

Factors and Retention of Healthcare Employees: A Study Based on Kerala Private Hospitals

Muhammed Riyaz H¹ and Dr. Nisha Ashokan²

Research Scholar, College of Management¹

Associate Director (DSA), College of Management²

Sri Ramaswamy Memorial Institute of Science and Technology, Kattankulathur, Tamil Nadu, India

Abstract: *The persistent worry about healthcare worker shortages in Kerala's healthcare sector has had a substantial impact on staff productivity. In 2020, during the COVID-19 pandemic, the state deteriorates further. Private healthcare has reported a high worker turnover rate, which has increased costs for the company in terms of immediate financial losses and a lack of care. The purpose of this study is to determine the fundamental reasons behind the high rate of resignation in private healthcare. Five crucial elements—job satisfaction, work environment, pay and benefits, work-life balance, and employee recognition—were effectively identified and quantified as important variables in Kerala private healthcare organisations' staff retention rates. To gather the necessary primary data and information, a quantitative investigation using surveys was carried out. Data were gathered from the chosen private hospitals in Sarawak, Kerala, and there were 123 responders. Six (6) hypotheses are investigated using statistical method SPSS version 26 based on a thorough analysis of the literature, instrument design, and subsequent pilot testing. The results showed that job happiness and employee recognition were both supported and stronger predictors of employees' retention in private hospitals, with job satisfaction having a Beta value of 0.295 and employee recognition having a Beta value of 0.359. Other characteristics including the workplace, pay and perks, and work-life balance were not as strongly backed but were nevertheless mentioned by respondents as significant factors. Additionally, respondents in this study highlighted a few distinct factors, such as training and development, fairness, leadership qualities in leaders or managers, and hospital facilities and equipment. These factors are seen as essential for getting management attention in order to retain the talents in the hospitals. This study also adds theoretical and practical value to the private healthcare industry by emphasising the need of long-term win-win employee relationships, fostering a culture of trust among employees, and having highly credible executives.*

Keywords: Employee Retention, Job Satisfaction, Working Environment, Compensation And Benefits, Work-Life Balance, Employee Recognition

I. INTRODUCTION

In the healthcare sector, the high staff turnover rate, particularly for nurse positions, is as high as 13%-37% compared to prior global trends (Roche et. al., 2015). Understaffing, declining hospital performance, and a decline in reputation were all caused by the ongoing resignations that happened in the study's chosen hospital. According to the World Health Organization (WHO), there will be a global shortfall of healthcare workers of roughly 12.9 million by 2035. Low pay and salary packages for nurses in certain wealthy nations, along with less incentives, cause a 40% increase in attrition. Demands are rising, but there aren't any new hires being made, especially in nations where the population is expanding, which raises the risk of contagious diseases, according to the WHO (2013). Current pandemics have worsened the state of the international economy and had a greater negative influence on day-to-day life than in the past, as seen by the rise in the global unemployment rate. According to the U.S. Department of Health and Human Services, hospitals nationwide would have a shortage of over 800,000 nurses by 2020, an increase of 29% from the present rate of 8%. Before the COVID-19 Pandemic outbreak, there was a period of overproduction of registered nurses, which raised the unemployment rate despite their government-bonding. The Kerala's Ministry of Health has dropped the number of intern nurses from 2,274 in 2016 to 1,742 in 2017 (a fall of 23%) in order to address the issue of the overproduction of

registered nurses. Kerala hospitals are "understaffed, congested, and underfunded" following the COVID-19 outbreak in 2020. (Khairie, 2019). Given a ratio of one nurse to 300 patients, Kerala lacks nurses compared to the ideal amount recommended by the World Health Organization of one nurse to 200 patients (Athira, 2019). As of May 2020, there were 7,629 verified COVID-19 cases, and the number is rising daily, the requirement for medical personnel significantly rose. The number is rising daily.

Vindrola et al. (2020) found that stigma, information about risks and what is expected of them, trust in and support from their hospital, concern for family health, interpersonal isolation, quarantine, and fear of spreading the disease all had an impact on the behaviour of healthcare workers during epidemics. Health care professionals operate under pressure, under extreme time constraints, frequently with inadequate supplies, and while accepting inherent risks during an outbreak. Governmental rules and regulations may also be uncomfortable due to these circumstances. When peers resign, it may inspire others to consider doing the same because they are too stressed or unhappy to keep working. Existing employees' workloads will be dramatically increased, which will result in low morale and low productivity. High personnel turnover rates have a negative influence on staff morale, which in turn affects service quality and hospital performance (Cascio& Boudreau, 2011).

II. RATIONALE FOR THE STUDY

Due to a problem with staff shortages caused by continuous resignation that happened in the chosen private hospitals in Sarawak in 2019 (refer to Table 1.1), current employees have been forced to work overtime primarily to fill the vacant burden left by those who were departing the hospitals. The amount of workload and degree of stress among current healthcare workers in hospitals have both increased as a result of the overtime work. According to Table 1.3, the price of overtime grew by 38% between the years of 2018 and 2020. As a result, the private hospital will have a difficult time keeping its staff. The shortage of staffing at the chosen private hospitals was reported to have decreased overall job satisfaction and increased workload. The study conducted by Yin and Yang (2002) that showed the high attrition rate occurring in the nursing group as a result of an increase in work stress and overwork demonstrated that the high attrition rate in the hospitals in question had a direct influence on the hospital's profitability. We also learned that hiring new, qualified employees occasionally requires less productivity. According to Table 1.2, the total number of in-patients also decreased by 10% overall from 2019 to the same year, which would have an impact on all hospital revenues. Furthermore, if significant attrition resulted from heavy workloads brought on by a shortage of workers in the healthcare sector, the quality of patient treatment would be further jeopardised. The need for health care workers, particularly experienced nurses, has increased globally, and this has led to a high attrition rate for experienced nurses in hospitals, according to Atefi et al. (2013). High turnover in the private healthcare industry is also a result of fierce competition between local and international companies. Because of this, the employees have an

Due to increased concerns over COVID-19, they now expect greater opportunities and options regarding which hospitals they would choose to collaborate with. They also expect the alluring package being offered. In order to attract job seekers and keep their employees, private healthcare must now put safety, flexibility, transparency, and technology first. Any employer who was seen attempting to coerce employees into an unhealthy atmosphere will find it difficult to keep them on staff.

Table1.1: Number of Resignations for the Year 2018– 2020

Number of staff resigned	2018	2019	2020
Nursing team	7	15	3
Allied health team	2	1	5
Support team	3	11	6
Total of resignations	12	27	14

Table1.2: Number of In-Patient

Year	2019	2020
Number of inpatient	5,627	5,047

Source: Admin services

Table 1.3: Overtime Cost

Year	2018	2019	2020
Amount(RM)	59,526	68,109	81,922

Source: Human Resource Services

It was claimed in 2020 that a large number of nurses left the pitch due to exhaustion brought on by the influx of really ill COVID-19 patients and the demanding duties. Long-time nurses made the decision to retire early and change careers. In his analysis, Kenny (2021) claims that nurse retention was a problem all over the world before to 2020 and that nurse shortages have been one of the main challenges to the healthcare sector during pandemics. According to the report, COVID-19 will have a devastating impact on the nursing workforce, which is already projected to be 10 million short. If only 10% to 15% of the current nursing population leaves the profession as a result of this impact, the healthcare sector could face a potential shortage of 14 million nurses by 2030, which is equal to half of the current nursing workforce. Additional problems we identified in this study included the rise in infection rates brought on by hectic schedules as a result of neglecting to practise effective prevention and increased medication errors as a result of less checks being made owing to heavy workloads. Although Human Resources made attempts to improve the wage package and enhance activities to inspire and boost staff morale, the turnover problem has not been resolved. Given that the healthcare industry is losing nursing professionals for a variety of reasons, it is crucial to look into the factors that influence retention and to quickly identify the underlying causes in order to lower the resignation rate. By using the statistics from 2018 to 2020, the primary goal of this study is to rule out factors that could be contributing to staff turnover in the chosen private hospitals in Sarawak. This would allow management to address the issue before it worsens, particularly during a pandemic. by 2030, which equates to half of the nursing employment today. Additional problems we identified in this study included the rise in infection rates brought on by hectic schedules as a result of neglecting to practise effective prevention and increased medication errors as a result of less checks being made owing to heavy workloads. Although Human Resources made attempts to improve the wage package and enhance activities to inspire and boost staff morale, the turnover problem has not been resolved. Given that the healthcare industry is losing nursing professionals for a variety of reasons, it is crucial to look into the factors that influence retention and to quickly identify the underlying causes in order to lower the resignation rate. By using the statistics from 2018 to 2020, the primary goal of this study is to rule out factors that could be contributing to staff turnover in the chosen private hospitals in Sarawak. This would allow management to address the issue before it worsens, particularly during a pandemic.

III. REVIEW OF LITERATURES

3.1 Employee Retention

Employee retention in a business was influenced by a number of factors, including pay and benefits, training and development, work-life balance, the workplace environment, job satisfaction, and career advancement. Employers soon understood, nevertheless, that some individual factors varied between firms and were influenced by factors including organisational culture, organisational management, and organisational nature. Whether in public or private hospitals, nurses are essential to the healthcare system in any given nation. Due to a variety of circumstances, including an increased workload, long hours, difficult duties, low pay, and an unfavourable work atmosphere, keeping these nurses on staff is a significant difficulty. In order to meet the increasing demand for clinical services, Kaestner (2005) emphasised that human resource management in every hospital must ensure the required workforce of nurses is well maintained. An integrated HRM strategy could be used by the healthcare sector to improve retention tactics. For instance, studies have shown that a higher retention rate reduces costs associated with hiring and training new hires. These savings could be applied to employee performance enhancement initiatives (Abbasi & Hollman, 2000).

3.2 Job Satisfaction

Healthcare employees' job satisfaction is significant, especially for nurses who rarely experience high job satisfaction that would cause them to consider leaving (Murray, 2020). Additionally, both intrinsic and extrinsic work incentive values had an impact on nurses' job satisfaction (Khanal, Choulagai, Acharya, & Onta, 2020). Extrinsic motivation, on

the other hand, is tied to doing something for a financial gain, and intrinsic motivation is related to doing something for fun or enjoyment (Tsgaye, 2017). Due to the fact that every healthcare professional has contributed to high-quality healthcare service and delivery systems all over the world, job satisfaction has become a significant factor and essential component for nurses. Job satisfaction is a key determinant of the health system and can influence the effectiveness and productivity of healthcare human resources (Al Sabei et al., 2020; Payne, Koen, Niehaus, & Smit, 2020). Given the aforementioned claim, we came up with the following first hypothesis:

H1: There is a positive and significant relationship between job satisfaction and employee retention.

3.3 Working Environment

A sense of community should be fostered in the workplace. The company must take employee health into account by providing a setting that is free of health risks, allows some degree of privacy, controls noise, and also considers the unique needs of each employee. Also, a desirable workplace has a secure employment situation, a stable income, and the opportunity to raise wages through individual initiative and hard work (Carsson et al., 2014; Josefsson et al., 2011). According to a study by Haina and Fadilah published in 2021, a favourable association between a high-quality working environment and retention of loyalty has been shown by research (Wiebell's, 2019). The work environment has a substantial impact on employee loyalty. We decided to formulate the second theory as follows in response to this claim:

H2: Working environment shown positive and significant relationships influence employee retention.

3.4 Compensation and Benefits

(2014), which discussed how important high pay is in keeping a productive employee. Also, the Muhoho (2014) study on staff retention in Tanzania's public and commercial sectors revealed that low salaries are a factor in high turnover. Meanwhile, Grace (2016) discovered in her research that Geita District Hospital offers benefits such as compensation packages that contain a variety of allowances as a means of retaining personnel. According to Kigathi (2017), all of these compensation packages are essential and are cited as factors in employee retention and motivation. Based on this claim, we were able to develop two hypotheses, which were as follows:

H3: Compensation and benefits shown positive and significant relationship influence employee retention.

H4: Compensation and benefits offered is most likely the strongest predictor of employee retention

3.5 Work-Life Balance

Nurses need to make time for their families and personal lives because of the shift work and workload they deal with. Giving healthcare personnel this flexibility boosts their dedication to the hospitals (George, 2015). Also, research in the medical field by Alamzeb et al. (2016) has found and demonstrated that work-life balance practises can boost job satisfaction. Also, Panda (2020) noted in his analysis that work-life balance had a favourable correlation with keeping professional groups. In light of the discussion, the following alternative theory is put forth:

H5: Work-life balance shown positive and significant relationship influence employee retention.

3.6 Employee Recognition

(2012) went on to say that leaders who recognise and reward their best workers help to maintain their high standards of performance and hard work. Employees who receive praise for a job well done may be inspired to put up even more effort. Employee recognition had a significant impact on employees' willingness to stay with their employer, according to research by Subraminiam et al. (2019). Moreover, Wong et al. (2020) found that having a good leadership approach towards nurses is vital to reduce the turnover rate of nurses by acknowledging their contribution as an organization's "asset" or valuables to increase their satisfaction and well-being. According to Long more's research (2021), nurses were underpaid and contemplated conducting routine tasks despite the pandemic, which caused turnover intentions. Given the incidence of thorough review mentioned above, we came up with the following final hypotheses:

H6: Employee recognition shown positive and significant relationship that influence employee retention.

IV. METHODOLOGY

Healthcare professionals from two private hospitals in Sarawak, Kerala, were the study's population. The participants were staff members from the nursing service, allied health service, and support service departments. The selection of the sample was based on simple random sampling, and a probability sampling technique was applied. The overall number of healthcare workers in the hospitals was estimated to be around 170, according to trustworthy sources from the Human Resource Service and Admin Unit. Following double-checking and final confirmation, we approved the 180 questionnaire sets that were given to the three departments. Due to the privacy of the respondents' responses and the Covid-19 epidemic, the questions were administered by specialists with complete care and diligence. A good level of internal consistency was discovered during the reliability test. The questionnaires gathered data on the factors that affect employee retention, including work-life balance, remuneration and perks, and job satisfaction. The questionnaires were divided into three pieces. Section: Factors affecting the demographics; Section B: Independent variables; and Section C: Dependent variable. In order to determine the profile and demographic information of respondents, including their gender, age, level of education, marital status, department, experiences, and monthly wages, a series of nominal scale questions has been devised for section A. All of the measure's components for Sections B and C were provided on a five-point Likert scale, with Strongly Disagree (1) to Strongly Agree (5).

V. RESULTS AND DISCUSSION

5.1 Reliability Analysis

Table 1 presents the reliability psychometric features that were statistically evaluated by reliability analysis and Cronbach's coefficient analysis. The retention factors have a respectable. Work-life balance = 0.850; work-life balance = 0.836; employee recognition = 0.836; job satisfaction = 0.826; working environment = 0.861; pay and benefits = 0.836; and employee retention = 0.918. Internal consistency was evaluated using a level of acceptance of 0.75 in the study (Pallant, 2010). A value less than 0.6 is considered subpar. According to Table 1, the reliability test result with Cronbach's Alpha values for each of the six variables suggests strong dependability. The value demonstrates the validity of the survey because it is true that the closer a value is to 1, the more valid the survey is. So, it can be said that all six variables are reliable and suitable for further investigation.

Table 1: Reliability statistics

No	Variable	Cronbach's Alpha(α)	Items
1	Job Satisfaction	.826	5
2	Working Environment	.861	5
3	Compensation and Benefits	.836	5
4	Work-Life Balance	.850	5
5	Employee Recognition	.836	5
6	Employee Retention	.918	5

Source: Author

Frequency Analysis

Table 2: Summary of the respondent according to their profile

Category	Frequency	%	Category	Frequency	%
Gender			Education Level		
Male	16	13.0	SPM	42	34.1
Female	107	87.0	Diploma	49	39.8
Age			Post Basic/Adv Dip	12	9.8
<20 years	1	0.8	Degree	14	11.4
21 –30years	51	41.5	Master	2	1.6
31 –40years	48	39.0	Others	4	3.3
41 –50years	17	13.8			
>50 years	6	4.9			



Experience			Monthly Salary(RM)		
0–4 year	47	38.2	1,000 –1,700	64	52
5–9 years	29	23.6	1,701 –2,300	32	26
10–14years	28	22.8	2,301 –3,000	11	8.9
15–19years	12	9.8	3,001 –4,000	4	3.3
>20 years	7	5.7	Above4,001	12	9.8
Marital Status			Department		
Married	73	59.3	Nursing	64	52.0
Single	41	33.3	Allied Health	14	11.4
Divorse	9	7.3	Support	45	36.6

As can be seen, 87 percent of responders were women, with male employees making up the remaining 13 percent. In terms of marital status, 59.3 percent of respondents said they were married, 33.3 percent said they were single, and 7.3 percent were diverse respondents. Respondents were drawn from three departments, with nursing accounting for the majority (52%), support services for 36.6%, and allied health for 11.4%. When it came to age, 41.5 percent of respondents were between the ages of 21 and 30. The age bracket of 31–40 years came in second with 39% of the total. Also, it was discovered that correspondingly 13.8 percent and 4.9 percent of the population were over 50 years old. Only 0.8% of those under 20 years old were affected. With 34.1 percent and 39.8 percent, respectively, of respondents having SPM and Diploma degrees, respectively.

Degree holders came in second with 11.4 percent, respectively. 9.8% of respondents had post-basic or advanced degrees, while 1.6% had master's degrees. 3.3 percent of the sample consisted of other qualifications. The analysis of years of working experience revealed that 38.2 percent of respondents, or the majority, had been in the workforce for fewer than five years. The percentages for those who had worked for 5–9 years and 10–14 years, respectively, were 23.6 and 22.8 percent. Just 5.7 percent of respondents have worked for more than 20 years, compared to 9.8 percent of those who have been employed for 15 to 19 years. 52 percent of respondents reported making between RM1,000 and RM1,700 per month as their monthly pay, while only 3.3 percent reported making between RM3,001 and RM4,000. For those making between RM1,701 and RM2,300 and RM2,301 and RM3,000, respectively, almost 26% and 8.8% of the population were affected. For individuals making more than RM4,001 per month, the remaining 9.8 percent applied.

VI. DESCRIPTIVE STATISTICS

Table 3: Descriptive statistics for retention determinants

Dimension	N	Mean	95 % confidence interval for mean		SD	Min	Max
			Lower bound	Upper bound			
Job satisfaction	123	3.89	3.78	4.01	.650	2	5
Work environment	123	3.56	3.43	3.70	.756	1	5
Compensation & benefits	123	3.16	3.04	3.29	.714	1	5
Work-life balance	123	3.36	3.21	3.51	.824	1	5
Employee recognition	123	3.45	3.33	3.57	.691	2	5
Employee retention	123	3.67	3.53	3.81	.796	2	5

As can be seen in Table 3 above, the study determined that job satisfaction was a key factor in healthcare professionals' retention (mean=3.89). Employee retention and work atmosphere came next, with values for their respective means (mean = 3.67, 3.56). Work-life balance and employee appreciation came next, with mean values of (mean = 3.45, 3.36). For healthcare personnel, compensation and benefits are considered to be the least significant retention factor (mean = 3.16).



Table 4: Pearson correlation analysis between variables studied

Variable	1	2	3	4	5	6
<i>R</i>						
1	1	.733	.580*	.498*	.566*	.580*
2	.733*	1	.641*	.600*	.701*	.560*
3	.580*	.641*	1	.546*	.622*	.521*
4	.498*	.600*	.546*	1	.642*	.497*
5	.566*	.701*	.622*	.642*	1	.623*
6	.580*	.560*	.521*	.497*	.623*	1

Note: 1 = Job Satisfaction, 2 = Working Environment, 3 = Compensation & Benefits, 4 = Work Life Balance, 5 = Employee Recognition, 6 = Employee Retention

Table 5: Relatives Contribution of Job satisfaction, Working environment, Compensation & benefits, Work life balance, Employee recognition (independent variables) and Employee retention (dependent variable)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta(β)		
1	(Constant)	.311	.344		.905	.367
	Jobsatisfaction	.361	.124	.295	2.913	.004*
	Workingenvironment	-.015	.125	-.014	-.117	.907
	Compensation & benefits	.104	.106	.093	.985	.327
	Work life balance	.074	.089	.077	.832	.407
	Employee recognition	.414	.121	.359	3.416	.001*

Also, the R-Squared (R²) represents the value of 0.688 in Table 6 of the model summary. The number indicated that all independent variables could account for 69% of the variation in this model, leaving 31% unaccounted for. It may be inferred from this study that, among the five independent variables, employee recognition had the greatest impact on determining staff retention during pandemic COVID-19. Based on having the greatest t-value and beta score when compared to the other independent variables utilised in this investigation, this was supported.

Table 6: Model Summary of correlation between Job Satisfaction, Work Environment, Compensation and Benefits, Work-life Balance and Employee Recognition (independent variables) and Employee Retention (dependent variable)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	R ² change	F change
1	.688a	.474	.451	.590	.474	21.062

a. Predictors: (Constant), Jobsatisfaction, Workingenvironment, Compensation&benefits, Worklifebalance, Employee recognition

b. dependent variable: Employee Retention

VII. DISCUSSION

This study's primary goal is to ascertain which retention factor in certain private hospitals in East Kerala best predicts employee retention. Second, to determine the level of significance and quantify the relationship between the variables employed. Significantly, this study demonstrated that there is a connection between staff retention and the retention factors. The discussion that follows offers more insights into the aforementioned examination of frequency and how healthcare professionals regarded retention factors and retention.

VIII. PERCEIVED RETENTION DETERMINANTS OF HEALTHCARE PROFESSIONALS

8.1 Job satisfaction

A mean average of 3.89 (maximum = 5) was discovered. This demonstrates that despite feeling a lot of pressure at work due to the Covid-19 outbreak, healthcare workers concur that they are happy with their existing positions. Due to the



many pressures, the job has become beneficial for learning new skills and abilities, becoming more involved in decision-making, and enjoying and being inspired by new ways of doing things. Murray (2020) contends that job happiness is crucial for healthcare professionals, particularly nurses whose infrequently high levels of job satisfaction lead to exodus intentions.

8.2 Work Environment

A mean average of 3.56 (maximum = 5) was discovered. This suggests that hospital staff members are delighted to work in a generally welcoming workplace. Joseph et al. (2014) assert that a sense of community should be fostered in the workplace. The company must take employee health into account by providing a setting that is free of health risks, allows some degree of privacy, controls noise, and also considers the unique needs of each employee. Results showed that because of the transparency adopted by the hospitals they serviced and the fact that staff members feel free to voice their thoughts, relationships between healthcare workers and hospital administration are positive.

8.3 Compensation and Benefits

The result was an average mean value of 3.16 (maximum = 5). Some employees in the healthcare industry believe that they are less concerned with income and perks than other employees, and that staying with the private hospital could result in significantly higher pay, accolades, and benefits for their profession. According to Grace (2016)'s research, Geita District Hospital offers wage packages that contain a variety of perks as incentives to retain personnel. This study has shown that hospital employees are given priority since they care about receiving competitive healthcare and benefits from the management.

8.4 Work-life Balance

The result was an average mean score of 3.36 (maximum = 5). This demonstrates how worried healthcare workers are about finding a balance between their personal and professional life. Things like flexible work schedules, family responsibilities, and job autonomy are particular complements given to employees' workload in private healthcare that were thought to be essential in ensuring they had a balanced lifestyle. The importance of work-life balance is recognised by many professional workers for the reasons that have been mentioned since it demonstrates an individual's capacity to manage both work and personal obligations (Parkes & Langford, 2008).

8.5 Employee Recognition

The result was an average mean value of 3.45 (maximum = 5). The results demonstrated how seriously healthcare workers take their professionalism. For instance, the participant believes that due of the work and patient interaction, nursing is one of the most stressful professions. In the healthcare industry, stressors are widespread and inescapable. Healthcare professionals want the management to recognise and acknowledge their contribution at work given the challenges, skills, knowledge, and professional performance presented. According to Jackson et al. (2012), leaders who recognise their employees' hard work and high performance levels encourage them to continue performing at a high level. Employees who receive recognition for a job well done may be further inspired to put up even more effort.

IX. DETERMINANTS AND EMPLOYEE RETENTION

Employee recognition is the most significant predictor connected with employee retention, followed by job happiness, work environment, pay and benefits, and work-life balance, according to the findings of a Pearson Correlation Analysis. The results of a subsequent analysis we performed using multiple regression showed that the independent variables employee recognition and job satisfaction were both significant in this analysis, whereas the independent variables work environment, compensation and benefits, and work-life balance were not. Employee recognition was shown to be the most important factor affecting employee retention at certain private healthcare facilities in East Kerala, according to the multiple regression results for the greatest determinant of employee retention at this time. . The conclusion reached by Subraminiam et al. (2019), who discovered that employee recognition had a substantial impact on employees' motivation to stay with their firm, indicated that the result of this study was credible. The outcome was consistent with the research conducted by Wong et al. (2020), who found that in order to improve nurses' satisfaction



and well-being, it is crucial to have a good leadership strategy towards nurses. This involves recognising nurses' contributions as an organization's "asset" or valuables. Referring to the "Trendicators Best Practice Report, 2020" on employee recognition trends, the report on employee preferences showed that approximately 89% of employees say receiving recognition for performance increases engagement, 85% say receiving recognition makes them feel more valued, and 67% believe that being recognised or praised during on boarding is important. So, it is obvious that recognising employees positively affects their performance, engagement, and retention. Employee preferences and working reality continue to be out of sync, despite the fact that employees think recognition is important. Employee recognition was at the time the strongest predictor of employee retention in the private healthcare sector. Maslow's theory of needs even noted that each individual wants to feel appreciated and acknowledged by peers, colleagues, or superiors. As a result, this study offers critical insights into the factors that influence the retention of these healthcare workers and proposes a mechanism to do so.

X. CONCLUSION AND RECOMMENDATIONS

The study advances knowledge about how to keep medical professionals in private medical facilities. We also came to the conclusion that this study's main focus is on factors that predict employee retention rather than predicting which employees are most likely to stay or go. This study's implications revealed two amazing findings, the first of which was on the recognition of healthcare workers and the second of which was on their level of job satisfaction. Among healthcare professionals, employee appreciation is thought to be the best predictor of staff retention. According to the "Trendicators Best Practice Report, 2020" on employee recognition trends, nearly 40% of employees said they wanted to be acknowledged for "success," followed by "knowledge or competence," which accounted for 24%, "Effort," which accounted for 20%, and for 16% for "living caring values." As a result, there is a disconnect between what employees desire to be rewarded for and how common performance recognition programmes are in healthcare organisations. Regarding the second inference, the study showed that work satisfaction has an effect on employees' retention. This effect was relevant when measured on its own, and it might be important if other factors or variables utilised in this study were not present at all. This was taken into account given that current healthcare employees working in private healthcare have more requirements and concerns regarding their jobs. The need for more nurses increases, which increases the workload of current nurses and, ultimately, causes their discontent. Work satisfaction among employees, such as nurses in private healthcare, is one of the most significant variables in determining whether they quit their positions. All healthcare organisations struggle to keep their medical staff members with the necessary skills. This study assumes that retention factors can forecast employee retention. It is crucial that the hospital's human resources managers or managers of the nursing, allied health, and support units are aware of the factors that can influence staff retention. A few succinct suggestions to the human resource department include: improving the employee recognition programme, providing opportunities for advancement and knowledge development, fostering goodwill and leadership among department heads, promoting work-life balance with flexible schedules, implementing new analysis software to monitor attrition, and so forth. Nursing directors and managers must identify the factors that have the greatest impact on nurses' job satisfaction, control those aspects, and take action to raise those levels in essential departments like nursing. Also, they must take into account the managerial position and environmental conditions in order to periodically assess the success of their efforts to increase job happiness. Consequently, the findings of this study can be very useful in creating managerial programmes to support the key factors influencing the job satisfaction of healthcare professionals and how it can be enhanced.

XI. FUTURE RESEARCH DIRECTION

Importantly, the results of this study should not be applied to all healthcare facilities because they are restricted to a small number of private hospitals in East Kerala (private and public). Future studies should look into the motivations behind healthcare professionals' intentions to leave and attempt to determine how these determinants affect human resource policy and practise. In order to boost the survey response rate, it is also advised that the sample size be raised. Also, in the future, a qualitative research strategy is used to generalise actual perceptions of retention and work satisfaction. Moreover, a comparison between private and public hospitals may be done in the future.

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