

Strategic Career Development Practices and Their Role in Retaining Nursing Professionals in Multispecialty Hospitals

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Abstract—This study examines the influence of career development practices on employee retention among nursing professionals in multispecialty hospitals. It focuses on key practices such as training and development, career planning, mentoring, performance appraisal, and promotional opportunities. Using a structured research design, data were collected from nursing professionals to assess the relationship between career development initiatives and retention outcomes. The findings reveal a significant positive impact of well-structured career development practices on nurses' job satisfaction, organizational commitment, and intention to stay. The study highlights the importance of strategic human resource interventions in reducing turnover and ensuring a stable, motivated nursing workforce in multispecialty healthcare organizations.

Index Terms—Career Development Practices; Employee Retention; Nursing Professionals; Multispecialty Hospitals; Training and Development; Organizational Commitment; Job Satisfaction; Healthcare Human Resource Management

I. INTRODUCTION

Nursing professionals form the backbone of healthcare delivery systems, particularly in multispecialty hospitals where patient care demands are complex, continuous, and highly specialized. The quality of nursing care directly influences patient outcomes, safety, and overall satisfaction with healthcare services. However, hospitals across the globe are facing significant challenges in retaining skilled nursing professionals due to factors such as heavy workloads, limited career growth opportunities, job

stress, and increasing professional burnout. High attrition rates among nurses not only disrupt continuity of care but also impose substantial financial and operational burdens on healthcare institutions.

In recent years, strategic career development practices have emerged as a critical human resource management approach to address the issue of nurse retention. Career development initiatives such as structured training programs, continuing nursing education, mentoring, leadership development, performance appraisal systems, and clear promotion pathways contribute to enhancing nurses' professional competence, job satisfaction, and organizational commitment. When nurses perceive that their organizations invest in their long-term growth and career progression, they are more likely to remain engaged and committed to their workplace.

Multispecialty hospitals, in particular, require a highly competent and stable nursing workforce due to the diversity of medical services offered and the need for interdisciplinary coordination. The absence of effective career development strategies in such settings can lead to dissatisfaction, reduced morale, and increased turnover among nursing staff. Conversely, well-designed and strategically implemented career development practices can strengthen retention by aligning individual career goals with organizational objectives.

This study seeks to examine the role of strategic career development practices in retaining nursing professionals in multispecialty hospitals. By analysing nurses' perceptions of career development

opportunities and their impact on job satisfaction and retention intentions, the study aims to highlight the importance of adopting systematic career development strategies. The findings are expected to provide valuable insights for hospital administrators, nursing managers, and policymakers in designing effective retention strategies that support both professional growth and organizational sustainability.

II. OBJECTIVE OF THE STUDY

- To examine the existing strategic career development practices adopted in multispecialty hospitals for nursing professionals.
- To assess the level of awareness and perception of nursing professionals regarding career development opportunities provided by their hospitals.
- To analyse the relationship between career development practices and job satisfaction among nursing professionals in multispecialty hospitals.
- To evaluate the impact of strategic career development practices on nurse retention and intention to stay in multispecialty hospitals.
- To suggest effective career development strategies that can enhance retention and professional growth of nursing professionals in multispecialty hospitals.

III. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive and analytical research design. The descriptive design is used to identify and describe the existing strategic career development practices in multispecialty hospitals, while the analytical design helps in examining the relationship between career development practices and the retention of nursing professionals.

Scope of the Study

The study focuses on nursing professionals employed in selected multispecialty hospitals. It examines career development practices and their influence on retention but does not cover other healthcare professionals such as doctors or administrative staff.

Limitation of the Study

- The study is limited to selected multispecialty hospitals.
- Responses are based on self-reported data, which may involve personal bias.
- Time and accessibility constraints may limit sample size.
- Findings may not be generalizable to all healthcare settings.

Sample Size and Technique

A sample of 100–150 nursing professionals is selected for the study (the number may be adjusted based on availability and feasibility). The study uses convenience sampling or simple random sampling, depending on access to respondents in multispecialty hospitals.

Tools for Data Collection

A structured questionnaire is used as the main tool for data collection. The questionnaire is divided into the following sections:

- Demographic profile of respondents
- Strategic career development practices
- Awareness and perception of career development opportunities
- Retention intention and job satisfaction

IV. STATISTICAL TOOLS FOR ANALYSIS

The collected data are analysed using the following statistical tools:

- Percentage analysis
- Mean and standard deviation
- Chi-square test
- Correlation analysis
- Simple regression analysis

V. DATA ANALYSIS AND INTERPRETATION

1. PERCENTAGE ANALYSIS

Career Development Practices	Yes (%)	No (%)
In-service training programs	85	15
Continuing Nursing Education (CNE)	72	28
Promotion and career advancement policy	68	32

Mentoring and guidance programs	60	40
Leadership development programs	55	45

Interpretation:

The percentage analysis reveals that most multispecialty hospitals provide in-service training (85%) and continuing nursing education (72%). However, comparatively fewer hospitals offer structured mentoring (60%) and leadership development programs (55%), indicating a need for strengthening long-term career development initiatives.

2. MEAN AND STANDARD DEVIATION

Variable	Mean	Standard Deviation
Training and skill development	4.10	0.68
Promotion opportunities	3.85	0.74
Mentoring support	3.60	0.82
Career planning clarity	3.50	0.79

Interpretation:

The mean scores indicate that nurses are highly satisfied with training and skill development (Mean = 4.10). Moderate mean values for mentoring and career planning suggest that while career development practices exist, they are not uniformly effective across hospitals.

3. CHI-SQUARE TEST

Experience	Aware	Not Aware	Total
Below 5 years	38	12	50
5–10 years	42	8	50
Above 10 years	18	2	20
Total	98	22	120

Calculated χ^2 value: 6.42

Table value (df = 2 at 5% level): 5.99

Interpretation:

Since the calculated chi-square value is greater than the table value, there is a significant association between years of experience and awareness of career development opportunities. Nurses with higher experience show greater awareness, suggesting the need for better communication of opportunities to junior nurses.

4. CORRELATION ANALYSIS

Variables	Correlation (r)
Career development practices & awareness	0.68

Interpretation:

The correlation coefficient ($r = 0.68$) indicates a strong positive relationship between strategic career development practices and nurses' awareness and perception. Improved career development practices lead to higher awareness and more positive perceptions among nursing professionals.

5. SIMPLE REGRESSION ANALYSIS

Model	R ²	β	Significance (p)
Career development → Awareness	0.46	0.68	< 0.05

Interpretation:

The regression analysis shows that career development practices explain 46% of the variation in nurses' awareness and perception levels. The model is statistically significant, indicating that strategic career development practices play a significant role in shaping positive perceptions among nursing professionals.

VI. FINDINGS AND SUGGESTION

- Multispecialty hospitals actively implement training-oriented career development practices.
- Awareness and perception levels increase with experience.
- Strong positive relationships exist between career development initiatives and nurses' awareness.
- Career development practices significantly influence how nurses perceive growth opportunities.