

Investigating the Influence of Employee Engagement Strategies on Employee Turnover in Corporate Hospitals of Hyderabad and Secunderabad.

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Abstract

This research paper delves into the continuous and ongoing process of Employee Engagement in the context of the work environment. Its primary focus is on investigating the influence of Employee Engagement practices on Employee Turnover within Corporate Hospitals located in Hyderabad and Secunderabad. The research methodology employed a Quantitative approach and collected data from 250 respondents. The findings highlight various practices that have a significant impact on Employee Turnover, including a lack of Employee benefit schemes, insufficient emphasis on health and wellness, concerns about job security, a poor work culture, insufficient recognition, inadequate support, limited growth prospects, a lack of respect, a lack of commitment, and unresolved grievances. These factors serve as critical challenges to Employee Engagement, emphasizing the need for more effective practices within corporate hospitals to mitigate Employee Turnover. When employees are highly engaged in their work, it leads to increased productivity and work quality. Several factors within an organization can foster emotional commitment among employees toward achieving organizational goals. The chosen research focus on Corporate Hospitals in Hyderabad and Secunderabad aims to explore Employee Engagement Practices within the healthcare industry and understand their impact on Employee Turnover. Furthermore, the study aims to provide recommendations for enhancing Employee Engagement levels in the researched healthcare sector.

Keywords: *Employee engagement, Employee Turnover, Job security, Poor work culture, Lack of Recognition, Lack of Support, Lack of Growth prospects, Lack of Respect, Lack of commitment and Grievances left unresolved.*

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I. Introduction

Employee Engagement refers to the complete presence of mind and emotional dedication an employee has towards their work and workplace. It encompasses the employee's commitment, satisfaction, and work effort, both physically and mentally (Chandani, Mehta, Mall, & Khokhar, 2016). In this article, I personally propose a definition for Employee Engagement as taking responsibility for assigned work. Organizations need to ensure their employees are engaged and committed to their assigned tasks for productive outcomes. Within the healthcare sector, hospitals are places of hope and life-saving, where employees continuously strive for patient care and service. The hospital management must prioritize the well-being, security, high satisfaction, recognition, rewards, and retention of all employees. Research indicates that hospitals implementing Employee Engagement practices experience lower Turnover rates. Thus, this study aims to identify Employee Engagement practices adopted by hospitals and their impact on employee Turnover. The success of any organization depends on its workforce, necessitating the retention of competent employees for better results. However, employee retention has become a challenge and a major barrier for organizations. Effective Employee Engagement practices play a crucial role in reducing Turnover and contributing to organizational success. High employee Turnover rates have detrimental effects on productivity and employee morale. They indicate a failure in retaining skilled employees and organizational competence. This study's primary objective is to identify the current Employee Engagement practices in hospitals and their impact on employee Turnover. The research

outcomes will inform the redesign and recommendation of effective Employee Engagement practices to mitigate employee Turnover.

II. Review of Literature

In a study conducted by Missaye Mulatie Mengstie (2020), it was found that healthcare workers in public hospitals had low perceptions of distributive, procedural, interpersonal, and informational justice. Similarly, healthcare workers in private hospitals had low perceptions of distributive and procedural justice, but higher perceptions of fairness in interpersonal and informational justice. Both public and private hospital healthcare workers expressed high turnover intentions. The study also revealed a significant difference in organizational justice perceptions between healthcare workers in private and public hospitals.

Nima Khodakarami and Khalil Dirani (2020) discovered that as the level of support declined from "lot of support" to "somewhat support," employee engagement decreased by approximately 50%. The study also identified variations in engagement levels across different work areas, with professional and skilled workers exhibiting higher engagement compared to other groups. Furthermore, it was observed that women, conditioned on being loyal, demonstrated higher levels of engagement than men.

Tiwari and Lenka (2019) found that functional, economic, and psychological benefits positively influenced employee engagement. The study indicated a positive association between internal corporate communication, perceived communication satisfaction, knowledge sharing, continuous learning, and employee engagement.

Jena, Pradhan, and Panigrahy (2018) highlighted that engaged employees demonstrate optimism, maintain good interpersonal relationships, and exhibit high levels of performance within the organization.

Dr. Rabiya T. S. Sange (2015) stated that employee engagement strategies have a significant impact on reducing Turnover rates in organizations. However, a deeper understanding of the relationship between the two variables is required for organizations to achieve bottom-line results.

Arti Chandani, Mita Mehta, Akanksha Mall, and Vashwee Khokhar (2016) emphasized that various factors influence employee engagement at both the organizational and individual levels. These factors may vary based on individual and job characteristics, gender diversity, ethnic diversity, etc. Different approaches to employee engagement, such as comprehensive induction programs, rigorous training and development, certification programs, and realistic job previews, are suggested for new employees.

McConnell (2011) argued that engagement, being linked to increased productivity and reduced turnover, is a viable alternative strategy that requires rigorous research.

Markos and Sridevi (2010) emphasized the need for causal models to better explain employee engagement in modern organizational settings, aiming to bridge the gap between theory and practice.

Stone et al. (2009) found that job seekers are more willing to work for firms with lower employee Turnover rates, perceiving them as employee-centered and economically viable.

Bordia et al. (2008) noted that the term "employee engagement" is sometimes interchangeably used with "worker engagement," although employee engagement is more focused on the relationship with the organization, while engagement involves the relationship with one's work.

Objectives of the Study:

- To explore the employee engagement practices currently implemented in Corporate Hospitals in Hyderabad and Secunderabad.
- To determine which employee engagement practices have a significant impact on employee Turnover in Corporate Hospitals.

Hypothesis:

H₁: Employee engagement has a significant impact on employee Turnover in corporate hospitals.

H₂: Employee engagement has a significant impact on Age of respondents in corporate hospitals.

H₃: Employee engagement has a significant impact on gender of respondents in corporate hospitals.

III. Methodology:

For this research, a descriptive cross-sectional research design was employed. The study involved collecting primary data from 250 employees working in five major hospitals in Hyderabad and Secunderabad (Apollo, Continental, Care, Yashoda, and Kamineni hospitals). A convenience sampling method was used to select 50 employee respondents from each hospital. A structured questionnaire consisting of 50 statements was used to collect the primary data. The respondents rated the statements on a Likert 5-point scale (ranging from strongly disagree-1 to strongly agree-5). After conducting a reliability test, 25 statements were retained, and the Cronbach's alpha coefficient was found to be 0.826, indicating good internal consistency.

Analysis:

The present study used Correlation, ANOVA and Regression methods to find out the objectives

Engagement And Turnover	N	Correlation	R ²	F	Standardized Coefficients	t	Sig	Accepted Hypothesis
	250	.712*	.642	4.570**	.427	3.863	.012**	H ₁

*Significance at 99% confidence level, **significance at 95% confidence level

From the above table the researcher understands that total numbers of respondents are 250 (n) participated in this study. There is a significant strong positive relationship between employee engagement and Turnover in private hospitals at 99% of confidence level ie. R=.712, P (0.000) <0.01. from the above table researcher also find out the value R²= .642, that indicates in this study the independent variable (Employee Engagement) explain only 64% variance in the dependent variable(Turnover), remaining 36% of the variance (changes in Turnover) cannot explained by the employee engagement. F=4.570, P (.024) <0.05 represents this model is significant at 5% level of confidence level.

From the above table values researcher understands that the employee engagement is significantly impact on Turnover of employee at 95% confidence level.ie. t=3.863, P (.012) <0.05, that means researcher select alternative hypothesis which indicates that There is s significant impact of employee engagement on employee Turnover in private hospitals at twin cities of Telangana sate.

The regression equation is

$\text{Turnover} = 5.691 + .427 \text{ Engagement}$

That means engagement has an impact on Turnover, every one unit change in Turnover the engagement contribution in that change (Turnover) is .427 units.

The present study used Correlation, ANOVA and Regression methods to find out the objectives

Engagement And Age of respondents	N	Correlation	R ²	F	Standardized Coefficients	T	sig	Accepted Hypothesis
	250	.339*	.115	32.104*	.339	2.08	.0	H ₂

*Significance at 99% confidence level, **significance at 95% confidence level

The table presents the results of a regression analysis conducted to examine the relationship between employee engagement and the age of the respondents. The analysis involved a sample of 250 participants. The correlation coefficient between engagement and age is .339, indicating a positive correlation between these two variables. This suggests that as the age of the respondents increases, their level of engagement tends to increase as well. The coefficient of determination (R²) is .115, indicating that approximately 11.5% of the variance in employee engagement can be explained by the age of the respondents. The computed F-value is 32.104, which exceeds the critical value, indicating that the regression model is statistically significant. This suggests that the age of the respondents significantly contributes to explaining the variance in employee engagement. The standardized coefficient for age is .339, suggesting that for each one-unit increase in age, there is a corresponding increase of .339 units in employee engagement. The associated t-value is 2.08, which is statistically significant at a significance level of .05. This indicates that the relationship between engagement and age is not due to chance. Based on these results, the null hypothesis (H₀) can be rejected in favor of the alternative hypothesis (H₂). This implies that there is a significant relationship between employee engagement practices and the age of the respondents in the context of the study.

The present study used Correlation, ANOVA and Regression methods to find out the objectives

Engagement And gender of respondents	N	Correlation	R ²	F	Standardized Coefficients	T	sig	Accepted Hypothesis
	250	-0.140*	.020	4.945*	-.140	1.42	.027	H ₃

*Significance at 99% confidence level, **significance at 95% confidence level

The table displays the results of a regression analysis conducted to examine the relationship between employee engagement and the gender of the respondents. The analysis involved a sample of 250 participants. The correlation coefficient between engagement and gender is -0.140, indicating a negative correlation between these two variables. This suggests that there is a slight tendency for lower levels of engagement among certain

gender groups. The coefficient of determination (R^2) is 0.020, indicating that approximately 2% of the variance in employee engagement can be explained by the gender of the respondents. The computed F-value is 4.945, which exceeds the critical value, indicating that the regression model is statistically significant. This implies that the gender of the respondents significantly contributes to explaining the variance in employee engagement. The standardized coefficient for gender is -0.140, indicating that there is a negative relationship between gender and employee engagement. However, the magnitude of this relationship is relatively small. The associated t-value is 1.42, and the associated p-value is 0.027, which is less than 0.05. This suggests that the relationship between engagement and gender is statistically significant, indicating that it is unlikely to have occurred by chance. Based on these results, the null hypothesis (H_0) can be rejected in favor of the alternative hypothesis (H_3). This indicates that there is a significant relationship between employee engagement practices and the gender of the respondents in the context of the study. Specifically, the findings suggest that gender plays a small but significant role in influencing employee engagement levels.

IV. Conclusion:

The study concludes that higher levels of employee engagement are associated with lower Turnover rates in private hospitals in Hyderabad and Secunderabad. Age plays a significant role in explaining employee engagement, while gender has a smaller but still statistically significant influence. However, there are other factors beyond employee engagement that contribute to Turnover, indicating the need for further investigation into these factors.

From the above research the researcher concluded that the employee engagement practices have an impact on employee Turnover. So that to retain skilled and efficient employees within the organisation needs to practice good engagement practices.

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