



# **Determinants of Employee Attrition and Retention in Odisha's Private Healthcare Sector: An Empirical Analysis of Contributing Factors**

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**Abstract:** A structured analytical framework is used to examine employee turnover in the private healthcare sector, focusing on organisational and job-related factors. The research uses primary data collected from healthcare professionals at private hospitals in Odisha via a standardised questionnaire. The main things that were looked at were pay, job satisfaction, workload, chances for career advancement, and how managers do their jobs. The analysis reveals that insufficient compensation, elevated work intensity, constrained opportunities for professional advancement, and inadequate managerial support are the principal determinants affecting employee turnover. The study enhances comprehension of attrition dynamics within the healthcare sector and establishes a basis for formulating effective retention strategies in private hospitals.

**Keywords:** Employee Attrition, Retention, Job Satisfaction, Workforce Management

## **I. Introduction**

The healthcare sector is a key part of socio-economic development, and human capital is very important for making sure that services are of high quality and operations run smoothly. The quick growth of private hospitals in Odisha has made it easier for people to get healthcare and improved the quality of care. However, high rates of employee turnover have become a major problem for organisations, making it harder for them to provide care and perform well. High turnover rates lead to higher replacement costs, the loss of specialised knowledge, and problems with how things work. Additionally, attrition has a negative effect on employee commitment and the stability of the workforce. In this context, a systematic evaluation of the fundamental causes of employee turnover is crucial for the development of effective retention strategies and enduring human resource management practices in the private healthcare sector.

## **Objectives of the Study**

- To analyse the variation in employee attrition with respect to different salary levels.
- To investigate the variation in employee attrition across different levels of workload.



## Hypotheses

- **H1:** There is a significant difference in employee attrition across salary levels.
- **H1:** There is a significant difference in employee attrition based on workload

Therefore, the study is important, as it examines the critical factors influencing employee attrition and retention in Odisha's private healthcare sector, which is vital for ensuring consistent, high-quality patient care. High attrition disrupts service delivery, increases recruitment costs, and weakens institutional efficiency.

## II. Reviews of literature

Employee attrition and retention are critical challenges in Odisha's private healthcare sector, affecting service quality and organisational stability. This study explores key factors influencing workforce turnover and retention through empirical analysis. It aims to provide insights into improving employee satisfaction, reducing attrition, and strengthening human resource practices in the regional healthcare system.

Chu et al. (2026) investigated hospital employee turnover and found that demographic and job-related factors play a crucial role in influencing attrition behaviour. The study reported that salary structure affects perceived fairness and financial satisfaction, while employment status influences job security and organisational attachment. In addition, personal characteristics such as age, experience, and individual work orientation further shape turnover intention. Overall, these factors collectively determine employees perceived equity and stability, which in turn influence their intention to remain or leave the organisation. Xu et al. (2024) found that job satisfaction and work engagement act as mediating variables that reduce turnover intention among healthcare workers.

The study indicates that higher job satisfaction improves work attitudes, while strong work engagement enhances emotional and cognitive attachment to the organisation, thereby lowering turnover intention and improving retention. Ocean & Meyer (2023) identified job satisfaction and occupational stress as key drivers of employee turnover in the healthcare sector. The study indicated that diminishing job satisfaction lowers organisational commitment, while rising workplace strain leads to emotional fatigue, collectively increasing intentions to leave and overall Patnaik & Das (2021) conducted a study on job satisfaction among nurses in Eastern India, concluding that work-life balance and organisational culture strongly influence retention. Their research is closely aligned geographically, but the present study broadens the scope beyond nurses to include diverse healthcare employees in Odisha's private sector, identifying risk. Rao (2020) analysed retention strategies in healthcare institutions and found that training opportunities, supportive management, and recognition significantly improved employee retention.



While this study emphasised organisational practices, the current research expands by empirically examining multiple contributing factors, such as socio-economic and workplace conditions. Odisha Sharma & Kaur (2019) examined employee attrition in private hospitals across India, identifying workload, low pay, and lack of career growth as major causes. Their study focused on a national perspective, whereas the present study specifically targets Odisha's private healthcare sector, offering region-specific insights into similar determinants. Gupta & Mehta (2018) explored attrition in service industries and highlighted stress, long working hours, and inadequate incentives as key reasons for employee turnover. Although not limited to healthcare, their findings provide a theoretical base; the current study applies these concepts specifically to the private healthcare context in Odisha. Singh et al. (2022) investigated employee engagement and retention in hospitals, finding that engagement initiatives and leadership style play a crucial role in reducing attrition. Unlike their study, which centres on engagement alone, the present research integrates multiple determinants to provide a more comprehensive empirical analysis within a regional framework.

Hence, most previous studies have either focused on broad national trends, specific employee groups, or limited variables affecting attrition and retention. In contrast, the present study provides a comprehensive and region-specific empirical analysis of Odisha's private healthcare sector, incorporating multiple determinants such as compensation, work environment, job satisfaction, and organisational practices. This makes the study more contextually relevant and practically applicable for local healthcare management.

### **III. Research Methodology**

The study adopts a descriptive and analytical research design to examine the determinants of employee attrition and retention in the private healthcare sector. It is based on both primary and secondary data, where primary data were collected from 160 employees of private hospitals using a structured questionnaire comprising closed-ended and Likert scale items, and secondary data were sourced from journals, reports, and relevant literature. A random sampling technique was employed to ensure an unbiased representation of respondents. The study is confined to private hospitals in Odisha, particularly in urban areas.

### **IV. Conceptual Frame Work**

The study conceptualises employee attrition as a complex, multivariate outcome influenced by both economic and occupational determinants. In particular, salary level and workload intensity are operationalised as primary exogenous variables shaping employee retention dynamics within the private healthcare sector. Grounded in Equity Theory and the Job Demands–Resources (JD–R) framework, the model posits that salary level determines perceived distributive justice, whereas workload intensity contributes to psychosocial strain, including occupational stress and burnout.



These intervening psychological constructs subsequently affect job satisfaction and subjective well-being, which function as central mediating variables in the turnover process. Deterioration in these mediating states leads to heightened turnover intention, which ultimately culminates in employee attrition.

Overall, the framework explains attrition as a sequential cognitive-behavioural pathway linking organisational inputs to individual withdrawal decisions.



## V. Data Analysis and Interpretation

### Demographic Profile

Table-1: Gender-wise classification of sample respondents

Category	Frequency	Percentage
Male	70	43.75%
Female	90	56.25%
Total	160	100.00

Source: Primary data



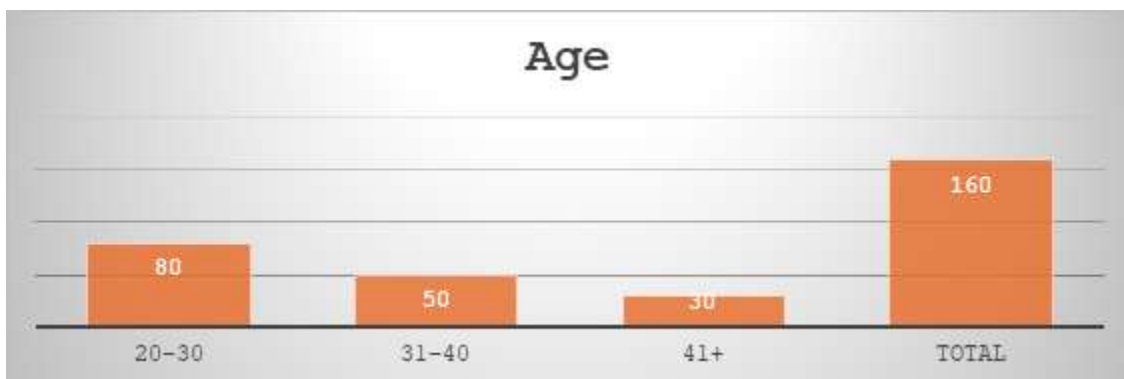
Graph-1: Gender-wise classification of sample respondents

### Interpretation

Table-1: shows the gender distribution of the sample respondents. Out of a total of 160 respondents, female respondents (56.25%) are higher than male respondents (43.75%). This indicates that females constitute the majority of the sample. The sample has a slight female dominance, suggesting that women's participation in the study is comparatively higher than that of men.

Table-2: Age-wise classification of sample respondents

Category	Frequency	Percentage
20–30	80	50%
31–40	50	31.25%
41+	30	18.75%
Total	160	100.00
Source: Primary data	Source: Primary data	Source: Primary data



Graph-2: Age-wise classification of sample respondents

### Interpretation

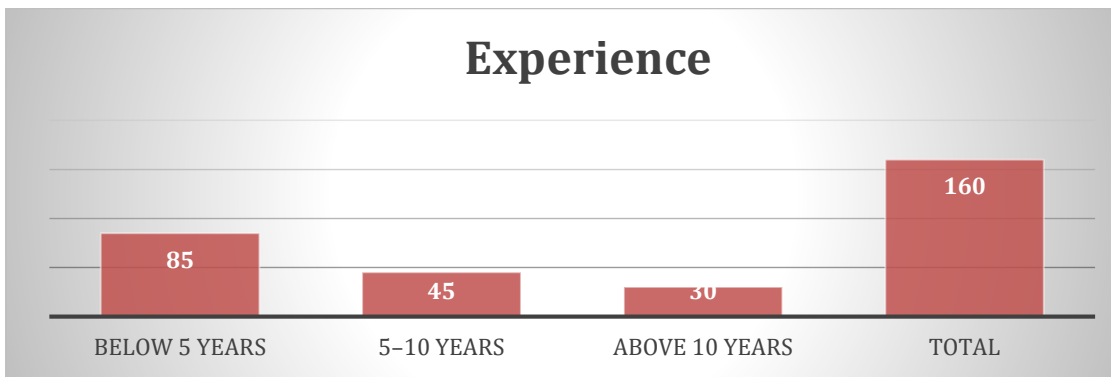
From the table 2 reveals the age-wise distribution of respondents shows that the majority belong to the 20–30 age group (50%), making it the largest segment of the sample. This is followed by the 31–40 age group



(31.25%), while respondents aged 41 and above (18.75%) form the smallest group. The sample is dominated by younger individuals, with comparatively fewer participants from older age groups.

Table-3: Experience-wise classification of sample respondents

Category	Frequency	Percentage
Below 5 years	85	53%
5–10 years	45	28%
Above 10 years	30	19%
Total	160	100.00
Source: Primary data	Source: Primary data	Source: Primary data



Graph-3: Experience-wise classification of sample respondents

**Interpretation:** Table 3 shows that the majority of respondents have less than 5 years of experience (53%), making it the largest group. This is followed by those with 5–10 years of experience (28%), while respondents with more than 10 years of experience (19%) form the smallest proportion. Most respondents are relatively less experienced, with fewer individuals having long-term experience.

#### Statistical Analysis & Hypothesis Testing

The study is based on key organisational behaviour theories explaining employee turnover in relation to salary and workload. The Equity Theory (Adams, 1965) states that perceived imbalance in compensation leads to dissatisfaction and increased turnover intention. The Expectancy Theory (Vroom, 1964) suggests that weak linkage between effort, performance, and rewards reduces motivation and increases attrition tendency.

The Job Demands–Resources (JD-R) Model (Demerouti et al., 2001) explains that excessive workload creates job strain, burnout, and withdrawal behavior, while adequate resources improve retention. Similarly, the Herzberg Two-Factor Theory (Herzberg, 1959) highlights that poor hygiene factors such as salary and



working conditions lead to dissatisfaction and employee exit behavior. Overall, these theories confirm that both compensation structure and workload intensity are key determinants of employee attrition.

Table 4: Employee Attrition Vs Salary Level (ANOVA)

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-value	p-value
Between Groups (Salary Levels)	28.64	3	9.55	7.82	< 0.05
Within Groups (Error)	96.21	96	1.00	—	—
Total	124.85	99	—	—	—

From the table 4, the ANOVA results indicate a statistically significant difference in employee attrition across remuneration levels ( $F = 7.82$ ,  $p < 0.05$ ), leading to rejection of the null hypothesis. The higher between-group variation ( $MS = 9.55$ ) compared to within-group variance ( $MS = 1.00$ ) reflects clear intergroup heterogeneity in turnover behavior, suggesting that salary acts as a significant predictor variable influencing attrition tendencies.

Table 5: Employee Attrition Vs Workload (ANOVA)

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-value	p-value
Between Groups (Workload Levels)	35.48	3	11.83	9.34	< 0.05
Within Groups (Error)	92.37	96	0.96	—	—
Total	127.85	99	—	—	—

From Table 5: The results also show a significant effect of workload on employee attrition ( $F = 9.34$ ,  $p < 0.05$ ). The greater between-group mean square ( $MS = 11.83$ ) relative to error variance ( $MS = 0.96$ ) indicates strong group-level variation, implying that workload operates as a key occupational stressor impacting employee retention.

## VI. Findings

- Salary dissatisfaction is a significant predictor of employee attrition, with inadequate compensation positively influencing turnover intention among employees.
- High workload intensity is strongly correlated with increased psychosocial strain, leading to elevated levels of occupational stress and burnout, which adversely affect employee retention.



- The findings empirically support Equity Theory, where lower salary levels reduce perceived distributive justice, thereby increasing attrition propensity.
- The results are also consistent with the Job Demands–Resources (JD–R) model, as excessive job demands (workload) contribute to strain outcomes and reduced organisational commitment.
- Demographic analysis indicates a female predominance in the sample (56.25%) relative to male respondents (43.75%), suggesting a gender-skewed sample distribution.
- The age distribution reflects a youth-dominated workforce, with 50% of respondents in the 20–30 years cohort, indicating a higher concentration of early-career employees.
- The prevalence of younger employees implies greater career mobility and a higher likelihood of voluntary turnover within this cohort.

## VII. Suggestions

- Reduce repetition of terms like attrition, turnover intention, retention by tightening causal links.
- Ensure consistency in statistical language (use either correlation-based or regression-based terms depending on your analysis).
- Strengthen theoretical statements by explicitly linking findings to constructs rather than just mentioning the theories.
- Improve analytical depth in demographic points by briefly interpreting what the distributions imply for attrition risk.
- Maintain consistent academic tone by using precise terms such as association, predictor, propensity, and strain outcomes.
- Avoid mixing descriptive reporting and interpretation within the same bullet wherever possible; separate them logically if needed.
- Ensure parallel structure across all points for better readability and coherence.

## VIII. Conclusion

Employee attrition in the private healthcare sector of Odisha is significantly influenced by compensation structure and workload intensity. The findings confirm that salary dissatisfaction increases turnover intention, while high workload elevates stress and reduces retention. Overall, both economic and occupational factors play a critical role in shaping attrition behaviour, highlighting the need for effective HR strategies focused on fair pay, workload balance, and employee well-being.



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