Employee Satisfaction and Retention in Health Services: Empirical Evidence at the ENT Hospital Mauritius

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Abstract
The retention of employees has been shown to be significant to the improvement and the achievement of the organization’s goals and objectives. Retention of workers can be a fundamental source of competitive advantage for any organization. Besides, employees are recognised as a key asset in today’s organisation and their departure can have a significant effect on the execution of business plans and may finally cause a parallel decline in productivity. Thus, it is imperative to improve the satisfaction of the employees and ultimately retaining them at the same time.

The aim of this study is to evaluate the impact of employee satisfaction and retention in the health services at the ENT hospital. This research explores the various factors that influence employee’s satisfaction and also establishes the relationship between employee’s satisfaction and employee’s retention. Existing theories related to factors of employee’s satisfaction and retention has been explored. A total of 65 respondents were selected for this study, using the census sampling technique. Primary data has been collected by the means of a structured questionnaire where closed ended, open ended and Likert scale were set. Descriptive statistics have been used to show the findings from the questionnaire and also SPSS 21 has been used to correlate employee’s satisfaction and employee’s retention. The results show that the different determinants Reward and Recognition, Participation and involvement, Physical work conditions, Training and Individual development, supervisor support, work life balance, work relations, Performance appraisal and Job design are all positively correlated to employee satisfaction. That is, there is a significant relationship between the determinants and employee satisfaction. The findings also confirm that there is a significant relationship between employee satisfaction and retention.

Key Words: Customer Service, Employee Satisfaction, Health Services and Training
JEL classification: G14, G21, G28
1. Introduction

In response to the pressure of globalization and volatile market dynamics, many organisations, especially the health organisations, are actively seeking ways to add value to their services and improve their service quality. Health Organizations are keen on making operational efficiency a priority. The Ministry of Health and quality of life through its health care centre has emphasized the optimization of operational processes as a means to effectively and efficiently deliver value to customers and to meet or even exceed customer expectations.

On the other hand, to be able to meet the objectives of the organisation, that is, to render valuable and quality service to the public, the constant involvement of the employees is vital. In fact, their working experience and positive contribution value a lot the organisation. They are important to the competitive success of the organisation. According to Chiboiwa et al. (2010, p.1) one of the most important drivers of productivity and sustainable economic growth is the quality and stability of its workforce. The world of work puts the importance of human capital at the centre of organisational success or failure. Besides, the more satisfaction an employee received in the workplace, the more at ease they will feel and the longer period of years they will contribute to the success of the organisation.

Employee satisfaction is a factor in employee motivation, employee goal achievement, and employee morale in the workplace. A mediocre employee would like to stay in the organization if the employee satisfied with the workplace environment. Moreover, the longer an employee works for a company, the more valuable they are becoming, especially in the service organisation. Chiboiwa et al. (2010, p.1) stated that today the challenge for most organisations is the formulation of an efficient retention strategy that will help in retaining employees that are considered essential in achieving the organisational objectives.

Moreover, Beverly (2005, cited by George and Jones 2002, p.4) argued that employees and job dissatisfaction have a strong relationship to absenteeism and turnover, which indeed have a negative impact to the organisational productivity.

However, some organisations have often overlooked the impact of human resources on operational systems (Boudreau et al. 2003). The importance of employee attitudes, such as employee satisfaction, employee retention, and organizational commitment, and their impacts on operational performance have largely been neglected.

According to Osteraker (1999), the employee’s satisfaction and retention is considered the cornerstone for success of organization. In fact understanding employee perspectives and measuring their retention factors are critical to an organization’s success.

1.1 Statement of the problem

Nowadays, employees are recognised as valuable assets in the workplace. They contribute a lot to the success of the organisation. Besides, the greater satisfaction employees derived from the organisation, the greater is their contribution to the success of the organisation and obviously, the
longer period of years they will keep on contributing in achieving the objectives set by the organisation.

However, it has been viewed with much concerned that many organisations, as in the case of ENT Hospital, face difficulties in retaining their experience employees since the organisations unable to identify the factors which contribute to employee satisfaction and the resultant retention. Consequently, they easily lose their valuable and experience employees.

1.2 Rationale of the study

This study aims to show the impact of employee satisfaction on retention at ENT Hospital. This research helps to gauge and analyse the key determinants of employee’s satisfaction which have an impact on retention. It also helps to deepen our knowledge about employee’s satisfaction and its determinants and even retention.

1.3 Research objectives

The specific objectives of this research paper are:

- To find out the level of employee satisfaction at the ENT Hospital.
- To explore the factors influencing employee satisfaction at ENT Hospital.
- To analyse the employees’ retention strategies at the ENT Hospital.
- To make recommendations for the ENT Hospital for an improvement in the retention of employees.

1.4 Research hypotheses

Hypothesis is a preliminary assertion regarding some unknown phenomenon and is stated in a declarative form. It initiates directly from the problem statement and is usually a presumption to a solution to the problem based on the literature review. Let’s now consider the various hypotheses that have been considered in the study.

1.4.1 Reward and Recognition

H₀: There is no significant relationship between rewards and recognition and employee satisfaction.

H₁: There is a significant relationship between rewards and recognition and employee satisfaction.

1.4.2 Communication

H₀: There is no significant relationship between communication and employee satisfaction.

H₁: There is a significant relationship between communication and employee satisfaction.

1.4.3 Participation and Involvement

H₀: There is no significant relationship between participation and employee satisfaction.

H₁: There is a significant relationship between participation and employee satisfaction.
1.4.4 Physical work conditions

H₀: There is no significant relationship between Physical work conditions and employee satisfaction.
H₁: There is a significant relationship Physical work conditions between and employee satisfaction.

1.4.5 Training and Individual development

H₀: There is no significant relationship between Training and individual development and employee satisfaction.
H₁: There is a significant relationship between Training and individual development and employee satisfaction.

1.4.6 Supervisor support

H₀: There is no significant relationship between supervisor support and employee satisfaction.
H₁: There is a significant relationship between supervisor support and employee satisfaction.

1.4.7 Work life balance and stress at work

H₀: There is no significant relationship between work life balance and stress at work and employee satisfaction.
H₁: There is a significant relationship between work life balance and stress at work and employee satisfaction.

1.4.8 Work relations

H₀: There is no significant relationship between work relations and employee satisfaction.
H₁: There is a significant relationship between work relations and employee satisfaction.

1.4.9 Performance Appraisal

H₀: There is no significant relationship between Performance appraisal and employee satisfaction.
H₁: There is a significant relationship between Performance appraisal and employee satisfaction.

1.4.10 Job design

H₀: There is no significant relationship between job design and employee satisfaction.
H₁: There is a significant relationship between job design and employee satisfaction.

1.4.11 Retention

H₀: There is no significant relationship between retention and employee satisfaction.
H₁: There is a significant relationship between retention and employee satisfaction.

1.5 Significance of the study
An appreciation of the various determinants of employee satisfaction is crucial in creating a favourable working condition, thus improving employee’s satisfaction and finally retaining employees at the same time. This will be beneficial for the hospital and even for the employees. Understanding these various determinants of employee’s satisfaction will help the hospital to create awareness to the broader issues that employees face at their workplace. This study will also help in implementing strategies and policies in order to reduce employee’s turnover in the hospital.

2. Literature Review

2.1 Employee Retention

According to James and Mathew (2012) Employee retention involve certain procedures which motivate workers to work within an organisation for the utmost period of time. Employee retention is very useful for an organisation and its personnel. Today, workers are more challenging and they shift to more reliable companies when they get dissatisfied. Employers are responsible to find appropriate means to keep their productive and capable staff or else the business will lose all good employees (Gurumani, 2010).

According to Vaiman (2008), retention management has been known as a major source of competitive advantage in the present and rapidly changing business world. Moreover, the costs of swapping capable and valuable workforce far exceed the expense of retaining and training new employees (Vasishtha, 2009). A workforce who feel esteemed and appreciated by the organisation, are more responsible to contribute in the achievement of the business. They are also apt to perform greatly than disengaged workers who only work for the sake of working.

According to Scott (2012), “People are the driving force behind the success of every business.” If the employees are not satisfied with their working conditions, they will certainly look for other prospect once the economy get better (Messer, 2009). Building loyalty is critical to the short and long-term success of a company. Besides, according to kim et al (2005), workers who are pleased with their positions are more loyal to their organisation than disappointed employees. It has been also argued that employee satisfaction is positively related to employees’ retention (Martensen and Gronholdt, 2001).

2.2 Employee Retention Strategy

According to James and Mathew (2012) the rationale behind retention strategies is to prevent the early departure of proficient employees from the company. The human factor is essential to the realisation of organisational goals. As a result, it becomes vital for companies to set up in place systematic approaches to retain their labour force for performance. According to Peterson (2005), it is extremely annoying to conduct longer recruiting process, train employee, issuing uniforms and make other provisions, and unexpectedly the employee leave the job shortly afterwards, not even a one month time and then same exercise need to be started again.

Organisations encounter problem of recurrent labour turnover (employee retention) due to frustration of the workers resulting from the provision of unsuitable employee-retention strategies.
Employees retaining is an important objective for the organization because recruiting experienced candidates is crucial for the organisation but their retention is more important than recruiting them, since an organisation spend massively on the orientation and training of the new recruits (Muhammad and Afridi, 2011). The exercise of retention is considered as being an extremely challenging task for top management and Human Resources (HR) practitioners in a competitive economic environment. Some Studies have shown that retention is determined by several key factors which need to be handled congruently: workplace culture, business strategy, rewards and benefits philosophy, and career development systems (Fitzenz, 1990).

Several key factors which contribute towards Employee Retention can be depicted in the Figure below.

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**Motivator Factors**
- Achievement (Growth Prospects)
- Recognition (Performance Appraisal)
- Advancement (Training & Development)
- The work itself
- Responsibility

**Hygiene Factors**
- Company policy and Administration (Staffing)
- Supervision
- Working Conditions
- Interpersonal Relation
- Job security
- Salary, Compensation and Benefits

**Independent Variables**
- Organizational Strategies Factors
- Organizational Culture
- Benefits Factors

**Dependent Variable**
- Employee Retention

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**2.3 Employee Satisfaction**

As said by Turkyilmaz et al (2011) Employee satisfaction is an important variable that is able to give an outlook about the general feeling and thinking forms of workers about their job and the place of work. Thus, employee satisfaction refers to the expectations of the employee about the workplace and his feelings toward his position.
Dissatisfied workers are prone to extreme turnover and absenteeism. Employee satisfaction improves efficiency, reduce staff turnover (employee retention) and enhance inspiration and loyalty (Shun-Hsing et al, 2006).

Deery (2008, cited by Robinson and Barron 2007, p.2), stated that the questions of deskilling and standardisation contribute to a lack of job satisfaction and organisational commitment and at last to the decision to quit the job. Tutuncu and Kozak (2007) agree with these conclusions, stating that the job itself, the reward and supervision within the organisation can contribute to job frustration and afterwards employee turnover. On the other hand, it is found that working atmosphere, company ethics and job responsibilities do influence the satisfaction of the workforce (Choo et al, 2007).

According to Petty et al (2005) there are several features that contribute to job satisfaction and they are called motivators. Such factors include success, appreciation, work itself, responsibility and development. On the other hand, there are hygiene factors that led to job dissatisfaction. These factors include administrative guidelines, management, salary, work relations and working conditions.

2.4 Determinants of Employee Satisfaction

According to Turkyilmaz et al (2011, cited by Drummond and Stoddard 1991 p.4), employee satisfaction consist of an assessment of different features of the job. These features are pay, working conditions, interaction with workmate and superior, organizational procedure and the characteristic of the work itself. Moreover, there are several factors that can influence employee satisfaction. These factors are compensation practice, quality of workers’ relationship with their manager, and quality of the physical working conditions (Hamdia and Phadett, 2011). Employee satisfaction and turnover are mostly linked to the scope that employment satisfaction has direct consequence on employee retention and turnover. Al-Hussami (2008) confirmed that if workers are pleased with their career, it will increase their capability, inspiration and output. Finally, this will motivated them to stay in the organisation. In the same length, Yang and Kassekert (2009) stated that the mainly used explanatory variables about employee fulfilment are compensation and benefit levels, direction, working atmosphere, job description and communication. These variables are at the managerial level and the other descriptive variables which are at the personal level are the apparent bureaucratic equality, faith, and perceived employment security.

Therefore, it can be seen that there are various determinants that influence employee satisfaction and most importantly they have a direct impact on employees. An elaboration of the different determinants is presented hereunder;

2.5 Reward and Recognition

Reward and recognition is among the crucial factors that are linked to employee satisfaction. According to Maurer (2001), recognition and reward should be correlated to the success of a business as a consequence of employee satisfaction. Junet et al. (2006) added that recognition and reward are frequently regarded as one of the critical factors influencing employee satisfaction.
On the other hand, Pascoe et al. (2002) stated that failure to recognise and reward someone for his or her effort is mostly in virtue of the scheme because company rules usually expect managers from distributing “encouragement rewards” in appreciation of a well perform job. In other words, failure to recognise and reward highly performed workers lessen employees’ satisfaction. So, the management should find ways of rewarding and recognising well performed job to increase member of staff job satisfaction. Furthermore, Pascoe et al. (2002) added that recognition and reward is positively and strongly related to employee satisfaction.

Flynn (1998) argued that recognition and reward program encourage workers, increase their confidence and create a relationship between performance and enthusiasm of the employees. In fact, the aim of recognition and reward program is to identify a method to compensate and communicate it to the workers so that they can associate their reward to their performance that eventually contributes to worker’s job satisfaction.

2.6 Communication

Inefficient communication in the work place contributes greatly to dissatisfaction. Carney (1998) considers that communication is the key to employee retention. He believes that communication with the workforce must start prematurely in the bond and the beginning phase of a recruit is most likely less than two weeks. The company must involve the personnel as early as possible by showing them the importance of their job.

Lynn (1997) added that an early atmosphere of equality and sincerity need to be developed by laying out the company rule. Taylor and Consenza (1997) pointed out that it is vital for the organisation to communicate its values clearly to its employees so as to boost up their approval, involvement, and enthusiasm. Lynn (1997) added that the organisation must share its vision with the workers. According to Taylor and Consenza, (1997), inefficient communication may increase the gap between organisation’s discernment of quality service and the workforce required and perceived excellence of employment. Besides, there must be a regular principle and expectation among workers. Workers wish to be considered as an essential element of a larger business organisation (Carney, 1998). Moreover, Denton (1992) states that supervisor must be convinced that workers know what are their role in the workplace and their importance to the business. On the other hand, Lynn (1997) noted that for an organisation to be effective there should be a two-way communication.

The management must listen to their employees. A positive atmosphere must be formed in which employees will feel at ease to make suggestion and trying out new ideas. The values and culture of the company must be clearly communicated to all the personnel. Furthermore, the company should lay emphasis regularly on the importance of such values and culture to its employees. It is only then that they will get a sense of satisfaction.

2.7 Participation and involvement
According to Appelbaum et al (2013) inadequate worker involvement in decision making contributes to low level of worker employment satisfaction and employee dedication. Inadequate employee loyalty and commitment affects the employee’s intention to leave the company. In fact, participation comprises the commitment of labour force in management and decision making regarding rules, objective and approaches of the firms. Chao et al. (1994) added that a workforce who understood the rules, values and policy of a company were absolutely and considerably linked to job satisfaction. According to Brewer et al. (2000), managers from public institutions should involve their personnel in the decision-making processes. Bhatti and Qureshi (2007) suggest that job satisfaction level may be improved if employees are allowed to participate in the events of the organisation. According to Ampofo-Boateng et al. (1997) empowerment is just allowing employees to perform their duty autonomously without continuous interference of supervisors. In fact, the rationale behind employee involvement is to enable the growth of the individual and organisational performance and also to assist employees to accomplish their objectives by empowering them to play a part in the decision-making process. Workers consider their own position in a company, and also solve inconveniences related to their career (Seibert et al., 2004). Snipes et al. (2005) stated that from a worker point of view, the feelings of being empowered should impact positively on satisfaction from the job. He further added that participation and involvement is positively connected to employee satisfaction.

2.8 Work life balance and stress at work

According to Branham (2005), when a business expects its workers to work outside normal working hours, the workers’ rest time are reduced. Individual time is vital in retaining relationships, individual welfare, and wisdom. The additional time needed to complete a complex quantity of work considerably increases employee anxiety and thus, lead to employee dissatisfaction. Workers who put great effort to complete their jobs turn out to be less apt to attempt improvement and are more liable to start on searching for a new job somewhere else.

On the other hand, Stress is considered as the primary reason for employees’ irritation with their job. Branham (2005) declares that, “it seems clear that one quarter to one half of all workers are feeling some level of dysfunction due to stress, which is undoubtedly having a negative impact on their productivity and the probability that they will stay with their employers.” In addition, according to Samartha et al (2011), stress at work causes a decline in job satisfaction among employees.

2.9 Work relations

According to Salancik and Pfeffer (1978), workers’ mind-set is formed through group relations with other members in the organisation. In fact, situational or organisational context of the work is crucial in shaping job satisfaction, and also show the importance of other factors, such as job description and personal characteristics. Above all, workers who have positive insight of the job atmosphere, and interrelated well with their fellow worker and supervisor have been account to demonstrate high levels of job fulfilment. Kalleberg (1977), for example, establish that excellent work
relations with colleague could increase job satisfaction. Besides, close relationship between employees and their supervisors contribute to higher levels of job satisfaction (Ellickson, 2002), and this result concern both the public professional and manual workers (Emmert and Taher, 1992). Work relation is a constitution of the day to day interaction between workers or managers and employees as explained by Waldhober, et al. (2003, cited in Stoetzer 2000, p.3). He further added that these relations are a natural part of the working environment and are generally pleasant, but can also be the cause of tensions and frustrations which influence employee’s satisfaction.

2.10 Performance Appraisal

Excellence performance assessment knowledge is vital to create higher levels of job satisfaction (Brown et al, 2010). Conversely, a low quality performance evaluation skill may lead to a lower level of job satisfaction. Excellence performance assessment knowledge is likely to develop employees’ feelings of attitude, attainment, self-image about their career and their feelings of a productive position in the organisation (Lind & and Tyler, 1988). Moreover, research reveals that organisations give a price for letting low quality performance evaluation experiences, that is, when workers have low quality performance evaluation knowledge the organization will likely to bring a fine in forms of lower job satisfaction and higher intention to quit the organisation. Study further revealed that performance appraisals are relatively related to job satisfaction.

2.11 Job design

According to Alam Sageer (2012), job satisfaction is dependent on job design. Jobs that are prosperous in constructive behavioural essentials- such as self-sufficiency, job identity, job significance and feedback add to employee’s satisfaction. Hodgetts and Hegar (2005) stated that Job design is a key issue in human relations. According to Knapp and Mujtaba (2010), Job design is one of the most valuable tools used for optimising an employee's performance. It is described as altering the content and procedure of a job to boost up employee’s satisfaction and efficiency. Sauter et al. (1997) perform a psychometric assessment of the organisational job satisfaction scale. Their conclusion shown that there are four scopes of organisational job satisfaction scales, which includes compensation, relations, management and position. They also establish that job satisfaction contribute to job enjoyment and link extensively with self-sufficiency, pressure and loyalty. Ben et al (2012) stated that the outcome of job design on employee satisfaction should never be undervalued. Any effort to believe that job design is inappropriate to production and performance is unsafe to the long term survival of any organisation because absenteeism, high turnover of labour and low performance will each take its toll on the organisation.

3. Research Methodology

For the purpose of the study, both the qualitative and the quantitative methods are used to explore the factors influencing employee satisfaction and its impact on retention. An inductive approach is used at the outset to explore the variables and possible relationships. Then, a deductive approach is used for the collection of data and testing of hypotheses. Both secondary and primary data are used in
this research. Secondary data includes published journals, text books, web pages and magazine articles whereas primary data includes the use of questionnaire where face to face interviews are carried out with the respondents. Structured questionnaires are used to make sure that the respondents and researcher assign the same meaning of a question. The questionnaire will composed of close ended questions, dichotomous questions (answer by yes or no), Multiple choice questions, Open ended questions and likert scale question. It will also help to measure the dependent variables (1) the factors influencing employee satisfaction, (2) the level of employee satisfaction at the ENT Hospital, (3) the number of years existing employee plan to work at the ENT Hospital.

3.1 Analysis and Findings

3.1.1 Relationship between employee satisfaction and the different determinants

To be able to identify the relationship between employee satisfaction and the different determinants, a correlation was done using the Pearson coefficient correlation. The coefficient value lies between -1 and 1. In fact, the greater the values the more related are the items.

Determinant 1: Reward and Recognition

Table 5.13.1 as per appendix 1 illustrates the correlation coefficient between employee satisfaction and reward and recognition. It shows that the p-value is 0.037 which is less than the significant level of 0.05, (p<0.05). As a result, \( H_0 \) will be rejected and \( H_1 \) is accepted since there is a significant relationship between reward and employee satisfaction in the ENT Hospital.

The result also indicates that Pearson Correlation (r-value) is 0.275. This value shows that there is a positive relationship between rewards and employee satisfaction. Thus, an increase in reward and recognition will lead to an increase in employee satisfaction. Hence, this finding is in line with the literature review section.

Determinant 2: Communication

Table 5.13.2 in appendix 2 shows the correlation coefficient between employee satisfaction and communication. It illustrates that the p-value is 0.006 which is less than the significant level of 0.01, (p<0.01). Therefore, \( H_0 \) will be rejected and \( H_1 \) is accepted since there is a significant relationship between communication and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.355. This value shows that there is a positive relationship between communication and employee satisfaction. Thus, an increase in the level of communication will lead to an increase in employee satisfaction. So, this is in accordance with the literature review section.

Determinant 3: Participation and Involvement

Table 5.13.3 as per appendix 3 depicts the correlation coefficient between employee satisfaction and Participation and Involvement. It shows that the p-value is 0.031 which is less than the significant level of 0.05, (p<0.05). For that reason, \( H_0 \) will be rejected and \( H_1 \) is accepted since there is a significant relationship between Participation/Involvement and employee satisfaction in the ENT Hospital.
The result also pointed out that Pearson Correlation (r-value) is 0.283. This value shows that there is a positive relationship between Participation/Involvement and employee satisfaction. Hence, an increase in the level of Participation/Involvement will lead to an increase in employee satisfaction. This finding is in accordance with the literature review section.

**Determinant 4: Physical working conditions**

Table 5.13.4 as per appendix 4 illustrates the correlation coefficient between employee satisfaction and Physical working conditions. It shows that the p-value is 0.011 which is less than the significant level of 0.05, (p<0.05). For that reason, H₀ will be rejected and H₁ is accepted since there is a significant relationship between Physical working conditions and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.330. This value shows that there is a positive relationship between Physical working conditions and employee satisfaction. Hence, an increase in the level of Physical working conditions will lead to an increase in employee satisfaction. In fact, this finding is line with the literature review section.

**Determinant 5: Training and Individual development**

Table 5.13.5 as per appendix 5 demonstrates the correlation coefficient between employee satisfaction and Training and Individual development. It shows that the p-value is 0.007 which is less than the significant level of 0.01, (p<0.01). For that reason, H₀ will be rejected and H₁ is accepted since there is a significant relationship between Training and Individual development and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.349. This value shows that there is a positive relationship between Training and Individual development and employee satisfaction. Hence, an increase in the level of Training and Individual development will lead to an increase in employee satisfaction. This finding is in sequence with the literature review.

**Determinant 6: Supervisor Support**

Table 5.13.6 as per appendix 6 shows the correlation coefficient between employee satisfaction and Supervisor Support. It shows that the p-value is 0.002 which is less than the significant level of 0.01, (p<0.01). As a result, H₀ will be rejected and H₁ is accepted since there is a significant relationship between Supervisor support and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.406. This value shows that there is a positive relationship between Supervisor support and employee satisfaction, that is, an increase in the level of Supervisor support will lead to an increase in employee satisfaction. Therefore, this is in line with the literature section.

**Determinant 7: Work life balance and stress at work**

Table 5.13.7 as per appendix 7 illustrates the correlation coefficient between employee satisfaction and work life balance and stress at work. It shows that the p-value is 0.001 which is less
than the significant level of 0.01, (p<0.01). Thus, H_0 will be rejected and H_1 is accepted since there is a significant relationship between work life balance and stress at work and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.438. This value shows that there is a positive relationship between work life balance and stress at work and employee satisfaction. Thus, this finding is in accordance with the literature section.

Determinant 8: Work relations

Table 5.13.8 as per appendix 8 depicts the correlation coefficient between employee satisfaction and work relations. It shows that the p-value is 0.001 which is less than the significant level of 0.01, (p<0.01). As a consequence, H_0 will be rejected and H_1 is accepted since there is a significant relationship between work relations and employee satisfaction in the ENT Hospital.

The result also pointed out that Pearson Correlation (r-value) is 0.440. This value shows that there is a positive relationship between work relations and employee satisfaction. Hence, an increase in the level of work relations will lead to an increase in employee satisfaction. This finding is in line with that of the literature review.

Determinant 9: Performance Appraisal system

Table 5.13.9 as per appendix 9 shows the correlation coefficient between employee satisfaction and Performance appraisal system. It shows that the p-value is 0.014 which is less than the significant level of 0.05, (p<0.05). Therefore, H_0 will be rejected and H_1 is accepted since there is a significant relationship between Performance appraisal system and employee satisfaction in the ENT Hospital.

The result also indicates that Pearson Correlation (r-value) is 0.321. This value shows that there is a positive relationship between Performance appraisal system and employee satisfaction, that is, an increase in the level of Performance appraisal system will lead to an increase in employee satisfaction. Thus, this finding is in accordance with the literature review section.

Determinant 10: Job Design

Table 5.13.10 as per appendix 10 shows the correlation coefficient between employee satisfaction and Job design. It illustrates that the p-value is 0.000 which is less than the significant level of 0.01, (p<0.01). So, H_0 will be rejected and H_1 is accepted since there is a significant relationship between Job design and employee satisfaction in the ENT Hospital.

The result also indicates that Pearson Correlation (r-value) is 0.573. This value shows that there is a positive relationship between Job design and employee satisfaction. Hence, an increase in the level of Job design will lead to an increase in employee satisfaction. So, this finding is in line with the literature review section.

4. Relationship between overall employee satisfaction and retention

Table 5.14 in appendix 11 shows the correlation coefficient between employee satisfaction and employee retention. It indicates that the p-value is 0.002 which is less than the significant level of 0.01, (p<0.01). Thus, H_0 will be rejected and H_1 is accepted since there is a significant relationship between overall employee satisfaction and employee retention.
0.01, (p<0.01). As a result, H₀ will be rejected and H₁ is accepted since there is a significant relationship between employee retention and employee satisfaction in the ENT Hospital.

The result also indicates that Pearson Correlation (r-value) is 0.394. This value shows that there is a positive relationship between employee retention and employee satisfaction. Hence, an increase in the level of employee satisfaction will lead to an increase in employee retention. This finding concurs with the literature section.

5. Conclusion

To conclude, the rationale of the research is to explain the impact of employee satisfaction on retention. From the literature review, it can be clearly seen that there are several determinants of employee satisfaction, which at the end contribute significantly to employee retention. Besides, from the results of the present findings, it can be seen that each of the different determinant mentioned in the literature review is positively connected with the overall employee satisfaction. In addition, the results also demonstrate that employee retention is positively related to employee satisfaction.

5.1. Suggestions for future study

In this study, the information is collected from the ENT hospital only. So, it is recommended that future research be conducted to more hospitals to reduce bias of results and improve accuracy of data. Besides, larger sample can be targeted through the distribution of questionnaire to more hospitals. Thus, the data obtained will be more reliable and accurate.

Another recommendation for future research is that instead of using questionnaire as in the case of the present research, interviews survey can be used. This will help in understanding the respondent’s difficulty in answering the question and hence be able to obtain more accurate result.

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### Appendix

**Appendix 1**

**Determinant 1: Reward and Recognition**

| Table 5.13.1: Correlation overall between overall employee satisfaction and Reward /Recognition |
| Correlations |

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Appendix 2
Determinant 2: Communication

Table 5.13.2: Correlation overall between employee satisfaction and Communication

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Overall employee satisfaction</th>
<th>Communication</th>
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<td>Sig. (2-tailed)</td>
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<td></td>
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<tr>
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<td>58</td>
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<tr>
<td>Communication</td>
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</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 3
Determinant 3: Participation and Involvement

Table 5.13.3: Correlation between overall employee Satisfaction and Participation / Involvement

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Overall employee satisfaction</th>
<th>Participation and involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall employee satisfaction</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>58</td>
<td>58</td>
</tr>
</tbody>
</table>

*. Correlation is significant at the 0.05 level (2-tailed).
Appendix 4
Determinant 4: Physical working conditions

### Table 5.13.4: Correlation between overall employee Satisfaction and Physical working conditions

<table>
<thead>
<tr>
<th></th>
<th>Overall employee satisfaction</th>
<th>Physical working conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall employee satisfaction</td>
<td>Pearson Correlation</td>
<td>.330*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.011</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
</tr>
<tr>
<td>Physical working conditions</td>
<td>Pearson Correlation</td>
<td>.330*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.011</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).

Appendix 5
Determinant 5: Training and Individual development

### Table 5.13.5: Correlation between overall employee Satisfaction and Training/individual development

<table>
<thead>
<tr>
<th></th>
<th>Overall employee satisfaction</th>
<th>Training and individual development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall employee satisfaction</td>
<td>Pearson Correlation</td>
<td>.349**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
</tr>
<tr>
<td>Training and individual development</td>
<td>Pearson Correlation</td>
<td>.349**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
Table 5.13.6: Correlation between overall employee Satisfaction and Supervisor Support

<table>
<thead>
<tr>
<th>Overall employee satisfaction</th>
<th>Overall employee satisfaction</th>
<th>Supervisor support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.406**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.002</td>
</tr>
<tr>
<td>N</td>
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<td>58</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 7
Determinant 7: Work life balance and stress at work

Table 5.13.7: Correlation between overall employee Satisfaction and Work life Balance and stress at work

<table>
<thead>
<tr>
<th>Overall employee satisfaction</th>
<th>Overall employee satisfaction</th>
<th>work life balance and stress at work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.438**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
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<td>58</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 8
Determinant 8: Work relations

Table 5.13.8: Correlation between overall employee Satisfaction and Work Relations

<table>
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<th>Overall employee satisfaction</th>
<th>Overall employee satisfaction</th>
<th>work relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.440**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
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<td>58</td>
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</tbody>
</table>
Appendix 9

Determinant 9: Performance Appraisal system

Table 5.13.9: Correlation between overall employee Satisfaction and Performance Appraisal System

<table>
<thead>
<tr>
<th>Correlations</th>
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<th>Performance appraisal system</th>
</tr>
</thead>
<tbody>
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<td>Overall employee satisfaction</td>
<td>Pearson Correlation</td>
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</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.014</td>
<td>.014</td>
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<tr>
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<td>58</td>
</tr>
<tr>
<td>Performance appraisal system</td>
<td>Pearson Correlation</td>
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<tr>
<td>Sig. (2-tailed)</td>
<td>.014</td>
<td>.014</td>
</tr>
<tr>
<td>N</td>
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<td>58</td>
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</tbody>
</table>

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 10

Determinant 10: Job Design

Table 5.13.10: Correlation between overall employees Satisfaction and Job design

<table>
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<th>Correlations</th>
<th>Overall employee satisfaction</th>
<th>Job design</th>
</tr>
</thead>
<tbody>
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<td>Overall employee satisfaction</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
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<td>58</td>
</tr>
<tr>
<td>Job design</td>
<td>Pearson Correlation</td>
<td>.573**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
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<tr>
<td>N</td>
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</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 11

5.14 Relationship between overall employee satisfaction and retention

Table 5.14: Correlation between overall employee Satisfaction and Employee retention

<table>
<thead>
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<th>Correlations</th>
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</tr>
</thead>
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<td>Pearson Correlation</td>
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</tr>
<tr>
<td>Sig. (2-tailed)</td>
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<td>.001</td>
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<tr>
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<td>58</td>
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</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
<table>
<thead>
<tr>
<th></th>
<th>Overall employee satisfaction</th>
<th>Employee retention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall employee satisfaction</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
</tr>
<tr>
<td><strong>Employee retention</strong></td>
<td>Pearson Correlation</td>
<td>.394**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>58</td>
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</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).