

# A study on “Enhancing Employee Retention Strategy at A city based Hospital, Seshadripuram, Bangalore: A Comprehensive Analysis”

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**Abstract-** Employee retention is a critical issue for organizations, particularly in the healthcare sector. This study aims to identify and analyze the key factors influencing employee retention at a city-based hospital in Seshadripuram, Bangalore. The research utilizes a mixed-methods approach, combining qualitative insights from focus groups with quantitative data from surveys to assess the effectiveness of existing retention strategies and identify areas for improvement. The findings reveal that factors such as work-life balance, compensation, career development opportunities, and supervisor support significantly impact employee retention. The study provides actionable recommendations to enhance retention strategies, thereby fostering a more stable and engaged workforce.

**Keywords-** Employee Retention, Healthcare, Work-Life Balance, Compensation, Career Development, Supervisor Support, Mixed-Methods Approach, Qualitative Analysis, Quantitative Analysis.

## INTRODUCTION

Employee retention has become a paramount concern for organizations aiming to maintain a stable and skilled workforce. High turnover rates can lead to increased costs, reduced morale, and a decline in the quality of services provided. This issue is particularly pressing in the healthcare sector, where the loss of experienced staff can directly impact patient care and operational efficiency. This study focuses on a city-based hospital in Seshadripuram, Bangalore, exploring the various factors that influence employee retention and proposing strategies to enhance it.

The primary objectives of this research are to determine the main elements impacting the organization's ability to retain employees, evaluate the trends and rates of employee turnover across various departments, and understand how management techniques, corporate culture, and leadership styles

affect staff retention. Additionally, the study aims to analyze the effectiveness of existing retention strategies and programs implemented by the organization and identify potential areas for improvement based on employee feedback and insights.

## OBJECTIVES OF THE STUDY

1. To determine the main elements impacting the organization's ability to retain employees.
2. To evaluate the trends and rates of employee turnover across various departments or positions.
3. To understand how management techniques, corporate culture, and leadership style affect staff retention.
4. To analyse the effectiveness of existing retention strategy & programs implemented by the organization.
5. To identify the potential area for improvement in the employee retention strategy based on employee feedback and insights.
6. To develop recommendations for enhancing employee retention and reducing turnover rates within the organization.

## METHODOLOGY

This section outlines the research methods and analytical tools used during my internship in the Human Resources department at City based hospital Seshadripuram. The internship focused on investigating factors influencing employee retention among nurses and developing strategies to improve retention rates. The chosen methodology aimed to gather insights from hospital staff and analyse data to understand employee motivations and areas for improvement.

## 2. Research Methods:

Sample size: 40.

- Primary Data:
  - Conducted focus groups with registered nurses (RNs) categorized by experience level (new hires, mid-career, and senior nurses) to gain qualitative insights into job satisfaction, challenges, and factors influencing their decision to stay or leave the hospital. The survey measured factors like work-life balance, compensation and benefits, career development opportunities, and supervisor support.
- Secondary Data:
  - Reviewed existing hospital data on employee turnover rates, demographics, and exit interview reports to identify trends and patterns related to nurse turnover.
  - Analysed industry reports and academic journals on employee retention strategies in the healthcare sector, particularly focusing on nursing staff.

## 3. Data Collection Techniques:

- Focus Group Discussions:
  - Developed a semi-structured interview guide with open-ended questions to guide the discussions.
  - Moderated focus groups with active listening and encouraging participation from all members.
  - Recorded sessions with consent and transcribed them verbatim for detailed analysis.

## Surveys & One on One Conversation:

- Conducted One on One questionnaires with the exiting and existing employees.
- Have done on paper surveys with the employees and ex-employees to collect data as required.

## 4. Analytical Tools:

- Qualitative Data Analysis:
  - Employed thematic analysis techniques to identify recurring themes and patterns in the focus group transcripts. This provided insights into nurses' perspectives on retention factors.
- Quantitative Data Analysis:
  - Used statistical software (Excel) to analyse survey data. This included calculating descriptive statistics, identifying correlations between variables, and segmenting results by nurse demographics or experience level.

## • Data Visualization:

- Created charts and graphs (e.g., bar charts, scatter plots) to visually represent key findings from the survey data. This facilitated communication of trends and patterns in employee responses.

## 5. Challenges and Solutions:

- Focus Group Scheduling:
  - Accommodated staff schedules to flexible time group as per their convenience and willingness & even on Trails to collect data.
- Low Survey Response Rate:
  - Increased response rates by a good relation with them & helping in hand among survey participants.
  - Time Frame: time is a big constrain in our case where we didn't get enough time to conduct the study, and gather responses.
  - Singularity: Most of the responders is Nurse, so, there is an obvious singularity that can affect the research result.

The chosen research methods and analytical tools provided valuable insights into factors influencing retention at a city based hospital, Seshadripuram. The combination of qualitative and quantitative data analysis allowed for a comprehensive understanding of employee needs and perspectives. The identified themes and trends will be used to develop and recommend evidence-based retention strategies that address the specific concerns and motivations of nurses within the hospital. This will contribute to a more positive work environment and a more stable and engaged nursing workforce.

## ANALYSIS, INTERPRETATION & INFERENCE

**Analysis:** To arrive at a meaningful interpretation, analysis involves categorizing and organizing the raw data.

**Interpretation:** Interpretation is important because it highlights the analysis's conclusion.

The researcher can comprehend the abstract principles underlying his findings by means of interpretation. By doing this, he is able to connect the abstract of one study with those of other research that share the same abstract principle.

The process of interpretation facilitates the development of clarifying ideas that can direct tutor research projects.

The only way for research to be appreciated is through interpretation, which enables others to comprehend what the researcher discovered for each project study.

The collected data are compared to the total number of responders using a straightforward percentage technique for analysis.

The content analysis presented in the form of tables and charts.

Table: 7 AGE OF THE RESPONDENTS

Sl No.	Age	No. of Respondent	Percentage
1	20 years to 25 years	21	52.5
2	26 years to 30 years	17	42.5
3	31 years to 40years	2	5
4	Above 40 years	0	0
	Total	40	100

**INTERPRETATION:**

The above table shows that 52.5 percentage of respondents are between 20 years to 25 years, 42.5 percentage of respondents are between 26 years to 30 years, 5 percentage of respondents are between 31 years to 40 years and no one has responded in above 40 years.

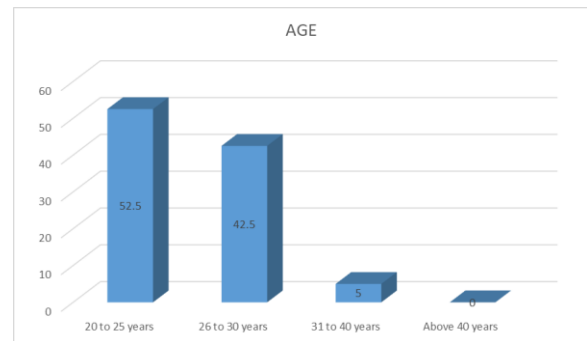


Chart:1 AGE OF THE RESPONDENTS

**INFERENCE:**

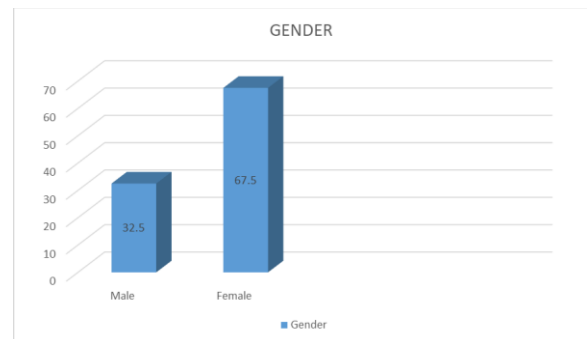
Majority of respondents are between 20 years to 25 years.

Table:8-GENDER OF THE RESPONDENTS

SL NO.	Gender	No. of Respondents	Percentage
1	Male	13	32.5
2	Female	27	67.5
	Total	40	100

**INTERPRETATION:**

The above table shows that 32.5 percentage of respondents are Male and 67.5 percentage of respondents are Female.



**INFERENCE:**

Majority of 67.5 percentage are Female.

Chart:2 GENDER OF THE RESPONDENTS

Table:9- MARITAL STATUS OF THE RESPONDENTS

SL NO.	Marital Status	No. of Respondents	Percentage
1	Single	31	77.5
2	Married	9	22.5
3	Widow	0	0
	Total	40	100

**INTERPRETATION:**

The above table shows that 77.5 percentage of respondents are Single, 22.5 percentage of respondents are Married.

**INFERENCE:**

Majority of respondents are Single.

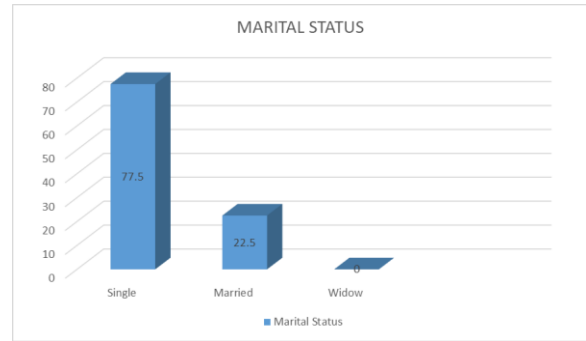


Chart:3 MARITAL STATUS OF THE RESPONDENTS

Table:10- EDUCATION QUALIFICATION OF THE RESPONDENTS

SL. NO.	Education Qualification	No. of Respondents	Percentage
1	Up to UG degree	16	40
2	Up to PG degree	0	0
3	Up to Diploma	24	60
	Total	40	100

**INTERPRETATION:**

The above table shows that 40 percentage of respondents are Under graduate and 60 percentage of respondents are Up to Diploma.

**INFERENCE:**

Majority of respondents are between 20 years to 25 years.

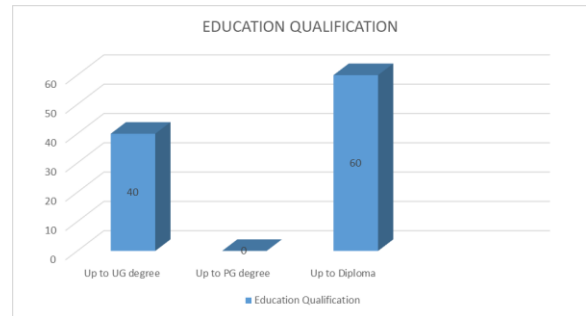


Chart:4 EDUCATION QUALIFICATION OF THE RESPONDENTS

Table:11- EXPERIENCE OF THE RESPONDENTS

SL NO.	Experience	No. of Respondents	Percentage
1	0 to 1 Years	10	25
2	1 Years to 4 Years	23	57.5
3	4 years to 6 years	6	15
4	Above 6 years	1	2.5
	Total	40	100

**INTERPRETATION:**

The above table shows that 57.5 percentages of respondents are between 1 year or below 1 years' experience, 15 percentages of respondents are between 1 years to 4 years Experience, and 52.5 percentage of respondents are between above 6 years' Experience.

**INFERENCE:**

Majority of respondents are between 1 years to 4 years of Experience.

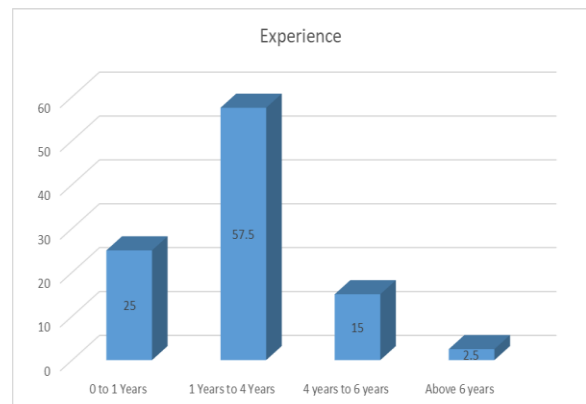


Chart:5 EXPERIENCE OF THE RESPONDENT

Table:12- SATISFIED WITH MONTHLY SALARY

SI No.	Monthly Salary	No. of Respondents	Percentage
1	Strongly Agree	10	25
2	Agree	15	37.5
3	Neutral	8	20
4	Disagree	5	12.5
5	Strongly Disagree	2	5
	Total	40	100

**INTERPRETATION:**

The above table shows 25 percent of Respondents are Strongly agree, 37.5 percent of respondents are Agree, 20 percent of respondents are Neutral, 12.5 percent of respondents are Disagreed and 5 percent of respondents are strongly disagreed.

**INFERENCE:**

Majority of 37.5 percent are Agree with Salary.

Chart:6 SATISFIED WITH MONTHLY SALARY

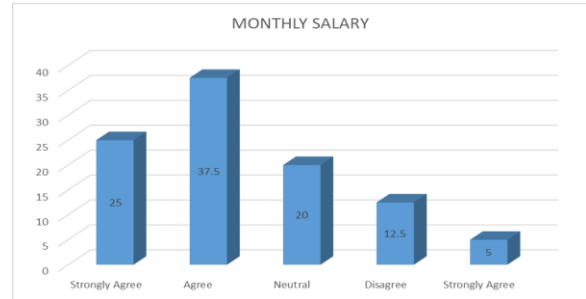


Table:13- REASON FOR LEAVE

SI No.	Reason for Leave	No. of Respondents	Percentage
1	Higher Education	20	50
2	Married	3	7.5
3	Better Opportunity	12	30
4	Others	5	12.5
	Total	40	100

**INTERPRETATION:**

The above table shows that 50 percent of respondents wants to leave the organization for Higher education, 7.5 percent for marriage, 30 percent of respondents wants to leave the organization for better opportunity, and 12.5 percent wants to leave for other reason.

**INFERENCE:**

Majority of respondents wants to leave for Higher Education.

Chart:7 REASON FOR LEAVE

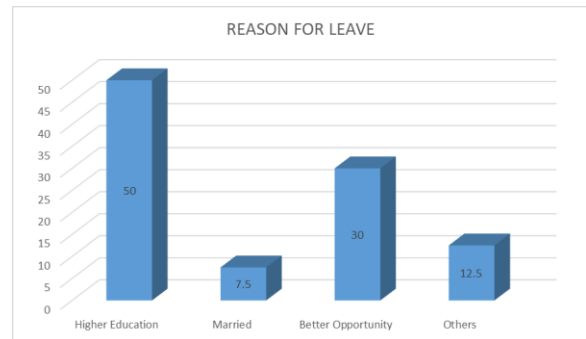


Table:14- SATISFIED WITH ATTENDED TRAINING

SI No.	Attended Training	No of the Respondents	Percentage
1	Yes	28	70
2	No	12	30
	Total	40	100

**INTERPRETATION:**

The above table shows that 70 percent of the respondents are attended training programs and 30 percent of respondents are does not attended training program.

**INFERENCE:**

Majority 70percent of respondents are Attended training program.

Chart: 8 SATISFIED WITH ATTENDED TRAINING



Table:15- SATISFIED WITH CAREER ENHANCEMENT OPPORTUNITY

Sl No.	Career Opportunity	No. of Respondents	Percentage
1	Strongly Agree	8	20
2	Agree	7	17.5
3	Neutral	17	42.5
4	Disagree	7	17.5
5	Strongly Disagree	1	2.5
	Total	40	100

**INTERPRETATION:**

The above table shows 20 percent of Respondents are Strongly agreed, 17.5 percent of respondents are Agreed, 42.5 percent of respondents are Neutral, 17.5 percent of respondents are Disagreed and 2.5 percent of respondents are strongly disagreed.

**INFERENCE:**

Majority of 42.5 percent are Neutral.

Chart:9 SATISFIED WITH CAREER ENHANCEMENT OPPORTUNITY

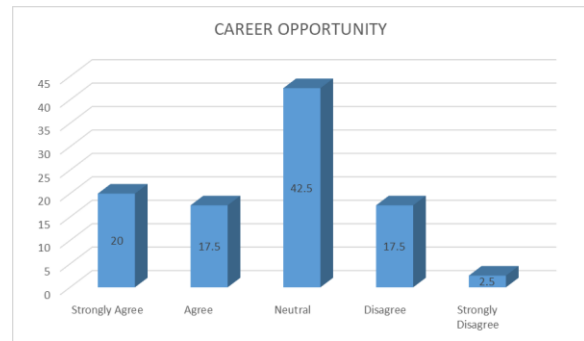


Table: 16- SATISFACTION WITH INCENTIVES

Sl No.	Satisfaction with Incentives	No of Respondents	Percentage
1	Strongly Agree	3	7.5
2	Agree	14	35
3	Neutral	9	22.5
4	Disagree	12	30
5	Strongly Disagree	2	5
	Total	40	100

**INTERPRETATION:**

The above table shows 7.5 percent of Respondents are Strongly agreed, 35 percent of respondents are Agreed, 22.5 percent of respondents are Neutral, 30 percent of respondents are Disagreed and 5 percent of respondents are strongly disagreed.

**INFERENCE:**

Majority of 42.5 percent are Agree.

Chart: 10 SATISFACTION WITH INCENTIVES

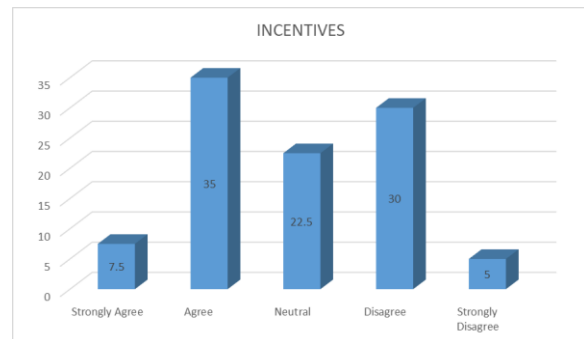


Table: 17-SATISFIED WITH WORKING HOURS

Sl No.	Working Hours	No of Respondents	Percentage
1	Strongly Agree	1	2.5
2	Agree	7	17.5
3	Neutral	7	17.5
4	Disagree	21	52.5
5	Strongly Disagree	4	10
	Total	40	100

**INTERPRETATION:**

The above table shows 2.5 percent of Respondents are Strongly agree, 17.5 percent of respondents are Agree, 17.5 percent of respondents are Neutral, 52.5 percent of respondents are Disagree and 10 percent of respondents are strongly disagree.

**INFERENCE:**

Majority of 62.5 percent are Disagree.

Chart: 11

**SATISFIED WITH WORKING HOURS**

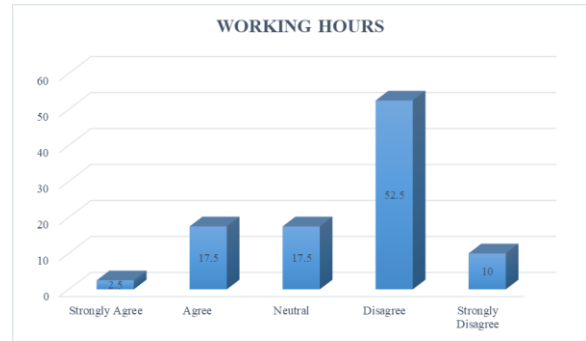


Table: 18-STATUTORY BENEFIT

SI No.	Statutory Benefit	No. of Respondents	Percentage
1	Strongly Agree	5	12.5
2	Agree	16	40
3	Neutral	14	35
4	Disagree	3	7.5
5	Strongly Disagree	2	5
	Total	40	100

**INTERPRETATION:**

The above table shows 12.5 percent of Respondents are Strongly agree, 40 percent of respondents are Agree, 35 percent of respondents are Neutral, 7.5 percent of respondents are Disagree and 5 percent of respondents are strongly disagree.

**INFERENCE:**

Majority of 52.5 percent are Agree.

Chart: 12 STATUTORY BENEFIT

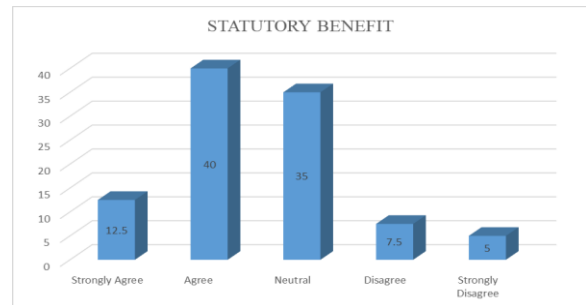


Table: 19-SATISFAIED WITH INCREMENT

SI No.	Increments	No. of Respondents	Percentage
1	Strongly Agree	3	7.5
2	Agree	8	20
3	Neutral	19	47.5
4	Disagree	6	15
5	Strongly Disagree	4	10
	Total	40	100

**INTERPRETATION:**

The above table shows that 7.5 percent of Respondents are Strongly agree, 20 percent of respondents are Agree, 47.5 percent of respondents are Neutral, 15 percent of respondents are Disagree and 10 percent of respondents are strongly disagree.

**INFERENCE:**

Majority of 47.5 percent are Neutral with Increments.

Chart: 13 SATISFAIED WITH INCREMENT

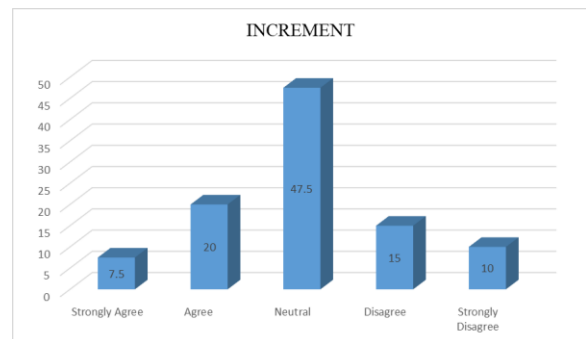


Table: 20- SATISFIED WITH REFRESHMENT/ TRIP

SI No.	Refreshment/ Trip	No. of Respondents	Percentage
1	Strongly Agree	3	7.5
2	Agree	18	45
3	Neutral	12	30
4	Disagree	4	10
5	Strongly Disagree	3	7.5
	Total	40	100

**INTERPRETATION:**

The above table shows that 7.5 percent of Respondents are Strongly agree, 45 percent of respondents are Agree, 30 percent of respondents are Neutral, 10 percent of respondents are Disagree and 7.5 percent of respondents are strongly disagree.

**INFERENCE:**

Majority of 52.5 percent are Agree with Refreshment or Trip.

Chart: 14 SATISFIED WITH REFRESHMENT/ TRIP

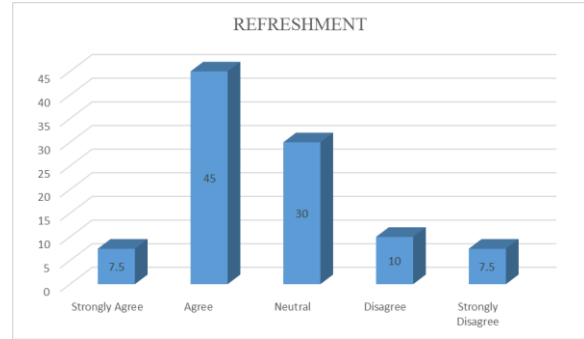


Table: 21-SATISFIED WITH BONUS

SI No.	Bonus	No. of Respondents	Percentage
1	Strongly Agree	3	7.5
2	Agree	17	42.5
3	Neutral	18	45
4	Disagree	2	5
5	Strongly Disagree	0	0
	Total	40	100

**INTERPRETATION:**

The above table shows that 7.5 percent of Respondents are Strongly agree, 42.5 percent of respondents are Agree, 45 percent of respondents are Neutral, 5 percent of respondents are Disagree and None of the respondents strongly disagrees.

**INFERENCE:**

Majority of 45 percent are Neutral with Bonus.

Chart: 15 SATISFIED WITH BONUS

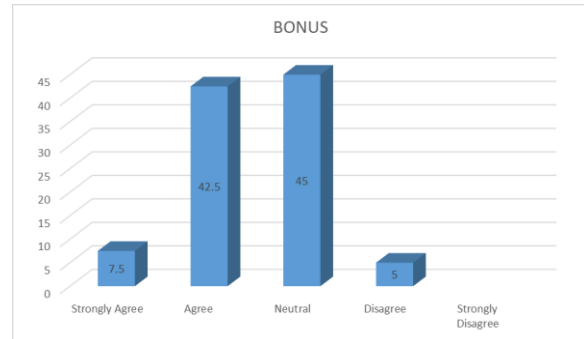


Table: 22- GOOD RELATIONSHIP WITH MANAGEMENT

SI No.	Good Relationship with Management	No of Respondents	Percentage
1	Strongly Agree	15	37.5
2	Agree	15	37.5
3	Neutral	6	15
4	Disagree	2	5
5	Strongly Disagree	2	5
	Total	40	100



**INTERPRETATION:**

The above table shows that 37.5 percent of Respondents are Strongly agree, 37.5 percent of respondents are Agree, 15 percent of respondents are Neutral, 5 percent of respondents are Disagree and 5 percent of the respondents are strongly disagrees.

**INFERENCE:**

Majority of 75 percent are agree in relationship with management.

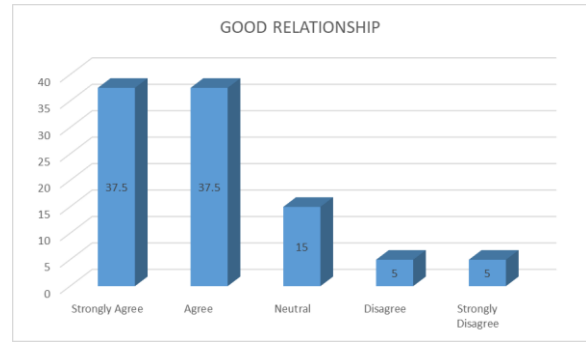


Chart: 16 GOOD RELATIONSHIP WITH MANAGEMENT

Table: 23-JOB SECURITY OF THE RESPONDENTS

Sl No.	Job Security	No. of Respondents	Percentage
1	Strongly Agree	15	37.5
2	Agree	20	50
3	Neutral	4	10
4	Disagree	1	2.5
5	Strongly Disagree	0	0
	Total	40	100

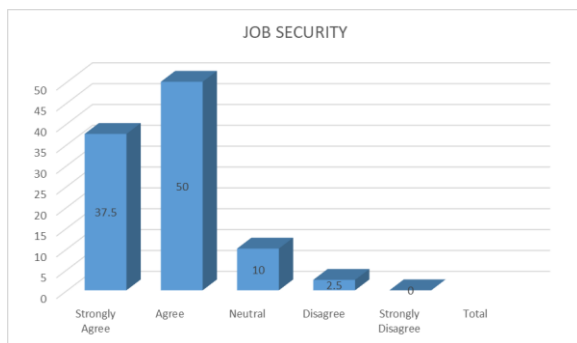
**INTERPRETATION:**

The above table shows that 37.5 percent of Respondents are strongly agree, 50 percent of respondents are Agree, 10 percent of respondents are Neutral, 2.5 percent of respondents are Disagree and None of the respondents strongly disagrees.

**INFERENCE:**

Majority of 87.5 percent are agree with Job Security.

Chart: 17- JOB SECURITY OF THE RESPONDENTS



**FINDINGS & RESULTS**

- Majority of 67.5 percentage are Female.
- Majority of respondents are between 20 years to 25 years.
- Majority of respondents are Single.

- Majority of respondents are between 1 years to 4 years of Experience.
- Majority of respondents 62.5 percent Agree (satisfied) with their monthly salary.
- Majority of respondents wants to leave for Higher Education.
- Majority 70 percent of respondents are satisfied with training program.
- Majority of 42.5 percent are Neutral with career opportunity.
- Majority of 42.5 percent are Agree with Incentives.
- Majority of 62.2 percent are Disagree with working hours.
- Majority of 52.5 percent are Agree towards statutory benefit.
- Majority of 47.5 percent are Neutral with Increments.
- Majority of 52.5 percent are Agree with Refreshment or Trip.
- Majority of 45 percent are Neutral with Bonus.
- Majority of 75 percent are agree in relationship with management.
- Majority of 87.5 percent are agree with Job Security.

## SUSTAINABLE SOLUTION

For a business to succeed over the long run, it is essential to retain key staff. In addition to becoming a crucial component of your hiring strategy by drawing in the top applicants, a retention strategy has become necessary if your company is to remain productive over the long term. In fact, some companies do not have to recruit because they receive so many qualified unsolicited submissions due to their history of excellence in employee retention. How do you make your Employees "fall in love" with your Organization? This is a really good query. Here's a summary of several recommendations for this.

1. Conducting face-to-face exit interviews allows departing employees to provide honest feedback about their reasons for leaving. It provides valuable insights into potential issues or areas for improvement within the organization.
2. A positive organizational culture fosters a supportive and inclusive environment where employees feel motivated, engaged, and appreciated. It includes aspects such as strong leadership, clear communication, shared values, and a sense of belonging among employees.
3. Cultivate an organizational culture that values hard work and dedication, celebrating individual and team successes.
4. Increasing salaries over time not only enhances employee satisfaction but also contributes to retaining employees for the long term.
5. Offer employees the flexibility to explore different career paths within the hospital, allowing them to gain experience in various departments or specialties. This can help employees find roles that align with their skills and interests, reducing turnover and increasing job satisfaction.
6. Provide housing assistance or subsidies for the Male employees, especially in areas with high housing costs. This can help attract and retain talented healthcare professionals who may face challenges finding affordable housing.
7. Establish peer support programs, where experienced employees mentor and support newer hires. This can facilitate knowledge sharing, skill development, and social integration, reducing turnover among new employees and maintain a good & friendly relation with them.

8. As per the Organisation Culture there should be an adverse of training employees in a language where they would be more comfortable and grasp the training rather than just attend for the attendance, refreshments and Compensations.

## CONCLUSION

City based hospital Seshadripuram stands out for its success in retaining employees. Unlike some organizations that might rely on rigid control or simply letting employees be, Apollo appears to have cultivated a unique work environment. A key factor seems to be employee empowerment. Employees are encouraged to take ownership of their work, not just complete assigned tasks. This includes identifying problems within their area of expertise. They are given the space and support to analyse the root causes of these issues. Learning and Growth through Problem-Solving- This problem-solving approach likely fosters a culture of continuous learning and growth-. By actively analysing and addressing issues, employees gain valuable experience and develop critical thinking skills. This ongoing development can contribute to a sense of accomplishment and professional satisfaction. The emphasis on employee involvement suggests a high level of transparency at City based hospital Seshadripuram. Employees are likely kept informed about relevant aspects of the organization's operations and decision-making processes. This transparency can build trust and a sense of belonging among employees. This successful retention strategy has several advantages for City based hospital Seshadripuram. A stable workforce with deep institutional knowledge improves efficiency and reduces the costs associated with recruiting and training new employees. Experienced staff can also serve as mentors for new hires, fostering a strong and collaborative work environment. Furthermore, a culture of employee empowerment and ownership can lead to a more innovative and adaptable workforce, able to address new challenges and contribute to the hospital's continued success.