

ANALYSIS OF EMPLOYEE ENGAGEMENT PRACTICES AND THEIR ROLE IN RETAINING HEALTHCARE PROFESSIONALS AT ISWARYA SUPER SPECIALITY HOSPITAL, CHENNAI

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ABSTRACT

This study explores the relationship between employee engagement and employee retention within healthcare organizations. By synthesizing existing literature, it explores how employee engagement initiatives impact employee retention rates, thereby influencing organizational effectiveness and patient outcomes. Employee engagement means commitment and motivation of employees to their work and the organization. Engaged employees are productive, innovative and committed to the success of the organization Employee engagement and retention are essential aspects in the performance and sustainability of healthcare businesses. Moreover, it elucidates the mechanisms through which heightened employee engagement fosters greater employee retention, including increased job satisfaction, commitment, and productivity. Quantitative analysis revealed a strong positive correlation between engagement levels and retention rates, suggesting that higher engagement leads to lower turnover. Qualitative findings further illuminated the mechanisms through which engagement fosters retention, including job satisfaction, organizational commitment, and supportive work environments. Overall, this research contributes to a deeper understanding of relationship between employee engagement and employee retention and its impact on employee retention which results in organizational outcomes such as employee turnover, increased productivity and organizational reputation.

1. INTRODUCTION

Employee engagement is a crucial factor in retaining healthcare professionals, particularly in specialized medical institutions where expertise and experience directly impact patient care quality. In the modern healthcare industry, retaining skilled professionals is a significant challenge due to high job demands, work-related stress, and opportunities for career advancement elsewhere. Employee engagement practices, therefore, play a vital role in enhancing job satisfaction, reducing turnover rates, and improving overall hospital performance. Iswarya Super Speciality Hospital in Chennai, known for its advanced medical care and specialized treatment facilities, faces challenges in retaining its healthcare workforce. Factors such as workload pressure, emotional stress, career growth opportunities, and organizational culture significantly influence employee engagement levels. A well-structured engagement strategy, incorporating recognition programs, career development initiatives, workplace

flexibility, and employee wellness programs, is essential for maintaining a motivated and committed workforce.

This study aims to analyze the existing employee engagement practices at Iswarya Super Speciality Hospital and evaluate their effectiveness in retaining healthcare professionals. The research will focus on identifying key engagement drivers, assessing employee perceptions, and exploring strategies to enhance retention. By understanding the relationship between engagement and retention, the study will provide valuable insights for hospital administrators to develop policies that foster a supportive and fulfilling work environment. The findings of this study will contribute to improving employee engagement strategies in healthcare institutions, ensuring long-term retention of skilled professionals, enhancing job satisfaction, and ultimately improving patient care outcomes.

1.1 Theoretical Background:

Employee engagement and retention have become pivotal concerns for organizations, particularly in the healthcare sector where workforce stability directly influences patient care quality and organizational effectiveness. Employee engagement refers to the emotional commitment employees have towards their work, organization, and goals, while retention pertains to the ability of an organization to retain its employees over a specified period. Research consistently shows that engaged employees are more likely to invest discretionary effort, demonstrate higher productivity, and exhibit lower absenteeism rates. Conversely, high turnover rates in healthcare can lead to increased recruitment costs, training expenses, and diminished morale among remaining staff, impacting overall organizational stability. This study aims to fill this gap by investigating the nuanced dynamics of employee engagement and its impact on retention within healthcare organizations. By leveraging both quantitative and qualitative methods, this research seeks to provide insights into the effectiveness of engagement strategies, identify key drivers of engagement in healthcare professionals, and offer practical recommendations for fostering a engaged workforce that remains committed to organizational goals.

Employee engagement is a critical factor in healthcare settings, directly influencing job satisfaction, retention, and overall hospital performance. It refers to the emotional commitment employees have toward their organization, which drives higher productivity and lower turnover rates.

Several theories underpin employee engagement:

1. **Kahn's Engagement Theory (1990)** – Suggests that employees are engaged when they find their work meaningful, feel psychologically safe, and have adequate resources to perform their tasks.
2. **Social Exchange Theory (Blau, 1964)** – Proposes that engaged employees reciprocate organizational support with loyalty and higher performance.
3. **Self-Determination Theory (Deci & Ryan, 1985)** – Highlights that intrinsic motivation, autonomy, competence, and relatedness drive employee engagement.
4. **Maslow's Hierarchy of Needs (1943)** – States that fulfilling employees' basic and psychological needs enhances engagement and retention.

In healthcare, engagement is crucial due to high job demands, emotional stress, and burnout risks. Hospitals implement various strategies such as career development programs, work-life balance initiatives, leadership support, and recognition systems to enhance engagement.

At Iswarya Super Speciality Hospital, retaining skilled healthcare professionals requires tailored engagement practices, including competitive compensation, team collaboration, feedback mechanisms, and workplace well-being initiatives. Effective engagement enhances job satisfaction, reduces burnout, and ensures better patient care, ultimately benefiting both employees and the organization.

2. REVIEW OF LITERATURE

Employee engagement is crucial for keeping healthcare professionals, directly affecting job satisfaction, dedication, and turnover rates. Over the years, numerous studies have investigated techniques to improve engagement and retention in healthcare environments. This document presents a year-by-year analysis of relevant literature from 2018 to 2025, concentrating on employee engagement strategies and their significance in retaining healthcare workers.

Shantz et al. (2018). A study indicated that well-organised job designs markedly enhance engagement

levels, increasing task performance and less aberrant behaviours among healthcare personnel. The study emphasised the necessity of aligning job positions with employees' competencies and preferences to cultivate a dedicated workforce.

Breevaart and Bakker (2019). A separate study investigated the influence of leadership on employee engagement inside healthcare environments. Transformational leadership approaches enhance engagement levels among nurses. Leaders who furnish sufficient job resources and assistance cultivate a climate favourable to staff retention, underscoring the critical importance of leadership in influencing workplace culture.

Yolanda Edwards-Dandridge, Brandon D. Simmons and Douglas G. Campbell (2020): Both employee job satisfaction and employee work engagement have been examined as possible predictors of employees' intention to voluntarily leave a specific job or company, known as turnover intention. The current study attempted to examine how successful human resource strategic practices in an organization determine its employee retention taking employee engagement and employee satisfaction into consideration.

Ms. R. Dhanya and Dr R. Thanga Prashath (2020): The present study focuses on the effect of organizational climate on employee retention and engagement in healthcare sector. Data was collected from questionnaire survey. The relationship between job happiness and commitment, which raises retention rates, is also examined.

Zhang et al. (2020). The emergence of the COVID-19 pandemic presented unparalleled challenges to global healthcare systems. The research examined the psychological effects of the pandemic on healthcare professionals, indicating a notable rise in stress and burnout, which resulted in increased turnover intentions. Recommendations encompassed the establishment of extensive mental health support and resilience training initiatives to improve involvement and diminish attrition during crises.

Coomber et al. (2021). A systematic analysis examined multiple techniques to enhance nurse retention, revealing that mentorship programs, professional development opportunities, and flexible working conditions effectively increased job satisfaction and commitment, consequently lowering turnover rates.

Moss and colleagues (2022). A study emphasised the significance of organisational culture in promoting employee engagement. The study revealed that a culture fostering open communication, acknowledgement, and inclusivity substantially enhances employee morale and loyalty. Healthcare organisations are advised to foster conditions conducive to personnel retention.

Jermstiparsert et al. (2023). A systematic analysis examined diverse treatments for healthcare personnel retention, emphasising the significance of onboarding programs, mentorship, stress management strategies, and technological advancements in enhancing retention rates among nurses and physicians. Implementing these measures may enhance retention.

Press Ganey (2024). A report indicated a notable rise in overall employee engagement levels, increasing from 4.02 in 2022 to 4.04 in 2023 on a 5-point scale. The report found that 69% of healthcare employees were classified as engaged or highly engaged. Nonetheless, issues persisted, especially inside senior positions, where engagement scores continued to diminish. Recommended options include leadership development programs and improved support systems to maintain and boost participation levels.

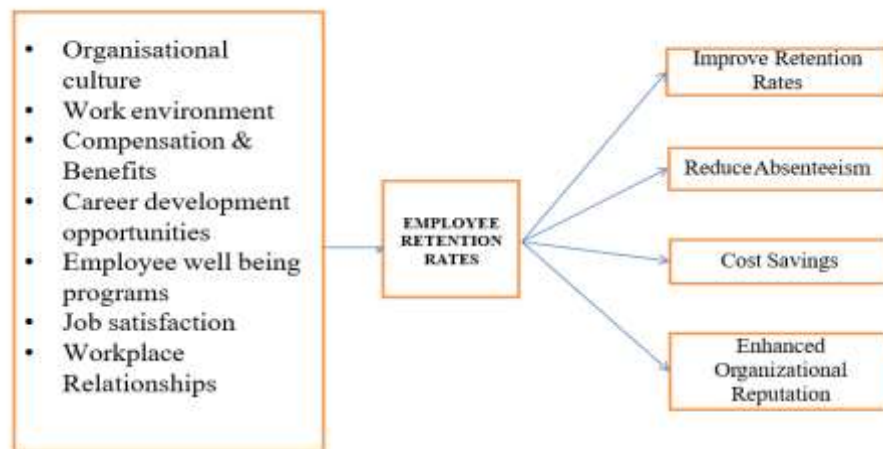
Deloitte Insights (2025). Research revealed that over 70% of health system executives prioritised enhancing operational efficiencies and productivity via digital methods. The survey indicated that implementing modern technologies, including artificial intelligence and machine learning, can reduce administrative duties, enabling healthcare workers to concentrate more on patient care. This transition improves job happiness and increases retention rates by fostering a more supportive and efficient workplace.

2.1 OBJECTIVES OF THE STUDY

1. To understand the factors influencing employee engagement at Iswarya Super Speciality Hospital, Chennai.
2. To measure employee engagement levels at Iswarya Super Speciality Hospital, Chennai.
3. To identify the relationship between employee engagement and employee retention rates at Iswarya Super Speciality Hospital, Chennai.

4. To investigate the impact of employee engagement programs on staff retention at Iswarya Super Speciality Hospital, Chennai.

3. RESEARCH FRAMEWORK OF THE STUDY



3.1 RESEARCH METHODOLOGY

RESEARCH DESIGN

A research design is the setup of parameters for data collection and analysis with the goal of balancing procedural economy with relevance to the research question. A research methodology serves as a technique of outlining an investigator's intended course of action. It addresses a research problem in a rational, methodical manner.

DESCRIPTIVE RESEARCH DESIGN

Descriptive research is an excellent choice when the research purpose is to discover traits, frequencies, trends, and categories. It is useful when there is still a lot to learn about the topic or problem. Understanding how, when, and where something occurs is necessary before you can investigate why it occurs.

SAMPLING DESIGN

Census method

A structured questionnaire was employed as a research method in the suggested study. Based on the objectives of the study, a structured questionnaire was prepared. Then a questionnaire was given to the employees and data was collected by direct survey method.

POPULATION SIZE

Total population took for the study is 120.

Survey Design

A structured questionnaire was employed as a research tool for the planned study. The study's objectives served as the basis for the creation of a structured questionnaire. Then the questionnaire was given into the employees of Iswarya Super Speciality Hospital, Chennai and the data was collected by field survey method.

3.2 SOURCE OF DATA COLLECTION

The process of gathering information from all relevant sources in order to test the hypothesis, address the research question, and assess the results is known as data collection.

- **Primary Data**
- **Secondary Data**

QUESTIONNAIRE DESIGN

The structured questionnaire was used to collect the data from the employees of Iswarya Super Speciality Hospital. Responses to closed-ended questions were used to gather data.

SCALING TECHNIQUE

Five Point Likert scale have been used.

3.3 PILOT STUDY

The primary study was carried out after the pilot study. The structured questionnaire was given to the employees of Iswarya Super Speciality Hospital, Chennai. The data was collected through questionnaire. A sample of 15 was taken to test the validity and reliability of the questionnaire. The questionnaire's reliability was examined through a reliability check. Cronbach's Alpha value is 0.833 which means the questionnaire is highly reliable.

TABLE NAME: Reliability check

Reliability Statistics	
Cronbach's Alpha	N of Items
.833	28

3.4 STATISTICAL TOOL USED

For analysis and interpretation, the data collected from the questionnaires were considered and analyzed as follows.

- Percentage Analysis
- Correlation Analysis
- Chi-Square Analysis
- Regression Analysis

4. DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table No: 4.1.1: Experience

S.NO	Experience	No. of Respondents	Percentage
1	Less than 5year	60	50.0
2	5-10years	52	43.3
3	10-15 years	8	6.7
4	More than 15 years	0	0
	Total	120	100

***Source: Primary Data

Interpretation:

From the above table that shows 50.0% of the respondent is Less than 5year, 43.3% of the respondents are 5-10 years, 6.7% of the respondents are 10-15 years.

Table No: 4.1.2: Engagement initiatives have positively influenced my decision to remain in this organization.

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Disagree	1	0.8
2	Disagree	1	0.8
3	Neutral	10	8.3
4	Agree	66	55.0
5	Strongly Agree	42	35.0
	Total	120	100

***Source: Primary Data

Interpretation:

From the above table that shows 0.8% of the respondents are strongly disagree, 0.8% of the respondents are disagree, 8.3% of the respondents are neutral, 55.0% of the respondents are agree and 35.0% of the respondents are strongly agree in the likert scale.

Table No: 4.1.3:

The compensation and benefits package is an important factor in my decision to stay with the organization.

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Disagree	0	0
2	Disagree	0	0
3	Neutral	5	4.2
4	Agree	54	45.0
5	Strongly Agree	61	50.8
	Total	120	100

***Source: Primary Data

Interpretation:

From the above table that shows 4.2% of the respondents are neutral, 45.0% of the respondents are agree and 50.8% of the respondents are strongly agree in the likert scale. Majority 50.8% of the respondents are agree that the compensation and benefits package is an important factor in their decision to stay with the organization.

Table No: 4.1: Participation in employee engagement initiatives has increased my commitment to staying with the organization.

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Disagree	0	0
2	Disagree	0	0
3	Neutral	10	8.3
4	Agree	70	58.3
5	Strongly Agree	40	33.3
	Total	120	100

Interpretation:

From the above table that shows 8.3% of the respondents are neutral, 58.3% of the respondents are agree and 33.3% of the respondents are strongly agree in the likert scale.

Majority 58.3% of the respondents are agree that participation in employee engagement initiatives has increased their commitment to staying with the organization.

4.2 CORRELATION ANALYSIS

HYPOTHESIS I

NULL HYPOTHESIS (H₀): There is no significant relationship between the Compensation and Benefits and Employee well being programs.

ALTERNATIVE HYPOTHESIS (H₁): There is significant relationship between the Compensation and Benefits and Employee well being programs.

Table No:4.2.1 : Compensation & Benefits and Employee well being programs

Correlations			
		Compensation and Benefits	Employee well being programs
Compensation and Benefits	Pearson Correlation	1	.875*
	Sig. (2-tailed)		<.001
	N	120	120
Employee well being programs	Pearson Correlation	.875**	1
	Sig. (2-tailed)	<.001	
	N	120	120
*. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Interpretation:

From the table 4.2.1, it is inferred that significant value $< .001$ is less than the critical value 0.01. Hence H_0 is rejected and H_1 is accepted. There is significant relationship between the Compensation and Benefits and Employee well being programs.

Therefore, there is significant relationship between the Compensation and Benefits and Employee well being programs.

4.3 CHI-SQUARE ANALYSIS

HYPOTHESIS I

Null Hypothesis (H_0): There is no association between Career development opportunities and Experience.

Alternative Hypothesis (H_1): There is an association between Career development opportunities and Experience.

Table No:4.3.1 : Career development opportunities and Experience.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.303 ^a	12	.018
Likelihood Ratio	25.332	12	.013
Linear-by-Linear Association	1.505	1	.220
N of Valid Cases	120		
a. 13 cells (61.9%) have expected count less than 5. The minimum expected count is .07			

Interpretation:

From the above table, the calculated Pearson Chisquare value is 24.264 which is greater than the table value 21.026. Hence H_0 is Rejected, H_1 is Accepted. There is an association between Career development opportunities and Experience.

4.4 REGRESSION ANALYSIS

HYPOTHESIS I

NULL HYPOTHESIS (H_0): There is no association between the Compensation and Benefits and Other variables (Organizational culture, Work Environment, Employee well being programs, Job Satisfaction, Career development opportunities, Workplace relationships).

ALTERNATIVE HYPOTHESIS (H_1): , There is an association between the Compensation and Benefits and Other variables (Organizational culture, Work Environment, Employee well being programs, Job Satisfaction, Career development opportunities, Workplace relationships).

MODEL SUMMARY

Model	R	R Square	Adjusted square	Std. Error of the Estimate
1	0.940 ^a	0.884	0.878	0.09524
a. Predictors: (Constant), Work place relationship, Work Environment, Employee well being programs, Job satisfaction, Career development opportunities, Organizational culture.				
b. Dependent Variable: Compensation & Benefits.				

ANOVA

Model	Model	Sum of Squares	df	Mean square	F	Sig.
1	Regression	7.800	6	1.300	143.315	<.001 ^b
	Residual	1.025	113	0.009		
	Total	8.825	119			
a. Dependent Variable: Compensation & Benefits.						
b. Predictors: (Constant), Work place relationship, Work Environment, Employee well being programs, Job satisfaction, Career development opportunities, Organizational culture.						

COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	0.138	0.151		0.912	0.364
	Organizational Culture	-0.630	0.263	-0.600	-2.397	0.018
	Work Environment	0.078	0.109	0.076	0.718	0.475
	Employee well being programs	-0.042	0.111	-0.040	-0.380	0.705
	Job Satisfaction	1.115	0.236	1.075	4.730	<0.001
	Career development opportunities	0.371	0.241	0.356	1.542	0.126
	Workplace Relationships	0.074	0.095	0.076	0.777	0.439

Interpretation:

Here, results show that P – Value <.001 is less than 0.05. H_0 is rejected and H_1 is Accepted.

Hence, There is an association between the Compensation and Benefits and Other variables (Organizational culture, Work Environment, Employee well being programs, Job Satisfaction, Career development opportunities, Workplace relationships).

5. FINDINGS OF THE STUDY

5.1 PERCENTAGE ANALYSIS

- The majority (50.0%) of the respondents have less than 5 years of experience.
- The majority (55.0%) of the respondents agree that engagement initiatives have positively influenced their decision to remain in the organization.
- The majority (50.8%) of the respondents agree that the compensation and benefits package is an important factor in their decision to stay with the organization.
- The majority (58.3%) of the respondents agree that participation in employee engagement initiatives has increased their commitment to staying with the organization.

5.2 CORRELATION ANALYSIS

Null hypothesis (H_0) is rejected and Alternative hypothesis (H_1) is accepted. Therefore there is significant relationship between the Compensation and Benefits and Employee well being programs.

5.3 CHI-SQUARE ANALYSIS

The calculated person chi-square value is 24.264 which is greater than the table value 21.026. Hence H_0 is rejected and H_1 accepted. There is an association between Career development opportunities and Experience.

5.4 REGRESSION ANALYSIS

Here, results show that P-Value $< .001$ is less than 0.05. H_0 Rejected H_1 Accepted. Hence, There is an association between the Compensation and Benefits and Other variables (Organizational culture, Work Environment, Employee well being programs, Job Satisfaction, Career development opportunities, Workplace relationships).

SUGGESTIONS

- Develop targeted strategies to enhance employee engagement based on key influencing factors.
- Implement recognition and reward programs to motivate and retain employees.
- Foster a supportive work environment with effective leadership.
- Provide career development and training opportunities to promote professional growth.
- Ensure competitive compensation and benefits to enhance job satisfaction.
- Conduct long-term studies to track changes in employee engagement and retention over time, identifying trends and assessing the long-term impact of engagement strategies.
- Compare employee engagement and retention strategies at Iswarya with those of other hospitals or healthcare institutions to gain insights into best practices and areas for improvement.
- Evaluate the effectiveness of various training and development programs on employee engagement and retention, identifying the most beneficial programs and their impact.

CONCLUSION

In conclusion, the study on employee engagement and its impact on employee retention at Iswarya Super Speciality Hospital in Chennai, highlights the critical importance of fostering a positive and engaging work environment to retain talented and motivated employees. The findings suggest that higher levels of employee engagement are associated with increased employee retention rates, leading to a more stable and committed workforce. Therefore, investing in strategies to enhance employee engagement, such as providing opportunities for professional development, recognition, and open communication, can significantly contribute to improving employee retention and overall organizational success at Iswarya Super Speciality Hospital, Chennai.

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