RESEARCH PAPER

Beyond Workplace Engagement: Examining the Role of Employee Empowerment, Job Satisfaction and Organizational Commitment in Healthcare Employee Retention at Hycare Super Specialty, Chennai

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ABSTRACT

Employee retention has become a critical human resource challenge in the healthcare sector, as workforce stability affects organizational effectiveness, employee morale, service continuity, and the quality of patient care. Beyond workplace engagement, factors such as employee empowerment, job satisfaction, organizational commitment, compensation and benefits, career development, and employee well-being may influence employees' intentions to remain with an organization. This study examines employee engagement and retention at Hycare Super Specialty Hospital, Chennai, focusing on key organizational and employee-related factors.

A descriptive research design was adopted, and a census sampling method was employed to include 120 employees. Primary data were collected using a structured questionnaire. The data were analyzed using percentage analysis, Pearson's correlation, chi-square tests, and multiple regression analysis. The findings suggest that most respondents agreed or strongly agreed that employee engagement initiatives positively influenced their retention decisions, while the majority considered compensation and benefits important factors in their decision to remain with the organization. Furthermore, most reported that participation in employee engagement initiatives strengthened their intention to stay. Pearson's correlation analysis indicated a significant relationship between compensation and benefits and employee well-being programs. Chi-square analysis suggested a significant association between career development opportunities and employee experience. The study concludes that integrated retention strategies emphasizing employee engagement, empowerment, job satisfaction, organizational commitment, career development, competitive compensation, recognition, and employee well-being may contribute to improved employee retention in healthcare organizations.

Keywords: Employee Engagement, Employee Retention, Employee Empowerment, Job Satisfaction, Organizational Commitment, Healthcare Employees, Career Development, Employee Well-being.

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1. INTRODUCTION

Human resources may constitute a central strategic asset of healthcare organizations (Kabene, Orchard, Howard, Soriano, & Leduc, 2006, p. 34). Unlike organizations in many other industries, healthcare institutions may depend heavily on employees' knowledge, skills, commitment, and emotional involvement to maintain continuous, effective service delivery. Nurses, doctors, administrative personnel, technical employees, support staff, and other healthcare workers work in demanding environments where workload, emotional pressure, patient expectations, working conditions, career opportunities, and organizational support can shape their attitudes toward the organization. As a result, employee engagement has become an important human resource management concept (Dhandayuthapani & Shalini, 2024). Engaged employees are generally more involved in their work, more willing to contribute beyond minimum job requirements, and more likely to develop positive relationships with their organizations. The study similarly conceptualizes employee engagement as employees' commitment and motivation toward their work and organization and links engagement to productivity, organizational commitment, and retention. Employee retention refers to an organization's ability to retain employees over a specified period. High employee turnover can create substantial costs through recruitment, selection, induction, training, and replacement (Waldman, Kelly, Aurora, & Smith, 2004). In healthcare organizations, turnover can also affect team coordination, workload distribution, employee morale, and continuity of services (Aviles, 2020). The original study identifies workforce stability and patient-care quality as important reasons for examining engagement and retention in healthcare organizations. This study improves an organization's ability to respond to financial crises and create plans for reducing prospective financial risks (Subburaj, P. et al., (2018).

However, employee retention cannot be understood solely through employee engagement. Contemporary organizations may need to consider a broader set of employee experiences. Employee empowerment may confer greater participation in and influence over workplace decisions (Nurcahyo, 2024). Job satisfaction may shape how positively employees evaluate their jobs and working conditions (Adamopoulos, 2022). Organizational commitment may reflect the psychological attachment employees develop toward their organization (Abdallah et al., 2016). Compensation, career advancement, employee well-being, organizational culture, workplace relationships, and work environment may collectively influence an employee's intention to remain (Vries et al., 2023). The original study's conceptual framework identifies organizational culture, work environment, compensation and benefits, career development opportunities, employee well-being programs, job satisfaction, and workplace relationships as key factors associated with employee retention. The framework may also link retention to improved retention rates, reduced absenteeism, cost savings, and an enhanced organizational reputation. Therefore, the present framework may extend the original engagement-retention perspective by placing employee empowerment, job satisfaction, and organizational commitment within a broader strategic employee-retention framework.

2. REVIEW OF LITERATURE

Beyond Workplace Engagement: Examining the Role of Employee Empowerment, Job Satisfaction and Organizational Commitment in Healthcare Employee Retention at Hycare Super Specialty, Chennai. This literature review is based on the studies listed in the supplied Google Scholar screenshots and the provided research topic. It emphasizes healthcare employee retention, employee engagement, empowerment, job satisfaction, organizational commitment, and related organizational factors. Studies from other sectors are included where their findings may provide relevant theoretical or contextual insights. Since the screenshots and reference list do not provide the full text of every study, the reviews below are framed cautiously around the stated research focus rather than presenting unverified empirical findings.

2.1 Employee Engagement and Healthcare Employee Retention

Alamelumangai et al. (2025), in their study titled Analysis of Employee Engagement Practices and Their Role in Retaining Healthcare Professionals at Iswarya Super Specialty Hospital, Chennai, examined a topic directly relevant to the present research. Employee engagement may constitute an important organizational factor because healthcare professionals work in demanding environments that require patient-focused service, teamwork, emotional resilience, and continuous coordination (Gómez-Salgado, et al., 2021, p. 1017). Engagement practices may support retention by strengthening employees' connection to their work and organization. This study may provide a closely related contextual foundation for examining employee engagement alongside employee empowerment, job satisfaction, and organizational commitment at Hycare Super Specialty Hospital, Chennai.

Subburaj et al. (2025), in Employee Retention Strategies in the Indian Textile Industry: Challenges and Solutions, examined employee retention in India's textile sector. Although the industry differs from healthcare, the study's focus on retention strategies may help explain broader organizational approaches to retaining employees. In healthcare institutions, comparable concerns may include workload, career development, recognition, supervisor support, compensation, and opportunities for professional growth (Bharath, 2021, p. 115). The study may offer a cross-sector perspective on retention as an organizational outcome shaped by workplace practices.

2.2 Employee Empowerment and Employee Retention

Siva Subramanian and Subburaj (2025), in their study Artificial Intelligence for Strategic Human Resource Management: A Study on AI-Driven Recruitment in IT Companies of Chennai, examined the application of artificial intelligence in strategic human resource management, particularly recruitment processes. Although the study focuses on recruitment rather than employee retention, it offers a relevant HRM perspective on how technology can support organizational decision-making and workforce management. In healthcare, effective HRM systems may complement employee empowerment by facilitating access to information, timely feedback, and transparent administrative processes (Bonias, Bartram, Leggat, & Stanton, 2010). However, technology alone may not guarantee empowerment; empowerment also depends on employee autonomy, participation in decision-making, and managerial support. Employee empowerment is particularly significant in healthcare organizations because employees frequently need to make timely decisions, coordinate with multidisciplinary teams, and respond to patient needs (Long, Fei, Adam, & Kowang, 2016, p. 77). When healthcare professionals are given appropriate authority, adequate resources, and opportunities to contribute to organizational decisions, they may experience greater professional confidence and job satisfaction. These factors may strengthen their intention to remain with the organization (Mheiri, Jabeen, & Abdallah, 2021, p. 78). The present study therefore examines employee empowerment as a potential determinant of employee retention at Hycare Super Specialty Hospital, Chennai.

2.3 Job Satisfaction and Employee Retention

Although the study examines employee satisfaction, it may provide a broader service-management context for understanding satisfaction as an important evaluative concept. In healthcare organizations, employee satisfaction and patient satisfaction may be connected (Clark, Wolosin, & Gavran, 2006). Nevertheless, customer satisfaction should not be treated as direct evidence of employee job satisfaction or retention. In healthcare, job satisfaction may stem from several factors, including fair compensation, manageable workloads, supportive supervision, recognition, career advancement, workplace relationships, and professional autonomy (Pappiya, et al., 2021; Cantarelli, Vainieri, & Seghieri, 2023). Healthcare employees who view their working conditions positively may develop stronger attachment to their organizations and be more willing to remain employed (Chakib, 2024). Conversely, dissatisfaction with work schedules, insufficient recognition, limited career opportunities, or inadequate managerial support may contribute to turnover intentions (Chakib, 2024; Pappiya, et al., 2021). Accordingly, the present research considers job satisfaction as a major variable that may influence employee retention at Hycare Super Specialty Hospital. It also examines whether employee empowerment and organizational commitment contribute to this relationship.

2.4 Organizational Commitment and Employee Retention

Subburaj P. et al. (2024), in their study assessing the Effects of Green Manufacturing Practices on Sustainability and Operational Efficiency in the Garment Industry: A Case Study of Ooty, investigated sustainability and operational efficiency in a manufacturing context. Although the research does not directly address employee commitment, it may offer an organizational perspective on how workplace practices relate to organizational outcomes. In healthcare institutions, organizational policies, supportive working conditions, and effective management practices may contribute to employees' perceptions of organizational support and their willingness to remain with the institution (Chakib, 2024).

Organizational commitment refers to the psychological attachment that employees develop toward their organization. It is commonly discussed in terms of affective, continuance, and normative commitment. Affective commitment reflects emotional attachment, continuance commitment concerns the perceived costs of leaving, and normative commitment relates to a sense of obligation to remain (Selma, 2011, p. 8602). For healthcare professionals, organizational commitment may be influenced by leadership quality, professional development opportunities, recognition, trust in management, and perceived fairness (Chakib, 2024; Chen, et al., 2015). Employees who identify with the institution's objectives and feel valued by management may be more willing to stay. Accordingly, organizational commitment may constitute an important variable in understanding employee retention beyond the immediate effects of job satisfaction and engagement. This study examines whether organizational commitment is associated with

employee retention at Hycare Super Specialty Hospital, Chennai, and how it relates to employee empowerment and job satisfaction.

2.5 Employee Well-Being, Productivity and Retention

Saran Manoj.S and Subburaj P (2026), in A Study of IT Firms in Chennai Metropolitan Area on Recovery Paradox and Its Impact on Employee Well-Being and Productivity Among Gen Z Professionals, examined employee well-being and productivity in the IT sector. The topic may be relevant to the present research because employee well-being, recovery from workplace demands, and productivity may be salient considerations in demanding professional environments. Healthcare employees may experience substantial physical, emotional, and psychological demands arising from shift work, patient-care responsibilities, time pressure, and interactions with patients and their families (Blanco-Donoso, Moreno-Jiménez, Amutio, Santos, & Garrosa, 2021; Abildgaard & Karlsen, 2024, p. 212). In such circumstances, supportive organizational practices and appropriate recovery opportunities may help employees manage work demands (Abildgaard & Karlsen, 2024, p. 366). Employee well-being may also be associated with job satisfaction and employees' willingness to continue working for the organization (Blake, Mancini, Coyne, Cooper, & Stanulewicz, 2024, p. 310). Although the study focuses on IT professionals rather than healthcare employees, it may offer a useful comparative perspective on the role of well-being in workforce management. This research builds on this concern by examining employee empowerment, job satisfaction, and organizational commitment as factors that may contribute to employee retention in a multispeciality hospital setting.

2.6 Employee Performance and Organizational Behavior

Suresh et al. (2026), in their study evaluating the Influence of Spiritual Intelligence on Employee Performance in Kerala's IT Sector: A Quantitative Analysis, focused on the relationship between spiritual intelligence and employee performance. Although employee performance differs from employee retention, the study's focus on employee-related factors provides a broader organizational behaviour perspective. In healthcare settings, employee performance matters because service delivery depends on professional competence, teamwork, ethical conduct, and responsiveness to patient needs (Bruba, Njoroge, & Muiruri, 2021). Workplace experiences may link performance and retention, although improved performance does not automatically lead to higher retention. Employees may perform effectively yet still feel dissatisfied or consider alternative employment opportunities. Consequently, healthcare organizations may need to consider not only employee performance but also the psychological and organizational conditions that encourage employees to remain. This study addresses this distinction by treating employee retention as the primary outcome and examining empowerment, job satisfaction, and organizational commitment as potential explanatory factors.

2.7 Employee Engagement as a Foundation for Retention

The study by Alamelumangai et al. (2025), which specifically addresses employee engagement practices and healthcare professional retention at Iswarya Super Speciality Hospital, Chennai, may be particularly relevant to the current investigation. The shared healthcare context may provide a useful basis for examining retention-related workplace factors in another hospital. Employee engagement involves employees' psychological investment in their work, including their energy, dedication, and involvement (Ariani, 2013, p. 2). By contrast, employee empowerment emphasizes autonomy, authority, participation, and access to the resources needed to perform work effectively (Dahou & Hacini, 2018, p. 52). Although these concepts are related, they are not interchangeable. An employee may be highly engaged in patient care but have limited authority over workplace decisions; conversely, an empowered employee may have decision-making authority but remain disengaged because of dissatisfaction with working conditions. Examining these constructs together can provide a more comprehensive understanding of healthcare employee retention. In the present study, employee engagement serves as relevant contextual background, while employee empowerment, job satisfaction, and organizational commitment are the principal explanatory variables specified in the research title.

2.8 Compensation and Benefits

Compensation and benefits represent important extrinsic factors influencing employees' decisions regarding organizational membership (Shahzad & Sheikh, 2025). Fair, competitive compensation can increase satisfaction and reduce the attractiveness of alternative employment opportunities. The study's empirical results indicate particularly strong perceptions of compensation. Half of the respondents strongly agreed and 45% agreed that compensation and benefits were important factors in their decision to stay.

2.9 Career Development

Career development opportunities may strengthen employees' expectations about their long-term future within an organization (Shahzad & Sheikh, 2025). Employees who perceive opportunities for promotion, skill development, training, and career advancement are more likely to develop positive organizational attitudes. The study's chi-square analysis indicates a significant association between career development

opportunities and employee experience. Subburaj et al. (2026) highlighted the role of education, financial support, and innovation in promoting organizational growth and sustainable development. The study offers contextual insights into how supportive organizational practices may contribute to employee empowerment, job satisfaction, organizational commitment, and retention in healthcare institutions.

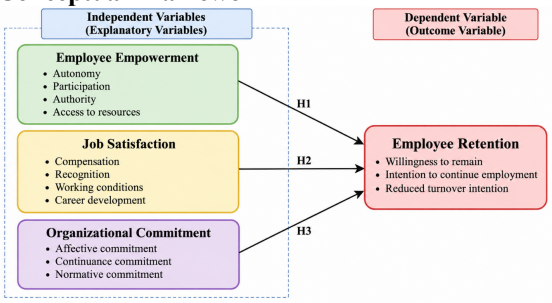
3. SCOPE OF THE STUDY

The present study focuses on examining employee engagement practices and their role in employee retention at Hycare Super Speciality Hospital, Chennai. It investigates the influence of compensation and benefits, employee well-being programmes, career development opportunities, job satisfaction, organizational culture, work environment, and workplace relationships on employees' retention-related perceptions. The study covers 120 employees and uses a structured questionnaire to collect primary data. Statistical tools, including percentage analysis, Pearson correlation, chi-square analysis, and multiple regression, are employed to analyse the collected data. The study also examines the association between employee experience and career development opportunities. The findings are intended to help hospital management develop effective employee engagement and retention strategies to improve employee satisfaction, organizational commitment, and workforce stability.

4. RESEARCH FRAMEWORK

The study proposes that employee retention may be influenced by multiple organizational and employee-related factors.

Conceptual Framework



5. OBJECTIVES OF THE STUDY

Primary Objective

To examine the role of employee engagement, employee empowerment, job satisfaction, and organizational commitment in employee retention at Hycare Super Speciality Hospital, Chennai.

Specific Objectives

1. To identify the major factors influencing employee engagement among healthcare employees.
2. To assess the level of employee engagement among employees of Hycare Super Speciality Hospital.
3. To examine the relationship between employee engagement and employee retention.
4. To examine the role of compensation and benefits in employees' retention decisions.
5. To analyse the relationship between employee well-being programmes and compensation and benefits.
6. To examine the association between career development opportunities and employee experience.

6. HYPOTHESES OF THE STUDY

Hypothesis 1

H_0: There is no significant relationship between compensation and benefits and employee well-being programs.

H_1: There is a significant relationship between compensation and benefits and employee well-being programs.

Hypothesis 2

H_0: There is no significant association between career development opportunities and employee experience.

H_1: Career development opportunities are significantly associated with employee experience.

Hypothesis 3

H_0: There is no significant relationship between compensation and benefits and organizational culture, work environment, employee well-being programs, job satisfaction, career development opportunities, and workplace relationships.

H_1: There is a significant relationship between compensation and benefits and organizational culture, work environment, employee well-being programs, job satisfaction, career development opportunities, and workplace relationships.

7. RESEARCH METHODOLOGY

A descriptive research design was adopted to examine employee engagement and retention at Hycare Super Speciality Hospital, Chennai. The study considered a total population of 120 employees and used census sampling to include all identified employees. Primary data were collected through a structured questionnaire containing closed-ended questions measured using a five-point Likert scale. Before the main survey, a pilot study with 15 respondents was conducted to assess the instrument's reliability. The reliability analysis yielded a Cronbach's alpha value of 0.833 for 28 items, suggesting good internal consistency. The collected data were analysed using percentage analysis, Pearson's correlation, chi-square tests, and multiple regression to examine employee-related factors and their relationships with employee retention.

8. DATA ANALYSIS AND INTERPRETATION

Table 1: Respondents' Experience

Experience	Frequency	Percentage
Less than 5 years	60	50.0%

5–10 years	52	43.3%
10–15 years	8	6.7%
More than 15 years	0	0.0%
Total	120	100.0%

The distribution suggests that half of respondents had less than five years of experience, while 43.3% had five to ten years; only 6.7% had 10–15 years, and no respondents were in the more-than-15-years category.

Employee Engagement and Retention

Table 2: Engagement initiatives have positively influenced my decision to remain in this organization

Response	Frequency	Percentage
Strongly Disagree	1	0.8%
Disagree	1	0.8%
Neutral	10	8.3%
Agree	66	55.0%
Strongly Agree	42	35.0%
Total	120	100%

The results suggest that 55% agreed and 35% strongly agreed, indicating that 90% of respondents reported a positive assessment of the influence of engagement initiatives on their decision to remain with the organization. This finding may provide empirical support for the importance of employee engagement in retention decisions.

COMPENSATION AND BENEFITS

Table 3: Compensation and benefits are important in my decision to stay

Response	Frequency	Percentage
Strongly Disagree	0	0.0%
Disagree	0	0.0%
Neutral	5	4.2%
Agree	54	45.0%
Strongly Agree	61	50.8%
Total	120	100%

The results suggest that **95.8%** of employees either agreed or strongly agreed that compensation and benefits were important factors in their decision to remain with the organization. The original study reports that 50.8% strongly agreed and 45% agreed. This suggests that competitive compensation and benefits represent an important component of employee retention strategies.

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT

Table 4. Participation in employee engagement initiatives has increased my commitment to staying with the organization

Response	Frequency	Percentage
Strongly Disagree	0	0.0%
Disagree	0	0.0%
Neutral	10	8.3%
Agree	70	58.3%
Strongly Agree	40	33.3%
Total	120	100%

The results suggest that 91.6% of respondents either agreed or strongly agreed that participation in engagement initiatives increased their commitment to staying with the organization. This finding is particularly relevant to the revised conceptual framework because it indicates that employee engagement may contribute to organizational commitment and, consequently, retention.

CORRELATION ANALYSIS

Table 5: Correlation Matrix of Compensation and Benefits and Employee Well-being Programmes

Variables	Compensation & Benefits	Employee Well-being Programmes
Compensation & Benefits	1.000	0.875**
Employee Well-being Programmes	0.875**	1.000
Significance	—	<0.001
N	120	120

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

The Pearson correlation coefficient was **r = 0.875**, with **p < 0.001**. The relationship appears statistically significant and strongly positive. Therefore, the findings may warrant rejection of the null hypothesis and support for the alternative hypothesis. The strong positive correlation suggests that compensation and benefits are closely associated with employee well-being programmes within the study context. This finding may underscore the importance of treating financial and non-financial employee benefits as interconnected components of employee welfare.

CHI-SQUARE ANALYSIS

Table 6: Career Development Opportunities and Experience

Test	Value	df	Sig.
Pearson Chi-Square	24.303	12	0.018
Likelihood Ratio	25.332	12	0.013
Linear-by-Linear Association	1.505	1	0.220
Valid Cases	120	—	—

The Pearson chi-square test produced a value of 24.303 with 12 degrees of freedom and p = 0.018. Because the p-value is below 0.05, the null hypothesis may be rejected. These results suggest a statistically significant association between career development opportunities and employee experience. Employees with different levels of organizational experience may perceive career development opportunities differently. This finding may underscore the importance of developing career pathways that accommodate employees at different career stages. The source output also reports that 13 cells (61.9%) had expected counts below 5. Therefore, interpret this chi-square result cautiously and, ideally, confirm it with an appropriate exact or collapsed-category test in a revised analysis.

REGRESSION ANALYSIS

The regression model examined compensation and benefits as the dependent variable, with organizational culture, work environment, employee well-being programmes, job satisfaction, career development opportunities, and workplace relationships as predictors.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error
1	0.940	0.884	0.878	0.09524

The model produced R = 0.940, suggesting a strong association between the dependent variable and the predictors. The R^2 value of 0.884 suggests that 88.4% of the variation in compensation and benefits is explained by the six predictor variables in the model.

ANOVA

Table 7: ANOVA Results for the Multiple Regression Model Predicting Employee Retention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.800	6	1.300	143.315	<0.001
Residual	1.025	113	0.009	—	—
Total	8.825	119	—	—	—

The ANOVA results suggest the overall regression model is statistically significant ($F = 143.315$, $p < 0.001$).

REGRESSION COEFFICIENTS

Table 8: Multiple Regression Coefficients for Factors Influencing Employee Retention

Predictor	B	Std. Error	Beta	t	Sig.
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 Programmes	-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

The coefficient results suggest that job satisfaction was statistically significant **($p < 0.001$)**. Organizational culture also appeared statistically significant at the 5% level ($p = 0.018$). Work environment, employee well-being programmes, career development opportunities, and workplace relationships did not appear to be statistically significant individually in this particular regression model. Although the overall model was statistically significant, this finding should not be interpreted to mean that every individual predictor is significant. Rather, the predictors collectively appear to provide a statistically significant model, while the coefficient table suggests that job satisfaction and organizational culture have statistically significant individual contributions in the reported model.

9. FINDINGS OF THE STUDY

The major findings of the study suggest important factors influencing employee retention at Hycare Super Speciality Hospital, Chennai. Approximately 50% of the respondents had less than five years of work experience, representing the largest experience category. About 90% of respondents agreed or strongly agreed that employee engagement initiatives positively influenced their decision to remain with the organization. Furthermore, 95.8% considered compensation and benefits important factors in their decision to stay, while 91.6% reported that participation in engagement initiatives strengthened their intention to remain. Pearson's correlation analysis suggested a strong, positive, and statistically significant relationship between compensation and benefits and employee well-being programs ($r = 0.875$, $p < 0.001$). Chi-square analysis suggested a significant association between career development opportunities and employee experience ($\chi^2 = 24.303$, $p = 0.018$). The multiple regression model yielded $R = 0.940$ and $R^2 = 0.884$, indicating it explained 88.4% of the variance in the dependent variable. The overall regression model appeared statistically significant ($F = 143.315$, $p < 0.001$). Job satisfaction ($p < 0.001$) and organizational culture ($p = 0.018$) emerged as significant individual predictors, whereas the remaining predictors did not reach the 5% significance level. Overall, the findings suggest the importance of integrated retention strategies that strengthen employee engagement, job satisfaction, organizational commitment, career development, competitive compensation, and employee well-being to promote workforce stability in healthcare organizations.

10. DISCUSSION

H_1: There is a significant relationship between compensation and benefits and employee well-being programmes. The Pearson correlation analysis revealed a strong, positive, and statistically significant relationship between compensation and benefits and employee well-being programmes (\(r = 0.875,\ p < 0.001\)). Since the p-value is below the 0.05 significance level, the null hypothesis (\(H_0\)) is rejected, and the alternative hypothesis (\(H_1\)) is supported. This finding indicates that compensation and benefits are strongly associated with employee well-being programmes. It highlights the importance of integrating competitive compensation packages with employee welfare initiatives to support employee satisfaction and retention at Hycare Super Specialty Hospital, Chennai. However, the correlation does not establish a causal relationship between the variables.

H_1: Career development opportunities are significantly associated with employee experience. The chi-square analysis identified a statistically significant association between career development opportunities and employee experience ($\chi^2 = 24.303,\ p = 0.018$). As the p-value is below the 0.05 significance level, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is supported. This result suggests that perceptions of career development opportunities vary across employee experience categories. The finding highlights the importance of providing suitable training, professional development, promotion opportunities, and career progression pathways for employees at different stages of their careers. Healthcare management may use these initiatives to improve employee satisfaction and encourage long-term commitment to the organization. The precise nature of the association should be interpreted using the underlying cross-tabulation results.

H_1: There is a significant relationship between compensation and benefits and organizational culture, work environment, employee well-being programmes, job satisfaction, career development opportunities, and workplace relationships. The multiple regression analysis produced a strong model fit, with $R = 0.940$ and $R^2 = 0.884$. The overall regression model was statistically significant ($F = 143.315,\ p < 0.001$), indicating that the predictors, considered jointly, were significantly associated with the dependent variable used in the model. Therefore, the null hypothesis may be rejected if compensation and benefits is the dependent variable and the six listed organizational factors are the predictors in the reported regression model. However, the regression coefficients provided indicate that job satisfaction ($p < 0.001$) and organizational culture ($p = 0.018$) were statistically significant individual predictors, whereas the remaining predictors did not reach the 5% significance level. These results suggest that the relationships differ across individual factors. The dependent variable and model specification should be verified before making a definitive decision on Hypothesis.

The findings show that employee retention at Hycare Super Specialty Hospital, Chennai, depends on a combination of financial rewards, employee well-being, career development, job satisfaction, and organizational conditions. The positive responses to employee engagement initiatives indicate that engagement is an important part of a broader retention strategy, not merely a motivational activity. The strong correlation between compensation and benefits and employee well-being programs further emphasizes the value of combining fair rewards with supportive employee welfare measures. The significant association between career development opportunities and employee experience suggests that employees at different career stages may have different professional development needs. Accordingly, healthcare organizations should consider structured induction programs for new employees, skill-development opportunities for experienced employees, and leadership or advancement pathways for senior personnel. The regression findings also highlight the importance of job satisfaction and organizational culture within the reported model. Overall, the results support an integrated approach to employee retention that combines competitive compensation, meaningful engagement, professional growth, employee well-being, and a supportive organizational environment. Packiyam et al. (2024) examined the impact of heavy workload on employees' physical and psychological health, identifying concerns such as tiredness, stress, depression, irritation, and sleep problems. The study highlights the importance of employee well-being and workload management, which may influence job satisfaction, organizational commitment, and employee retention at Hycare Super Specialty, Chennai.

11. SUGGESTIONS

Healthcare organizations may strengthen employee retention by implementing comprehensive strategies that address employee engagement, empowerment, job satisfaction, and organizational commitment. Hospital management should provide competitive compensation and benefits, transparent promotion policies, and continuous professional development opportunities. Regular employee feedback, recognition programmes, supportive leadership, and effective workplace communication can help improve employee satisfaction and organizational trust. Particular attention should be given to employee well-being, work–life balance, workload management, and a positive organizational culture. Management should periodically assess employee satisfaction and retention intentions to identify workplace challenges and implement appropriate corrective measures. By adopting these recommendations, Hycare Super Specialty Hospital, Chennai, can promote workforce stability, improve employee commitment, and support consistent, high-quality patient care.

12. LIMITATIONS OF THE STUDY

The study has several limitations.

- First, the research was restricted to 120 employees from one healthcare organization, which may limit the generalizability of the findings to other hospitals.
- Second, the study used a structured questionnaire and therefore relied on self-reported responses.

- Third, the research design was descriptive and cross-sectional. Consequently, the findings may indicate relationships, although they should not automatically be interpreted as proof of long-term causal relationships.
- Fourth, although employee empowerment and organizational commitment are included in the revised conceptual framework, the uploaded dataset does not provide separate statistical scales and hypothesis tests for these constructs. Therefore, further research should operationalize these variables independently.
- Finally, the chi-square output contains a relatively high proportion of cells with expected frequencies below five, which suggests that the result should be interpreted cautiously and validated through an appropriate alternative analysis.

13. FUTURE RESEARCH

Future research can extend the present study by examining employee retention across multiple multispeciality hospitals in Chennai and other regions of Tamil Nadu. Researchers may include additional variables, such as leadership style, organizational culture, work–life balance, psychological well-being, and career advancement opportunities. Comparative studies of public and private healthcare institutions could identify differences in factors that drive employee retention. Longitudinal research may provide deeper insights into changes in employee engagement, job satisfaction, organizational commitment, and retention intentions over time. Future studies could also employ advanced statistical techniques, such as structural equation modeling, to examine direct and indirect relationships among the variables. These investigations may help healthcare organizations develop evidence-based human resource strategies to improve employee satisfaction, strengthen organizational commitment, and promote long-term workforce stability.

14. CONCLUSIONS

Employee retention is a strategic concern for healthcare organizations, as workforce stability supports organizational continuity and quality patient care. The present study examined employee engagement and related organizational factors at Hycare Super Speciality Hospital, Chennai. The findings suggest that most respondents perceived employee engagement initiatives as positively influencing their retention decisions. Furthermore, respondents considered compensation and benefits important factors in their decision to remain with the organization. The analyses suggested significant relationships involving employee well-being programs and career development opportunities. This suggests they may explain variance in the dependent variable. However, the findings highlight the importance of integrating employee empowerment, job satisfaction, organizational commitment, competitive compensation, career development, supportive workplace relationships, and employee well-being. Implementing these strategies may help Hycare Super Speciality Hospital strengthen employee retention and develop a stable, motivated, and committed workforce.

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