

## **An Empirical Study on Hospital Staff Retention Strategies in Government and Private Hospitals**

**Shweta Kastiya**

### **Abstract**

Unexpected staffing shortages in Indian hospitals are causing many human resource specialists to rethink strategies for attracting and retaining high-quality, skilled medical professionals within the limited resources of hospitals. As good number of experienced hospital staff begin to look toward retirement, their successors, Generation Y are taking an increasingly visible presence in the current workforce. This new generation of workers is highly skilled and ambitious, and brings a different perspective to work than the previous generation. While Gen Y professionals gain greater experience in the workforce, career opportunities in healthcare are growing. As a result, hospitals are feeling the strain of having to compete for and struggle to retain human resource talent. Although attracting new talent is an important function of the hospital human resource program, retaining existing staff should receive at least equal priority. Implementing employment policies that focus on maintaining your current workforce can bring greater staff retention, organizational stability, and cost savings. For the present study, Twenty two monetary and non monetary factors affecting Talent retention have been identified after thorough review of literature. The aim of the study was to discuss the effective strategies for retention of hospital staff in selected government and private sector hospitals and to make a comparative analysis between both the sectors. The present study has been conducted by using weighted average rank analysis and Mann Whitney U test. The findings of the study shows that private sector hospitals should formulate effective strategies regarding monetary benefits to retain hospital staff while government hospitals should devise some useful strategies for non monetary benefits to retain existing hospital staff and attract new workforce.

**Keywords** : gen Y, hospital staff, monetary, non-monetary, strategy, Talent retention

### **Introduction**

An Organization is able to enhance its efficiency if it is able to retain the experienced and skilled workers of its system. The experienced employees ensure the continuity of the best practices of the system. A study is conducted in the public and private hospitals of Jaipur to identify how many experienced persons are retained in the system. There are diverse reasons due to which the employees quit jobs. Few reasons comprise of desire of growth, family reasons, and unfair treatment of coworker. Attrition entails extensive costs on both individuals and organizations. Departing employees take away the valuable knowledge and

expertise gained through experience. Often they have good connect and relationship with the consultants and the surgeons and they move as a team. Replacement costs become so heavy as the talent pool is no so easily available. Healthcare organizations make substantial attempts in marketing their facilities to patients and physicians. The same type of effort should be directed for attracting and retaining employees for longer period of time.

The present research focuses on identifying and analyzing the factors responsible for retention of rich and experienced talent in hospitals and improving the working patterns thereof. Recruiting and keeping the right staff are the key challenges to healthcare policy makers .

### **Objectives of the Study**

The main objective of the study is to focus on the various staff retention strategies adopted in selected government and private sector hospitals.

- 1) To determine the various monetary and non monetary staff retention strategies implemented in selected government and private sector hospitals.
- 2) To make a comparison between the staff retention activities adopted by the selected government and private sector hospitals.

### **Hypothesis of the Study**

**Ho:** There is no significant difference between staff retention strategies adopted in Government and Private sector hospitals.

**Ha:** There is a significant difference between staff retention strategies adopted in Government and Private sector hospitals.

### **Research Methodology**

**Research Design:** The present study is an exploratory and descriptive in nature. A cross sectional research, consisting of a sample of the population of interest, has been undertaken. The survey was conducted under natural (un-manipulated) field conditions.

**Data Sources:** Data has been collected from hospital staff of five Government hospitals namely Sawai Maan Singh Hospital, Jaipuria Hospital, Mahila Chikitsalaya, Satellite Hospital and Kawatiya Hospital and five Private hospitals namely Fortis Hospital, Santokba Durlab ji Hospital, Saket Hospital, Apex Hospital and Soni Hospital of Jaipur city using structured questionnaire based on five point Likert scale. The secondary data was collected through research publications, standard journals, periodicals and web.

**Size of Sample:** 150 hospital staff each from government and private sector hospitals of Jaipur city. The respondents included were: the physician, the nurse, the compounder, the paramedical and the non-medical staff.

**Sampling Technique:** Convenience technique has been used to obtain the responses from the respondents.

#### **Factors taken in the study**

Factors taken for assessing the staff retention strategies adopted by selected hospitals are as follows:

- Salary
- D.A. & other allowances
- Incentives and fringe benefits
- Housing
- Conveyance
- Medical
- Working environment
- Place of work
- Leave provisions
- Social security provisions
- Retirement benefits
- Discipline in hospital
- Relationship with authorities
- Association with subordinates
- Attitude & behaviour of co-workers
- Behaviour of attendants
- Recognition of work
- Behaviour of the patients
- Awards
- Skill utilization on the job
- Chances of growth
- Safety in working environment

#### **Data Analysis Approach**

In the present study, responses from respondents were coded and tabulated in SPSS 22. For analyzing data, both Descriptive statistical techniques (arithmetic mean, weighted mean and rank analysis) and Inferential statistical tools (Cronbach's Alpha test, KMO and Bartley test and Mann-Whitney U test) were used. The test was conducted at 95 percent confidence level (or 5 percent level of significance). A five point Likert scale [strongly disagree (1) to strongly agree (5)] has been used.

#### **Analysis and Discussion**

The entire analysis of the study is divided into two parts - Descriptive Analysis using weighted average Rank Analysis method and Inferential Analysis using Mann-Whitney U test. In the present study, Twenty two factors affecting staff retention has been analysed through rank analysis To verify and compare the

difference between the staff retention strategies adopted by government and private sector hospitals Mann Whitney U test has been applied. A significance value of less than 0.05 indicated that significant relationship existed between the variables under study.

### Section-I: Descriptive Analysis

**Table 1 : Weighted Average Rank Analysis of Factors Selected for Study Staff Retention Strategies (Government Hospitals)**

S. No.	Name of the factor	SA (5)	A (4)	N (3)	D (2)	SD (1)	Total	Weighted Total	Weighted Mean	Rank
1	Salary	27	78	30	12	3	150	564	37.6	10
2	D.A. & other allowances	24	81	21	15	9	150	546	36.4	15
3	Incentives and fringe benefits	6	63	15	36	30	150	429	28.6	19
4	Housing	0	15	30	30	75	150	285	19	21
5	Conveyance	0	24	9	27	90	150	267	17.8	22
6	Medical	6	42	30	30	42	150	390	26	20
7	Working environment	15	102	18	12	3	150	564	37.6	11
8	Place of work	24	108	12	3	3	150	597	39.8	6
9	Leave provisions	27	78	30	6	9	150	558	37.2	12
10	Social security provisions	30	63	27	12	18	150	525	35	16
11	Retirement benefits	48	60	12	12	18	150	558	37.2	13
12	Discipline in hospital	42	60	33	12	3	150	576	38.4	8
13	Relationship with authorities	18	93	18	18	3	150	555	37	14
14	Association with subordinates	27	93	24	3	3	150	588	39.2	7
15	Attitude & behaviour of co-workers	45	93	12	0	0	150	633	42.2	2
16	Behaviour of attendants	48	81	18	3	0	150	624	41.6	4
17	Recognition of work	57	63	27	3	0	150	624	41.6	5
18	Behaviour of the patients	24	51	51	21	3	150	522	34.8	17
19	Awards	57	66	24	3	0	150	627	41.8	3
20	Skill utilization on the job	81	45	15	9	0	150	648	43.2	1
21	Chances of growth	30	45	27	6	42	150	465	31	18
22	Safety in working environment	57	45	21	15	12	150	570	38	9

Source: Primary Data Collected through Questionnaires

Analysis of Factors affecting Staff Retention: As we can see in above mentioned table 1 that Skill utilization on the job is the major factor which affects job satisfaction among nurses of Government hospitals and it is ranked first by respondents. The next major factor is Attitude & behaviour of co-workers which is followed by Awards and behaviour of attendants. The factors which are ranked as fifth and sixth are recognition of work and Place of work respectively. The

seventh and eighth factors are association with subordinates and Discipline in hospital respectively. The Safety in working environment in your hospital and salary are ranked as ninth and tenth positions which are followed by Working conditions, Leave provisions, Retirement benefits, relationship with authorities, D.A. & other allowances, Social security provisions, behaviour of the patients, Chances of growth, Incentives and fringe benefits, Medical, Housing and Conveyance at the remaining places respectively.

**Table 2 : Weighted Average Rank Analysis of Factors Selected for Study Staff Retention Strategies (Private Hospitals)**

S. No.	Name of the factor	SA (5)	A (4)	N (3)	D (2)	SD (1)	Total	Weighted Total	Weighted Mean	Rank
1	Salary	0	57	36	39	18	150	432	28.8	17
2	D.A. & other allowances	3	33	24	24	66	150	333	22.2	21
3	Incentives and fringe benefits	6	18	27	39	60	150	321	21.4	22
4	Housing	30	21	21	33	45	150	408	27.2	18
5	Conveyance	24	24	18	36	48	150	390	26	19
6	Medical	30	54	27	21	18	150	507	33.8	16
7	Working environment	63	66	15	6	0	150	636	42.4	7
8	Place of work	78	48	18	3	3	150	645	43	5
9	Leave provisions	15	63	42	27	3	150	510	34	15
10	Social security provisions	45	54	33	15	3	150	573	38.2	14
11	Retirement benefits	15	18	27	39	51	150	357	23.8	20
12	Discipline in hospital	51	69	18	6	6	150	603	40.2	12
13	Relationship with authorities	54	54	21	15	6	150	585	39	13
14	Association with subordinates	54	66	24	6	0	150	618	41.2	11
15	Attitude & behaviour of co-workers	75	63	12	0	0	150	663	44.2	1
16	Behaviour of attendants	69	75	3	3	0	150	660	44	2
17	Recognition of work	66	57	18	9	0	150	630	42	8
18	Behaviour of the patients	60	57	27	6	0	150	621	41.4	9
19	Awards	63	69	15	3	0	150	642	42.8	6
20	Skill utilization on the job	75	63	9	3	0	150	660	44	3
21	Chances of growth	57	66	21	3	3	150	621	41.4	10
22	Safety in working environment	81	51	9	9	0	150	654	43.6	4

Source: Primary Data Collected through Schedules

Analysis of Factors affecting Staff Retention: As we can see in above mentioned table 3 that Attitude & behavior of co-workers is the major factor which is affecting staff retention of Private Hospitals and it is ranked first by respondents. The next major factor is Behaviour of attendants which is followed by Skill utilization on the job and Safety in working environment. The factors which are ranked as fifth and sixth are Place of work and Awards respectively. The seventh and eighth factors are Working conditions and recognition of work respectively. The behaviour of the patients and Chances of growth are ranked as ninth and tenth positions which are followed by Association with subordinates, Discipline in hospital, Relationship with authorities, Social security provisions, Leave provisions, Medical, salary, Housing, Conveyance, Retirement benefits, D.A. & other allowances and Incentives and fringe benefits at the remaining places respectively.

**Inferential Statistics**

**Reliability Statistics**

It is evident from the table that Cronbach’s alpha is 0.831 which indicates a high level of internal consistency for the scale with this present study.

**Table 3 : Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.831	.834	22

**Sample Adequacy Statistics**

Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test has been applied to measure the sample adequacy and strength of the relationship among factors. The KMO measure is greater than 0.5 i.e. 0.514 which is satisfactory for the sampling adequacy. From the same table, we can see that the Bartlett’s test of sphericity is significant that is, its associated probability is less than 0.05. In fact, it is actually 0.000, i.e. the significance level is small enough to reject the null hypothesis. This means that correlation matrix is not an identity matrix.

**Table 4 : KMO and Bartlett’s Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.513
Bartlett's Test of Sphericity	Approx. Chi-Square	218.571
	Df	120
	Sig.	.000

**Table 5. Comparison between Staff Retention Strategies adopted in Government and Private Hospitals using Weighted Mean and values of Mann Whitney U test Statistic**

S. No.	Name of the factor	Hospital		Better Hospital	Mann Whitney U-Statistic	Asymp. Sig. (2-tailed)	Results: H0
		Government	Private				
1	Salary	37.6	28.8	Government	7.76	.027	Rejected
2	D.A. & other allowances	36.4	22.2	Government	10.54	.007	Rejected
3	Incentives and fringe benefits	28.6	21.4	Government	5.09	.032	Rejected
4	Housing	19	27.2	Private	5.47	.046	Rejected
5	Conveyance	17.8	26	Private	5.43	.022	Rejected
6	Medical	26	33.8	Private	5.31	.0321	Rejected
7	Working environment	37.6	42.4	Private	5.19	.034	Rejected
8	Place of work	39.8	43	Private	3.42	.014	Rejected
9	Leave provisions	37.2	34	Government	2.83	.000	Rejected
10	Social security provisions	35	38.2	Private	2.43	.000	Rejected
11	Retirement benefits	37.2	23.8	Government	8.8	.043	Rejected
12	Discipline in hospital	38.4	40.2	Private	1.58	.358	Accepted
13	Relationship with authorities	37	39	Private	1.71	.432	Accepted
14	Association with subordinates	39.2	41.2	Private	2.18	.000	Rejected
15	Attitude & behaviour of co-workers	42.2	44.2	Private	2.85	.000	Rejected
16	Behaviour of attendants	41.6	44	Private	3.11	.0145	Rejected
17	Recognition of work	41.6	42	Private	0.4178	.377	Accepted
18	Behaviour of the patients	34.8	41.4	Private	6.22	.031	Rejected
19	Awards	41.8	42.8	Private	1.162	.590	Accepted
20	Skill utilization on the job	43.2	44	Private	0.873	.210	Accepted
21	Chances of growth	31	41.4	Private	7.34	.021	Rejected
22	Safety in working environment	38	43.6	Private	4.51	.000	Rejected

Source: Primary Data Collected through Schedules

**Interpretation:**

It is evident from the above table that Government Hospitals are better than Private Hospitals in providing Monetary benefits viz. Salary, DA & other allowances, Incentives & fringe benefits and Retirement benefits according to

the opinion of the hospital staff. On the contrary, Private Hospitals are offering better Non- Monetary benefits/facilities viz. Association with subordinates, Discipline in hospital, Relationship with authorities, Social security provisions, Leave provisions, Medical, Housing, Conveyance, etc. in comparison to Government Hospitals to their staff.

The above table also presents the statistics of U-test, along with the results and conclusion. Out of the 22 sub- hypotheses formulated, the following conclusions can be drawn:

In 05 cases, null hypothesis ( $H_0$ ) is accepted, which signifies that there is no significant difference between staff retention strategies adopted in Government and Private sector hospitals in respect to Discipline in hospital, Relationship with authorities, awards, recognition of work and Skill utilization on the job.

In 17 cases, null hypothesis ( $H_0$ ) is rejected, which implies that there is a significant difference between staff retention strategies adopted in Government and Private sector hospitals in respect to rest of the factors mentioned above.

### **Conclusion**

The results of the study shows that private sector hospitals should formulate effective strategies regarding monetary benefits to retain hospital staff while government hospitals should devise some useful strategies for non monetary benefits to retain existing hospital staff and attract new workforce.

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