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Employer's retention measures on job hoppers among paramedical employees in private hospitals

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Abstract-

The employee could job hop for career growth, better pay and even for reasons which could be trivial as change of location. In the paramedical industry, the manpower is becoming thinner and scarce as there is less qualified manpower coming into the industry. This makes employee retention an absolute necessity in this industry. There are many factors that influence employer's retention measures on job hoppers. The author felt that in such a situation there was a strong case for carrying out the present research to investigate the factors influencing the employer's retention measures on job hoppers in paramedical fields. To carry out the research, exploratory research design was used. The stratified probability sampling technique has been used to collect primary data from the target respondents. The respondents for this study were hospital administrators working in Private hospitals, Coimbatore. The primary data had been collected from 80 respondents for this study. The analysis of the data was subjected to factor analysis using Principal Component analysis with Varimax Rotation method. This study is evident that the most important factors to retain job hoppers in private hospital paramedical employees are competitive payment and convenient workload, Career development training programmes and employee empowerment are the second important factors to be considered. The third factor which influence to retain the job hoppers are rewards and benefits from the hospitals.

Index Terms : Job hoppers, Paramedical , Manpower, private hospitals

reasons could be originating from both the employer and the employee itself. The employee could job hop for career growth, better pay and even for reasons which could be trivial as change of location.

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In the paramedical industry, the manpower is becoming thinner and scarce as there is less qualified manpower coming into the industry. This makes employee retention an absolute necessity in this industry. The organization must be able to attract, hire, compensate and retain the quality staff (Collins, 2015). This process will ensure that the organization has enough manpower and staff to achieve their targets and goals. In this study, the employer's retention strategies and measures are studied and factors behind job hopping are analysed among the medical employees in the private hospitals.

Employee turnover becomes problematic when it starts to have a negative impact on an organization's performance. By understanding the reasons behind employee turnover, employers can devise recruitment and retention initiatives that reduce turnover and increase retention. It outlines the various methods for measuring turnover as well as the different costs of losing employees. The factsheet also examines the reasons why people leave organizations and recommends ways to improve staff retention through methods such as consultation,

I. INTRODUCTION

EMPLOYEE retention is an active area of study in the field of Human Resources Management. According to Robbins (2014), Retention is the most important function of the HR manager next only to the employee satisfaction. In this corporate world, there are many reasons and factors which can make an employee to move from one job to another. The

fair treatment, being flexible, and offering career development.

When the company concentrates on the retention the management needs to realize the connections between recruitment, motivation, management of staff and communication HR policies. All approach need to balance and adapt the different aspects of a retention policy according to the needs of the situation it is addressing. It should be able to provide different incentives according to the profile of the employee in the health sector and in accordance the status that satisfy their professional and private life.

II. REVIEW OF LITERATURE

Turnover is an intellectual procedure that describe as the cognitive process of understanding, intending and charting to leave a job (Mobley, 1977). In their study on 1091 registered nurses, Price and Muller (1981) identified that dissatisfaction in the work and work culture causes direct effect on actual turnover. It happens prior to quitting their occupation than actually leave their jobs. Bluedorn (1982) suggest that turnover intention is more difficult to predict than the actual turnover. He suggest that there are several internal and external that affect the actual turnover. Ealier studies denotes that intention to leave is connected with the present facilities and future development of the employees in the organization (Shore and Martin, 1989; Tett and Meyer,1993).Another analysis of job turnover, Dalessio (1986) concentrate on the direct and indirect circuitous decision to quit, instead genuine demonstration of turnover. In reality employers are expected to understand the intention of their employees to quit and should take corrective measures to discourage them to do so. If there is high turnover the employer is expected to bear the loss of recruiting and training new employees (Cohen and Cohen, 1983). Gardner (2004) has the opinion that compensation is the best motivational factor for the employee retention technique. Prince (2005) referred that talented employees expect career plan and development opportunities for their career advancement such as promotional opportunities. Eyster(2008) identifies that occupation adaptability alongside lucrative vocation and life alternatives, is a basic impetus for all employees. Handy (2008) has listed out that innovation and assimilation of knowledge is vital for existence of any organization as knowledge is the most expensive asset. A study by Moncraz, Zhao and Kay (2009) find out that remuneration is not the top factor that affect turnover but it an act as a influencing factor in cutting down the managerial turnover and improving commitment. In their study Chung-Hsiung, Sue-Ting Chang, Guan-Lichen (2009)identified that leadership style can influence the work satisfaction that result in work performance and organizational commitment .

III. STATEMENT OF PROBLEM

Employees are the back bone of any organizations. Employers must ensure that there are good and progressive retention strategies in place so that there is minimum job

hopping. This becomes very crucial especially in medical and allied fields. In this industry, if there is higher turnover, it affects the operations, objectives and strategy of the organization. There has to be concurrent retention strategies which have to be devised to manage and maintain minimum employee turnover. Employees hop jobs for various reasons, and this study will understand the factors and the retention measures taken by the employer to curb the job hopping. The problem in designing a retention strategy is finding out why people leave, why they stay and what could make them stay. As observed by Hinkin (2000), when a significant share of employees only stay for a limited time with an organization, it is often the symptom of underlying problems that need to be identified in order to determine what the most adequate measures would be taken to retain the employee in the health sector.

IV. OBJECTIVE OF THE STUDY

To identify the factors influencing employer's retention measures on job hoppers among paramedical employees in Private hospitals.

V. METHODOLOGY

The present study has been conducted on the basis of primary data and is exploratory in its nature as it explores factors influencing employer's retention measures on job hoppers. The required primary data for the study was collected through common questionnaire for all categories of respondents. Kerala state has 14 Revenue Districts. The study confined to private hospitals in Kerala state.

TABLE-1
STRATIFICATION OF SAMPLING

Kerala State			
S no.	Districts	No. of Private Hospitals	Sam ple size
1	Thiruvananthapuram	32	4
2	Kollam	26	4
3	Pathanamthitta	47	7
4	Alappuzha	49	7
5	Kottayam	39	6
6	Idukki	101	15
7	Ernakulum	38	6
8	Trissur	47	7
9	Palakkad	18	3
10	Malappuram	25	4
11	Kozhikode	18	2
12	Wyanad	25	4
13	Kannur	60	9
14	Kasaragod	14	2

Total	539	80
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The study was conducted among hospital administrators from various private hospitals in Kerala State. The stratified probability sampling technique has been used to collect primary data from the target respondents, where in the researcher divides the entire population into different subgroups or strata based on the districts, then randomly selects the final subjects proportionally from the different strata. The stratification of the sample size as follows in table no.1. At the time of the study, the total number of private hospitals were 539. Anticipating moderate response rate 15% percentage of private hospital administrators were proportionately taken from each district as Respondents of this study. The primary data had been collected from 80 respondents for the analysis. Structured questionnaire has been used to collect the response from the target respondents. The questionnaire consists of 5 point likert scale (strongly agree....strongly disagree) in order to measure the employer's retention measures on job hopping in private hospitals. The questionnaire consists of 20 statements. The questionnaire was tested with Cronbach's Alpha reliability test. Cronbach's Alpha Reliability Analysis has been conducted to test the validity of collection instrument.

VI. FACTOR ANALYSIS

Factor analysis is a technique applicable when there is a systematic interdependence among the set of observed or manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this commonality. Factor analysis, seeks to resolve a large set measured variables in terms of relatively low categories, known as factors. Factor analysis and reliability tests were applied to ascertain the important factors and to test the reliability of the data.

A. Reliability and Validity of the Scale

The reliability and validity of the scale has been judged through Cronbach's Coefficient Alpha

TABLE . 2
RELIABILITY STATISTICS

Case Processing Summary				Reliability Statistics	
				Cronbach's Alpha	No of Items
Cases	Valid	10	0.0		
	Excluded	0	.0	.907	20
	Total	10	0.0		

a. Listwise deletion based on all variables in the procedure.

The Cronbach's Alpha reliability test result indicated that all the variables scored 0.907 and it was more than acceptable range of 0.50 for analysing the factors influencing employer's retention measures on job hoppers among paramedical employees in private hospitals.

B. Factors Chosen for the study

The study explores the important factors influencing employer's retention measures on job hoppers among paramedical employees in private hospitals is depicted in table No.3.

TABLE 3
VARIABLES SPECIFICATION FOR ANALYSIS OF
EMPLOYER'S RETENTION MEASURES ON JOB
HOPPERS AMONG PARAMEDICAL EMPLOYEES IN
PRIVATE HOSPITALS

VARIABLES No.	STATEMENTS
VAR0001	Paramedical employees salary is at par with other private hospitals
VAR0002	Competitor's market scale is also considered while framing Recruitment policy.
VAR0003	Workload of the employees is

	reasonable.
VAR0004	Employees are comfort with their duty Roaster
VAR0005	Number of employees and their convenience are also considered while planning the duty roaster.
VAR0006	Rewards and recognition framed in this hospital is systematic and satisfactory
VAR0007	Valuable benefits and amenities are provided in this hospital to the employees.
VAR0008	Employee's performance is appraised regularly and rewarded accordingly.
VAR0009	The management readily accepts employee's suggestions
VAR0010	Employee's grievances and complaints are handled promptly and effectively
VAR0011	Safety of the worker is given main concern
VAR0012	Organization provides opportunity for job enrichment
VAR0013	Financial loan supporting facility is also used as a tool of retention
VAR0014	Continuous medical education and career development programmes are organized by the hospital.
VAR0015	Training and Development programmes are appropriate to suit the needs of employees.
VAR0016	Training helps completely in self-enrichment to the employees.
VAR0017	Participatory style of leadership is followed.
VAR0018	Policies, procedures, rules and regulations are made transparent.
VAR0019	Conducive relationship is maintained among employee and employer
VAR0020	Communication network is well organized till the bottom level employee

The result of the fitness test regarding factor analysis based on the KMO adequacy has been presented in table No. 4.

TABLE 4
KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.755
Bartlett's Test of Sphericity	Approx. Chi-Square
	503.660
	df
	190
	Sig.
	.000

Table No. 3 exhibits, the value is 0.755 which is not less than 0.5 and hence satisfactory. So, the factor analysis for the present study is effective and suitable.

In the present study, the data matrix comprising a large number of identified variables which are inter-related have been tested for the amount of variance that each variable shares with all other variables and the same has been presented in table No. 5.

TABLE 5
COMMUNALITIES

	Communalities	
	Initial	Extraction
VAR00001	1.000	.562
VAR00002	1.000	.675
VAR00003	1.000	.634
VAR00004	1.000	.642
VAR00005	1.000	.518
VAR00006	1.000	.818
VAR00007	1.000	.704
VAR00008	1.000	.746
VAR00009	1.000	.761
VAR00010	1.000	.713
VAR00011	1.000	.711
VAR00012	1.000	.629
VAR00013	1.000	.585
VAR00014	1.000	.561
VAR00015	1.000	.640
VAR00016	1.000	.804
VAR00017	1.000	.851
VAR00018	1.000	.736
VAR00019	1.000	.693
VAR00020	1.000	.641
Extraction Method: Principal Component Analysis.		

The communalities were shown in table No. 5 measures that the amount of variance a variable shares with all other variables. It is a proportion of each variable's variance as explained by the principal component. A large communality means a large amount of the variance a variable has extracted by the factor solution. It shows that variables with a comparatively higher value are well-represented in the common factor space, while the low value variables are not. Thus, the table indicates that the extracted communalities are high and acceptable for all the variables.

C. Extraction Method

It is necessary that the scale constructed and the components extracted should be able to explain the variance in the data. To measure the important factors that influence employer's retention measures on job hoppers among

paramedical employees in private hospitals, the initial eigen values, extraction sums of squared loadings and the rotation sums of squared loadings have been presented in table No.6.

Table No.6 shows that the extraction process has been carried out by using principal component method, and it is found from the rotation sums of squared loadings and the total sum of 20 variables has been extracted and the same has been grouped into 7 components which have Eigen value of more than one. It ranges from component No. 1 to component No. 5 with the cumulative percentage from 15.869 percent to 68.132 percent. It can be inferred that 15.869 percent of variance is explained by component 1 and 13.186 percent of variance is

by component 2. 9.951 percent of variance is explained by Component 3 and 9.674 percent of variance is explained by Component 4. 7.339 percent of variance is explained by Component 5 and 6.502 percent of variance is explained by Component 6. 5.611 percent of variance is explained by Component 7.

Extraction sum of squared loadings is also used for measuring the important factors influencing employer's retention measures on job hoppers among paramedical employees in private hospitals.

TABLE . 6
TOTAL VARIANCE EXPLAINED

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.174	15.869	15.869	3.174	15.869	15.869	2.646	13.231	13.231
2	2.637	13.186	29.055	2.637	13.186	29.055	2.270	11.349	24.581
3	1.990	9.951	39.007	1.990	9.951	39.007	2.084	10.418	34.998
4	1.935	9.674	48.681	1.935	9.674	48.681	2.061	10.306	45.304
5	1.468	7.339	56.020	1.468	7.339	56.020	1.702	8.510	53.814
6	1.300	6.502	62.522	1.300	6.502	62.522	1.536	7.682	61.496
7	1.122	5.611	68.132	1.122	5.611	68.132	1.327	6.636	68.132
8	.985	4.927	73.059						
9	.789	3.947	77.006						
10	.757	3.786	80.792						
11	.701	3.506	84.298						
12	.611	3.056	87.354						
13	.532	2.661	90.015						
14	.489	2.446	92.461						
15	.389	1.946	94.407						
16	.304	1.519	95.926						
17	.264	1.319	97.245						
18	.199	.994	98.239						
19	.177	.883	99.123						
20	.175	.877	100.000						

Extraction Method: Principal Component Analysis.

TABLE 7
ROTATED COMPONENT MATRIX (Sorted by
Size > 0.50)

Component

	1	2	3	4	5	6	7
Employees are comfort with their duty Roaster	.736						

Competitor's market scale is also considered while framing Recruitment policy.	.69 5		
Number of employees and their convenience are also considered while planning the duty roster.	.66 1		
Workload of the employees is reasonable.	.64 6		
Paramedical employees salary is at par with other private hospitals	.64 1		
Communication network is well organized till the bottom level employee	.74 6		
Continuous medical education and career development programmes are organized by the hospital.		687	
Employee's grievances and complaints are handled promptly and effectively	.63 6		
The management readily accepts employee's suggestions	.55 5		
Rewards and recognition framed in this hospital is systematic and satisfactory	.83 2		
Employee's performance is appraised regularly and rewarded accordingly.	.80 0		
Valuable benefits and amenities are provided in this hospital to the employees.	.51 9		
Participatory style of leadership is followed.	.91 3		
Training helps completely in self-enrichment to the employees.	.88 4		
Training and Development programmes are appropriate to suit the needs of employees.	.72 9		
Financial loan supporting facility is also used as a tool of retention	.63 6		
Safety of the worker is given main concern	.58 4		
Organization provides opportunity for job enrichment			.76 7

Policies, procedures, rules and regulations are made transparent. .82
1

Conducive relationship is maintained among employee and employer .59
9

Extraction Method:
Principal Component Analysis.

Rotation Method:
Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Table No.6 also indicates that the total of 68.132 percent variance is not uniformly distributed across all the variables, since it is evident that only the first component accounts for 15.869 percent variance. As the variables are not uniformly distributed, the rotated sum of squared loadings method is used to distribute the variables uniformly across all the factors whose eigen value is more than one.

Hence, to show the components loading which are the correlations between the variables and the components, component matrix has been calculated. This is the central output of the factor or principal component analysis, which can be taken as the basis for inputting a label to the different factors of components. It is a general practice that while interpreting a component, importance is given to the larger size of the component loading for a variable. Also, the first component is generally more highly correlated with the variables than the second and so on. The table no.7 has been formulated by using 'principal-component method' for extraction of variables into components and Varimax with Kaiser Normalization has been undergone by using 'rotation method'. All the twenty variables have been grouped into seven components and each component consists of sets of factors and the analysis has been made to identify the influence of one variable over another.

Instrument with twenty variables framed for the study was reduced into the following mentioned variables by principal component analysis extraction method through Varimax with Kaiser Normalization rotation although factor loadings of 0.30 to 0.40 (Positive or Negative) are minimally acceptable, values 0.50 (Positive or Negative) are generally considered necessary for practical significance (Rules of Thumb 3-5).

The most important factor for this study is component 1, in this segment, the researcher extracted the five most important variables such as Employees are comfort with their duty Roaster, Competitor's market scale is also considered while framing Recruitment policy., Number of employees and their convenience are also considered while

planning the duty roster., Workload of the employees is reasonable., Paramedical employees salary is at par with other private hospitals. These statements reflects the “competitive payment and convenient workload”, which shows paramedical employees are expecting competitive salary at par with other hospitals and reasonable workload and duty roster from employer’s. The second important factor is component 2. In this segment, the researchers took the four important variables such as Communication network is well organized till the bottom level employee, Continuous medical education and career development programmes are organized by the hospital., Employee's grievances and complaints are handled promptly and effectively, The management readily accepts employee's suggestions. These statements are embossed with the “career development training and employee empowerment”. The third factor extracted under component 3. In this segment, the researchers took the three important variables such as Rewards and recognition framed in this hospital is systematic and satisfactory. Employee's performance is appraised regularly and rewarded accordingly., Valuable benefits and amenities are provided in this hospital to the employees. These statements are focused upon the “Rewards and benefits”. The fourth factor extracted two variables, Fifth factor extracted three variables, sixth factor extracted one variable and the seventh factor extracted two variables . These factors explained less than 10% variations only. The researcher felt that these variables are least influencing factors in this study.

VII. CONCLUSION

Job hopping is most crucial issue to be considered especially in hospitals. The findings of the study help us to conclude that by and large the hospital administrators are taking various measures to retain the job hoppers in the Paramedical field in private hospitals of Trissur district. The present study has highlighted the factors influencing employer’s retention measures on job hoppers among paramedical employees in Private hospitals. For the analysis purpose researches were used factor analysis – principal component method. It was found from the analysis that the most important factors influencing which are required to retaining the job hoppers among paramedical employees in private hospital are competitive payment and convenient workload, Career development training programmes and employee empowerment are the second important factors to be considered . The third factor which influence to retain the job hoppers are rewards and benefits from the hospitals. The administrators of private hospitals may take steps to focus these factors by motivating and retaining the paramedical employees to avoid more job hopping and turnover. The researcher deems this effort a small step which would pave the way for a better insight into the most intriguing and interesting concept, “Employer’s Retention measures on job hoppers”.

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