups. Other possible directions for future research include exploring the relationship between job satisfaction and patient outcomes as well as the economic costs of turnover in the medical profession. Therefore, research could focus on identifying the key elements of a positive organizational culture and effective leadership in healthcare organizations and how they can be used to improve job satisfaction and retention among medical professionals.

The gap found in terms of the effects of various factors on job satisfaction and retention. Management should encourage norms and values which bring unity and camaraderie at the institute. This can be done by having team building sessions for all medical professionals to ensure that all the employees are conforming to the good norms and values espoused by the hospital. In addition, Management together with the ministry of health and childcare should provide essential resources required to improve the delivery of services. If there are no finances, donors should be considered in the immediate or short term as this will assist in the delivery of services. However, sustainable measures should be found to ensure that there is adequate supply of resources to the health sector as a long term solution.

### **Objective of the Study**

To Analyse the impact of various factors on Retention of Medical Professionals in medical institute.

### **Hypothesis**

**H<sub>01</sub>:** There is no significant impact of factors on retention among the medical professionals.

### **Research Methodology**

**Research Design:** The study is descriptive in nature.

### **Scale for Questionnaire Design**

The retention consists of 20 items related to Personal Growth (Personal Growth, Accomplishment, Independent, Challenge) Salary Package (Salary, Benefits, Fairly Paid) and Professional Support (Communications, People Around, Chance to know others; Chance to help others, Work life).

Professionals advancement (measured by 4 statements and adapted from (Chin-Yao Tseng, 2010), Work Life Balance (adapted from (Gröpel & Kuhl, 2009) and (Sahu, 2010) and measured by four statements) and Intention to Stay (adopted from(Kyndt et al., 2009) measured by 4 statements ) .

**Sampling Unit** –Consultant Physicians/Surgeons, Duty Doctor, Nursing Staff, Paramedical Staff/Allied Healthcare Staff, Nurses, Para medical staff and Healthcare Academicians are the participants for the Hospitals located in Madhya Pradesh.

**Sample Size and Sampling**

The researcher has covered four hospitals of Indore and Bhopal in Madhya Pradesh and chosen 285 Medical Professionals.

**Sample Area** - Hospitals of Bhopal and Vidisha (Madhya Pradesh)

**Sources for Data Collection:**

Data is collected from both primary and secondary sources. Developed scale as primary data collection is used to receive their responses. Secondary data is collected from extensive literature available like, existing published research work, Yearly Reports of Accreditation, Internet etc..

**Data Analysis –**

Correlation & Regression is applied to test the hypothesis by using SPSS.

**Results**

**H<sub>01a</sub>:** There is no significant impact of Good Policy, a factor for job satisfaction on Retention among the medical professionals.

**Table 1: Model Summary on Good Policy for retention**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.870 <sup>a</sup>	.780	.788	.74862	.780	420.618	1	283	.000

a. Predictors: (Constant), Good Policy.

The table 1 reflects a very strong positive correlation between Good Policy, a determinant for Retention among the Medical Professionals. The combined value of correlation is .870 indicating a very strong bonding among the variables to retain the Medical Professionals. The regression value is .780 means 78 per cent variance in retention is explained by Good Policy, a determinant for retention. The ‘F’ value (420.618) is significant at 0.000 so the null hypothesis ‘There is no significant impact of Good Policy, a determinant for Retention among the medical professionals’ is not accepted.

**Table 2: Coefficients<sup>a</sup> on Good Policy for retention**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.579	.151		3.408	.001	.202	.757
	Good Policy	.957	.048	.810	22.817	.000	.783	.932

a. Dependent Variable: retention

The table 2 shows the coefficients on Good Policy, a determinant for Retention among the medical professionals. It reveals the increased units in dependent variables that is explained by Good Policy, a determinant for retention. The equation is formed as:

$$Y(\text{Retention}) = .579 + .957GP(X_1)$$

The equation explains that if one unit is increased in the independent variable then 8.10 unit is increased in Retention among the medical professionals by Good Policy, a determinant for job satisfaction.

**H<sub>01b</sub>:** There is no significant impact of Good Salary with perks a determinant for retention among the medical professionals.

**Table 3: Model Summary on Good Salary with perks for retention**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800 <sup>a</sup>	.640	.638	.77605	.640	325.486	1	183	.000

a. Predictors: (Constant), Good Salary with perks

The table 3 reflects a very strong positive correlation between Good salary with perks, a determinant for Retention among the Medical Professionals. The combined value of correlation is .860 indicating a very strong bonding among the variables to retain the Medical Professionals. The regression value is .740 means 74 per cent variance in retention is explained by Good Salary with perks , a determinant for retention of employee. The ‘F’ value (325.486) is significant at 0.000 so the null hypothesis ‘There is no significant impact of Good Salary with perks , a determinant for Retention among the medical professionals’ is not accepted.

**Table 4: Coefficients<sup>a</sup> on Good Salary with perks for retention**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.852	.157		5.427	.000	.542	1.162
	Good Salary with perks	.778	.043	.800	18.041	.000	.693	.863

a. Dependent Variable: Retention

The table 4 shows the coefficients on Good Salary with perks , a for Retention among the medical professionals. It reveals the increased units in dependent variables that is explained by Good Salary with perks , a determinant for retention. The equation is formed as:

$$Y(\text{Retention}) = .852 + .778GP(X_1)$$

The equation explains that if one unit is increased in the independent variable then 8.00 unit is increased in Retention among the medical professionals by Good Salary with perks , a determinant for retention

**H<sub>01c</sub>:** There is no significant impact of Promotion and Development, a determinant for job satisfaction on retention among the medical professionals.

**Table 5:: Model Summary on Promotion and Development for retention**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.836 <sup>a</sup>	.800	.698	.70910	.700	426.029	1	183	.000

a. Predictors: (Constant), Promotion and Development

The table 5 reflects a very strong positive correlation between Promotion and Development, a determinant for job satisfaction and Retention among the Medical Professionals. The combined value of correlation is .836 indicating a very strong bonding among the variables to retain the Medical Professionals. The regression value is .800 means 80 per cent variance in retention is explained by Opportunities for Professional Development, a determinant for job satisfaction. The ‘F’ value (426.029) is significant at 0.000 so the null hypothesis ‘There is no significant impact of Promotion and Development, a determinant for job satisfaction on Retention among the medical professionals’ is not accepted.

**Table 6: Coefficients<sup>a</sup> on Opportunities for Promotion and Development for retention**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	.760	.142		5.341	.000	.479	1.040
	PD	.819	.040	.776	20.640	.000	.741	.897

a. Dependent Variable: Retention

The table 6 shows the coefficients on Opportunities for Promotion and development, a determinant for job satisfaction for Retention among the medical professionals. It reveals the increased units in dependent variables that is explained by Opportunities for Promotion and development a determinant for job satisfaction. The equation is formed as:

$$Y(\text{Retention}) = .760 + .819PD(X_1)$$

The equation explains that if one unit is increased in the independent variable then 7.76 unit is increased in Retention among the medical professionals by Promotion and Development , a determinant for job satisfaction.

### Conclusion and Suggestions

The study shows the impact of various factors of job satisfaction on retention among the Medical Professionals as job satisfaction is a critical factor in determining the retention rate of medical professionals. Studies have shown that those who are satisfied with their jobs are more likely to be engaged and motivated which can lead to better patient care and outcomes and also stay in their current positions and less likely to leave organizations. The study shows for improving the Good policy for various employees at each and every prospective in Hospitals. One of the most important is to provide ongoing support and resources for medical professionals, including mental health services, continuing education opportunities for professional development. Additionally Hospitals can create a more positive and supportive work environment that can help in reducing stress and burnout. Another important step is to provide more autonomy and control over the work. This can be achieved through things lie creating more flexible work schedules and allowing medical professionals to take on more leadership roles. Hospitals should focus on creating a positive and inclusive workplace culture through promoting open communication and collaboration among staff, fostering sense of teamwork, and providing an opportunities for employee input and feedback. All these parameters can affect the retention rate in hospitals as healthcare sector is a vital pointing out such burning issues will be helpful in ensuring the service quality providing to patients. Furthermore, Hospitals should focus on creating an environment that values and supports diversity and inclusion. They come from diverse backgrounds and an inclusive & respectful environment can lead to better job satisfaction and retention.

So, studies have recommended that employees' retention levels must be monitored on a frequent personalised basis to avoid significant concerns, particularly in critical areas such as healthcare; and that this be done extensively to avoid unhappiness and facilitate retention.

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