
Employee Turnover in The Health Care Industry of Bangladesh

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Abstract

This study concentrates on set to decide the relationship between employee turnover expectation and workplace, work fulfillment, worker commitment, worker inspiration, and worker remuneration. It depended on the Herzberg's motivation-hygiene theory. Representative Turnover adversely affects benefit, efficiency, and hierarchical achievement. Medical service representatives should decrease worker turnover to support patients' satisfaction, staff efficiency, and hierarchical incomes. This quantitative correlational review looked to examine the connection between representative perspectives on work insight, administrative practices, representative compensation, and representative turnover. It depended on Herzberg's motivation-hygiene theory. 100 workers from the two prestigious confidential private medical colleges and hospitals from Bangladesh took an interest. A genuinely huge commitment was given to the model by the three indicator factors: representative assessments of the workspace, administrative methods, and representative pay. Pioneers in the medical care industry are emphatically encouraged to set up arrangements and strategies to keep qualified representatives. The conceivable starting point for the future concentrates on representative perspectives on work insight, administrative strategies, representative pay, and representative Turnover, which is one of the positive social change suggestions for pioneer of medical services.

Keywords: Job turnover, Herzberg's Two-Factor Motivation-Hygiene Theory, Healthcare industry.

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1.0 Introduction

There is a dearth of research on how HRM strategies affect employee behavior, particularly intention to leave. The majority of research studies have only looked at how HRM practices affect healthcare sectors' performance; they haven't

examined how these policies relate to employees' intentions to leave. Furthermore, there are not many studies on HRM practices in the healthcare

industry. It is challenging to ascertain the primary causes of the high attrition rates among healthcare employees. Researchers present substantial clarifications for staff turnover in the medical care industry (Chang et al., 2013). Despite the fact that researchers like Cheng, Yang, Wan, and Chu (2013) viewed different parts of work environment factors, including pioneers and collaborators as experts in the medical services industry, more exploration is yet expected to comprehend the different kinds of connections among factors that remember Turnover among medical services representatives for the working environment. It is unknown how employees have responded to particular HR procedures and how it has affected their intentions to leave or stay in the company due to the dearth of research in this area. According to Chang et al. (2013), research in the healthcare service sector should concentrate on hiring, retaining, and staff turnover. Because these are important antecedents of employee-turnover intention, it is necessary to concentrate on employees' opinions regarding HRM and policies (Nivethitha et al., 2014).

The point of the quantitative correlational review was the connection between representative perspectives on work insight, administrative strategy, worker pay, and representative Turnover. Work experience supervision techniques and employee pay are the independent factors. Turnover among employees is the dependent variable. The study's target population was made up of employees in the two different private medical colleges and hospitals in Bangladesh. Further developed work-valuable encounters for representatives through lower feelings of anxiety and higher acquiring possibilities for the people who gain from the better organization rehearses are among the ramifications for good friendly change (Kumar & Chakraborty, 2013). The alternative hypothesis should be in the healthcare sector, and there exists an imperative connection among representative impressions of their work insight, administrative methods, compensation, and wearing down of worker.

Human resources staff and business executives can create retention plans and policies that match growth in human capital assets. According to Holston (2017), knowing the policies and practices that leaders in the healthcare industry are putting into place can provide valuable insights into successful employee retention strategies. This strategy may also help lower the costs associated with employee turnover, protect the organization's operational efficiency, and maintain competitiveness in the market.

2.0 Objective of this research

To identify the connection between representative view of work insight, administrative practices, representative pay, and employee turnover in the healthcare industry.

3.0 Literature Review

In the healthcare sector, high staff turnover rates can result in demotivated personnel, business failure, and a lack of appeal to competent professionals (Surji, 2015). Employees in the industry may have a shorter average tenure than those of other businesses in the same sector if organizations have a high turnover rate in comparison to competitors (Swarbalatha & Prasanna, 2014). When experienced individuals go, a significant number of inexperienced employees make up the workforce, which can negatively impact an industry's output (Utoro & Gustomo, 2014). Leaders in the healthcare industry require plans and guidelines to keep a sufficient staff. As per Marshall, Mottier, and Lewis (2016), hierarchical pioneers need support to bring down staff turnover and increment worker inspiration and commitment.

Organizations have been reported to lose more than \$25 billion annually due to employee turnover (Bureau of Labor Statistics, 2014). According to Chang, Wang, and Huang (2013), other findings were the product of a restricted emphasis and did not address the short- and long-term effects of staff attrition. It is challenging to identify the main causes of the high attrition rates among healthcare employees. There is a steady requirement for more investigation into the different sorts of connections among factors relating to Turnover for medical care representatives, despite the fact that specialists like Chang et al. (2013) have viewed different parts of working environment factors, including pioneers and colleagues as experts in the business. Leaders in the healthcare sector can use data on staff turnover to develop plans aimed at lowering the industry's high rates of Turnover.

The motivation-hygiene theory developed by Herzberg served as the study's theoretical foundation. The motivation-hygiene idea was initially published in 1959 by Herzberg, Mausner, and Snyderman. According to Herzberg's theory, there are two types of factors: extrinsic (hygiene) and intrinsic (motivation). According to Ashmemri, Shahwan-Aklm, and Maude (2017), hygiene elements should lower job dissatisfaction, while motivation variables should only raise job satisfaction levels. According to Herzberg, one should be happy and satisfied at work. According to Herzberg's thesis, true motivation for work is derived from the variables that impact the content of the task (Krasniqi, 2018). The following are aspects that motivate people: accomplishment, acknowledgment, experience gained at work, accountability, progress, and advancement.

The components that lead to positive work fulfillment are alluded to as inborn business conditions. The six hygiene criteria are: (a) regulations of the organization, (b) practices of supervision, (c) salary, (d) accountability, (e) progress, and (f) expansion. The components that lead to positive work fulfillment

are alluded to as natural business conditions. The six elements of hygiene are: (a) work policies of the organization, (b) methods of supervision, (c) pay, (d) working circumstances, (e) fringe benefits, (f) job security, and (g) vacation time. Dissatisfaction stems from elements related to poor hygiene, which are sometimes referred to as extrinsic circumstances of employment (Alshmemri et al., 2017). Increased motivation and contentment are aspects that Herzberg's motivation-hygiene theory takes into account to lower employee turnover intentions. To comprehend the impact of staff turnover on any company's achievement, healthcare leaders might apply Herzberg's (1959) theory (Mosadeghrad & Ferdosi, 2013). The hypothesis was useful in identifying the variables influencing staff turnover in the healthcare sector.

Medical care staff turnover was impacted by different reasons, a large number of which are without the association's control, like a representative's overstated assumptions (Xiong, Wang, and Li, 2018). Representatives could expect that work in the medical care area will be glitzier. On the off chance that the individual is disappointed, however, they could search for work in an alternate area. Worker turnover in the medical services industry is impacted by private contemplations, including a longing to master new abilities or adjust to family conditions. Authoritative pioneers, nonetheless, could possibly resolve issues connected with worker pay, which Xiong et al. (2018) recognized at this point as another critical component causing worker turnover. Just 26% of respondents, all in administration, expressed that pay was adequate for the errand performed, while representatives asserted they had no say or impact over the plan for getting work done. The healthcare sector could be able to lessen other aspects if hospitals handle the issues of pay and flexibility.

Pay and advantages are urgent systems for lessening cutting-edge staff turnover (Babakus, Yavas, and Kaatepe 2017). To forestall predisposition, associations ought to advance the creation and organization of an exhibition framework (Babakus et al., 2017). Bleeding edge staff will form an emotional connection with the company and stick around if they feel appreciated (Babakus et al., 2017). Given that frontline staff are the vital link between an organization's internal and external activities, the patient and staff have a critical role in carrying out the hospital's strategies (Babakus et al., 2017).

3.1 Working Circumstances

Every employee should be able to work in a safe environment. Working circumstances were described as the actual encompasses and climate, responsibility, area, air quality, and hardware accessible for an undertaking by Herzberg et al. (1959). The functioning circumstances experienced by the

employee may vary depending on the company and industry they work for. All leaders must be aware of the effects that working circumstances have on their workforce and apply this understanding to build productive work environments for each individual.

In 2015, Jayaweera investigated the connection between ambient work conditions and the motivation and job performance of English Hospitality employees. The harsh working conditions were a source of contention for healthcare staff. The employees had to contend with dust, noise, smells, humidity, and heat. Unwanted physical work environments have been shown to negatively impact job performance (Jayaweera, 2015). The association between the working environment and job performance is mediated by work motivation (Jayaweera, 2015).

3.2 Company Policy

Organizations have a variety of corporate rules that can affect employees' motivation, performance, attitudes, and level of job satisfaction. The worst thing that may influence employees' bad sentiments is company policy. Employees like the notion that they have an equal opportunity to progress and be promoted. In a similar vein, Muslim, Dean, and Cohen (2016) discovered that workplace regulations negatively impact employee turnover and motivation for employees at a Malaysian electrical supplier. It is important for managers to develop organizational plans that encompass aspects which have a favorable influence on personnel.

3.3 Supervision

Fair and suitable supervision is required. Employee perceptions of their interactions with supervisors and supervision were linked by Herzberg et al. (1959). The way managers act affects the way team members feel about being under observation. Competency and incompetence, as well as fairness and injustice of the supervisor and oversight, are related to supervision. The manager is prepared to impart job expertise and fairness, as well as to assign tasks. Employee turnover rates in the workplace may rise as a result of poor management or leadership. According to Alfayad and Arif (2017), having a voice and supportive supervision have a beneficial impact on work satisfaction and lower employee turnover among employees at one of the biggest enterprises in a developing nation like Jordan.

3.4 Interpersonal Connections

The worker's personal and professional interactions with her/his peers, superiors, and subordinates are the only interpersonal relationships that exist. Interpersonal interactions, particularly those between managers, direct reports, and coworkers, were classified by Herzberg et al. (1959) as a hygiene factor. This element does

not lead to employee happiness; rather, it increases employee discontent and short-term motivation. Employees who have a strong support network at work are better able to handle stressful events at work. Employee turnover can be reduced by concentrating on developing strong interpersonal interactions (Razip & Maulabaksh, 2015). Employees must have the ability to communicate with their coworkers and get advice on how to proceed (Alshmemri et al., 2017).

Work performance can be impacted by an employee's attitude. According to Herzberg, positive attitudes about the firm correlate with higher job performance than negative attitudes do. Psychological disengagement from one's work can also result from negative sentiments about the organization (Herzberg et al., 1959). Maintaining loyalty in your company depends on your level of job happiness. Herzberg's theory divided the factors influencing employees' job happiness and discontent into two distinct continuums: from fulfillment to no-fulfillment and from no disappointment to disappointment (Habib, Awan, & Sahibzada, 2017). According to Herzberg, enhancing cleanliness alone would not boost output. The hypothesis backs up the idea of raising employee motivation and satisfaction levels inside a company (Jensen, 2018). Since no two employees are identical, company executives have the right to ascertain what drives each one. Various factors inspire various employees. To inspire and be satisfied with their employees' performance, business leaders should get to know their staff members and involve them in meaningful activities.

Representatives might encounter a more noteworthy sensation of satisfaction in the event that they are happy with their working environment because of solid degrees of help from their chiefs (Faldetta et al., 2013). Representatives who are happy with their place of occupation will generally have more prominent degrees of life fulfillment (Faldetta et al., 2013). Employees ought to get the assistance they require in order to remain with the company. Employers risk having a high staff turnover rate without the required assistance, which would negatively impact the organization's performance (Dalluay, Jalagat, Al Zadjali, & Al-Abdullah, 2017).

Employee turnover is bad for businesses of all kinds. The performance of the company may also be impacted by employee turnover. The direct expenses and the indirect costs are the two drawbacks. Ameliya and Febriansyah (2017) state that the direct costs of hiring, training, and staffing personnel include lost time and financial resources. The term "direct expenditure" refers to monetary repercussions, such as administrative expenses brought on by higher hiring and onboarding costs. Conversely, the loss of output and services is an indirect cost. Low morale, reduced productivity from being unfamiliar with the workplace, bad service, lost skill sets, dissatisfied clients, and lost networks are indirect costs of

Turnover. Worker turnover can have an all-out cost of up to \$2500 in direct consumptions and \$1600 in circuitous expenses per event (Narkhede, 2015). A lot of cash is habitually spent on finding, picking, and preparing fresh recruits because these costs increase with worker turnover (Ameliya & Febriansyah, 2017). Significant replacement costs are incurred by high Turnover, which may have an impact on profitability.

4.0 Research Methodology

In order to investigate the association between employee views of work experience, supervisory techniques, employee remuneration, and employee turnover, this research used a correlational approach. The researcher conducts a correlational study to ascertain a relationship—also referred to as a covariation—between two or more variables (Humphreys & Jacobs, 2015). Researchers can forecast a result by using a correlational design (Johnson, 2015), which makes the way for factual information examination (Park and Park, 2016). Since the exploration is expected to research the relationships among a representative's (a) worker perspectives on work insight, (b) administrative practices, and (c) worker pay, the correlational plan will be OK for review.

The study's target demographic was made up of employees in the two private medical colleges and hospitals in Bangladesh. When conducting a census is impractical, sampling is one method for extrapolating study findings to a larger population (Uprichard, 2013).

For this investigation purpose, the study used the convenience sampling approach. Convenience sampling is the process of choosing research participants who are most convenient to recruit. The people who took part in my research were readily available and accessible. The survey involved healthcare staff who willingly gave their time to participate. The questionnaire on Turnover utilized for the study was developed by Kirwan (2014). Kirwan (2014) employed the questionnaire in a similar study. The questionnaire was created by the researcher using the findings of Das & Baruah (2013). To contacted people who worked in two different private medical colleges and hospitals in Bangladesh and asked them to participate in the poll.

Statistical Power Analysis is used to decide the minimum sample size for the research. A deduced power investigation decided the sample size because the strategy permitted the research to pick power and ascertain a proper sample size before leading the review. Initializing the G Power Statistical software package, a power investigation specified a minimum sample size of 77, assuming a medium effect size ($f^2 = 0.15$) with $\alpha = 0.05$. A sample size of 118 individuals was necessary to raise the power to 0.95; hence, for this research, a sample size of 77- 118 participants was suitable.

Two private medical colleges with different levels of employees from Bangladesh participated in this research. These participants belonged to various levels, from supporting staff to medical officers.

5.0 Data Analysis

Multiple regression analysis is the statistical data analysis method the researcher employed for the investigation. By using multiple regression analysis, one may ascertain the extent to which the independent variable contributed to the dependent variable's variance and enhance the independent variable's predictive power (Gho & Zhang, 2015). In addition to doing various descriptive and inferential statistics, the researcher utilized SPSS for statistical tests, which included calculating means, medians, standard deviations, variance, and tests for normality. The study included several regression and correlation analyses to examine the hypotheses.

The researcher used descriptive statistics to determine the general distributions of the variables at the frequency and percentage levels. The standard deviation, mean, minimum, and maximum—as well as other points of central tendency—were found by applying descriptive statistics. One hundred healthcare employees from the two private medical colleges and hospitals made up the sample size for this study. Employers in the healthcare industry who have set work locations were included in the sample.

Table 1: Descriptive Statistics

Variable	N	Min	Max	M	SD	Skewness
Employee perceptions of work experience	100	1.00	8.00	2.36	2.15	1.55
Employee compensation	100	1.00	4.00	1.45	0.82	1.89
Supervisory practices	100	1.00	7.00	1.56	1.30	2.71

Source: Developed by Author

Table 2's frequency distribution was created to show how male and female employees working in the healthcare industry were distributed among those who completed the online survey and took part in the study. Forty of the one hundred participants were men, and sixty were women. The participant genders are shown in Table 2. The frequency column shows how many employees in the healthcare industry are classified as male or female. According to the data, women comprised 60% of the sample, while males made up 40% of the sample, as shown in the percentage column. The cumulative total based on the 100 healthcare

employees who participated in the study is 100%, shown in the cumulative percent column.

Table 2: Frequency Distribution of Employee's Gender (N=100)

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	40	40.0	40.0	40.0
	Female	60	60.0	60.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author

The age-related data gathered for the participants is shown in Table 3. The frequency column shows how many employees in the healthcare industry fall within a certain age range. The valid percent column includes the 100 healthcare workers. The cumulative percent column, which equals 100%, represents the cumulative total of the frequency column based on the 100 healthcare Personnel. The sample size (N=100) displays the survey results from medical staff members in different age categories.

Table 3: Frequency Distributions of Healthcare Employees by Age (N = 100)

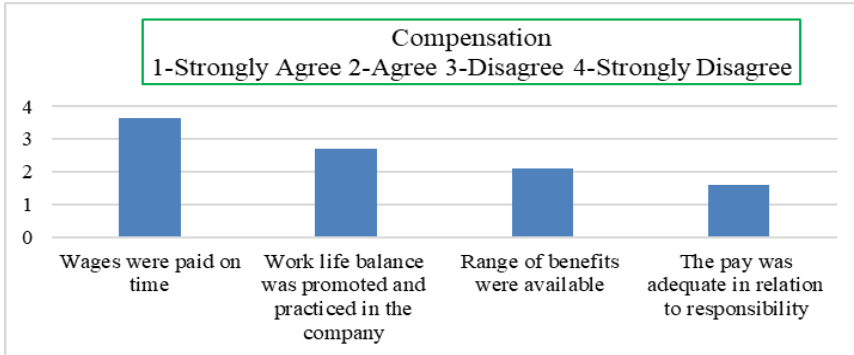
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 23	18	18.0	18.0	18.0
	24 to 29	28	28.0	28.0	46.0
	30 to 35	23	23.0	23.0	69.0
	36 to 40	21	21.0	21.0	90.0
	41+	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author

The survey's findings indicated that the following problems presented challenges for the staff: 69% of employees said their jobs were difficult. They encountered due to difficulties, and a number of individuals disagreed that their workload was manageable: Of the participants, 19.57% were unclear, 7.61% disagreed, and 45% thought their workload was manageable. Ten percent of participants thought their organization lacked enough staff members and resources. 38.04% of the participants disagreed with the statement made by 15.21% of them that their coworkers respected and listened to their recommendations while working. 9.18% of participants said there were no prospects for them to progress in their careers. Finally, in response to a question about training and development initiatives,

13.13% of the participants said that the healthcare sector did not offer many chances for such initiatives.

Figure 1: Histogram representing employees compensation responses (Source: Developed by Author)



The participants' grievances regarding the compensation in the healthcare field are depicted in the graph: 18% of them agreed that wages were paid on time, and 73.20% strongly agreed. It is clear that the healthcare industry promptly paid the workers' salaries. In response to the following question, which asked if the company promoted and executed work-life balance, 20.65% of respondents disagreed, and 13.04% strongly disagreed. 38.54% of respondents disagreed with the 3rd question, which asked about the range of benefits provided to members. The final question posed to the participants was if the compensation matched the level of responsibility: Because 36.08% of respondents disagreed, the participants were not be paid appropriately for the kind of labor they accomplished.

Figure 1: Histogram representing employees compensation responses (Source: Developed by Author)

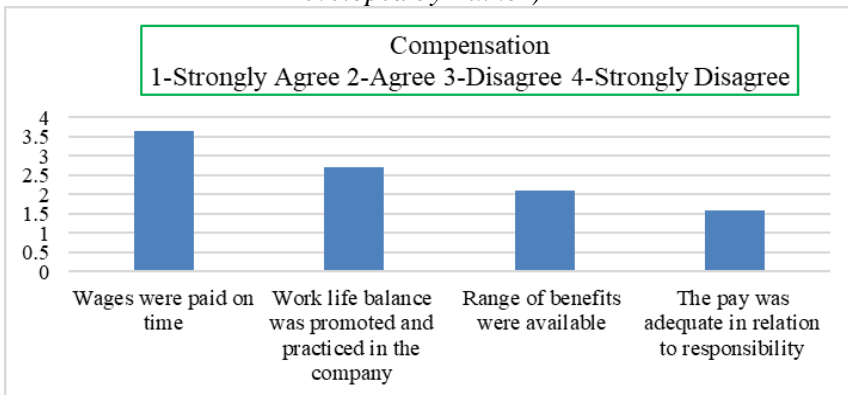
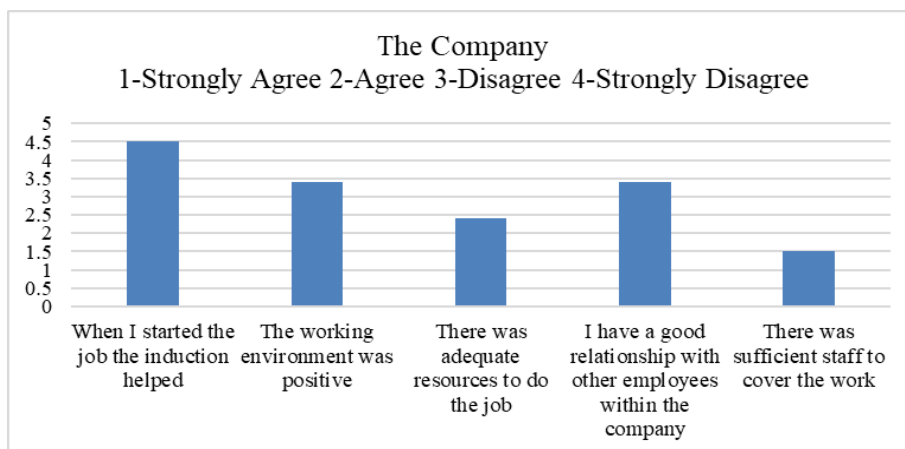


Figure 2: Histogram representing the company (*Source: Developed by Author*)

In figure 2, 88.04% of members concurred with the principle articulation, which addressed on the off chance that the acceptance given before they began their work made a difference. 48.42% of respondents agreed with the following statement, which asked if the workplace was good. When it came to the next question in the poll, which was whether or not there were sufficient resources to complete the task, 8.51% of respondents said they did. The following claim aims to ascertain if positive working connections were common in the healthcare sector: 15.31% of participants strongly agreed with the statement, and 37.76% of people agreed. Finally, this remark inquired as to whether there were enough personnel to handle the workload: Participants' agreement with the statement was 68.24%. The findings showed that while there were enough people, there were insufficient resources for the task.

In figure 3, when asked if their team leader or supervisor had adequate work expertise, 79.17% of respondents said they did. On the other hand, 2.08% disapproved of the claim that the supervisor was ignorant of their position. The purpose of the following statement is to ascertain whether the manager appreciated a worker's input. The answer had doubts since 10.75% of respondents disagreed, and 7.53% were unsure. 26.32% of respondents said that their superiors gave them constructive criticism, whilst 10.53% disagreed. When asked if the managers of the employees treated them equally, 23.66% of respondents disagreed. Next, the participants were asked to indicate if the supervisors had a professional connection with the employees in the survey: 16.49% thought the statement was true. 1.90 percent of participants disagreed, and 4.30% agreed that the supervisor recognized and appreciated the participants' accomplishments. Finally, 2.08% of respondents disagreed with the claim that the manager

encouraged and provided opportunities for staff development. 4.17% of participants agreed with this statement.

Figure 3: Histogram representing supervisor practices (Source: Developed by Author)

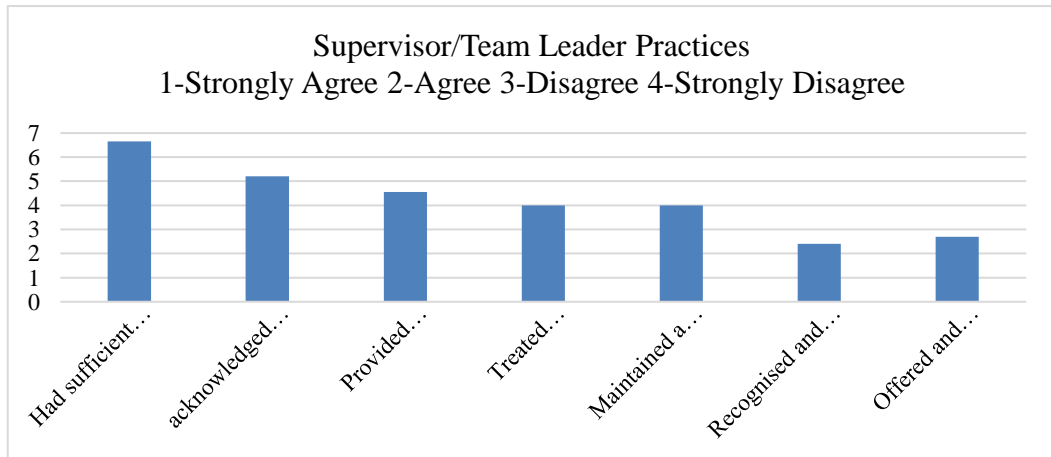
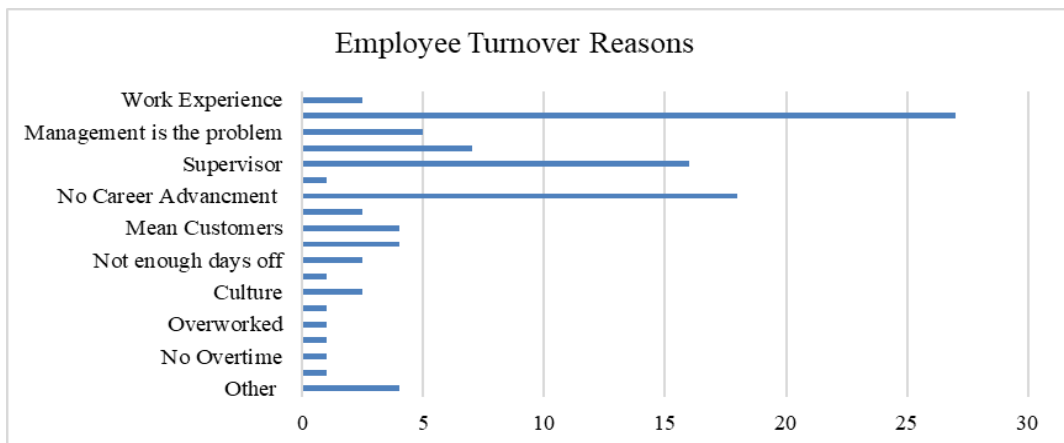


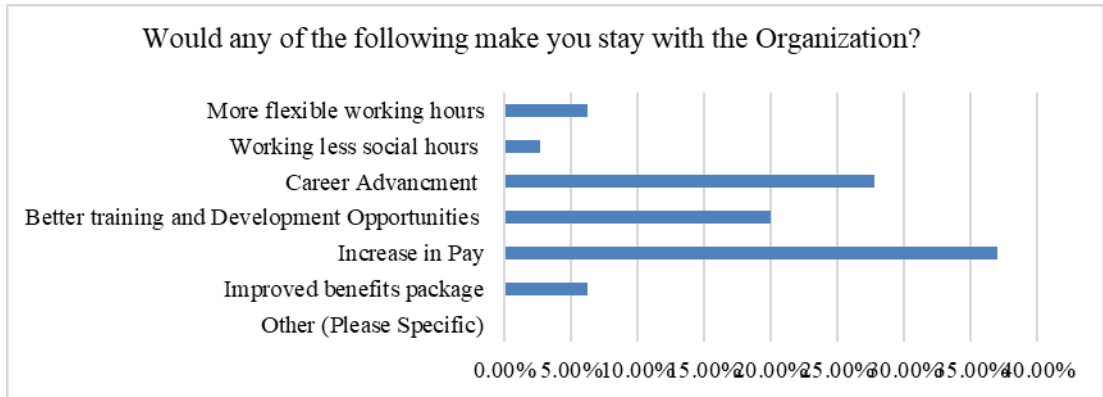
Figure 4: Most common reasons why individuals leave the healthcare industry (Source: Developed by Author)



In figure 4, 26% of the participants gave the most frequent response, stating that their reason for leaving the healthcare sector was the poor pay. The second most often given response was that there was little opportunity for professional progression, which 19% of participants cited as their reason for quitting the healthcare business. The participants departed the field in search of a more promising future. It is important for employers to investigate the reasons

behind their inability to provide their staff with enhanced career opportunities, including management training or advancement.

Figure 5: A graph representing the reasons why the participants might have stayed with the company. Based on the results, the main factor is an increase in pay (Source: Developed by Author)



The purpose of this inquiry was to ascertain the primary motivation behind the participants' decision to stick with the healthcare sector. The study that was conducted in response to this question was crucial in identifying the main problems that were contributing to the high staff turnover rate in the healthcare sector. A total of thirty-seven percent of participants said they would have stayed with the firm longer if they had been paid more. It's obvious that there were serious problems with the compensation these individuals were given. Subsequently, 28% said that they would have stayed with the organization if they had been able to grow in their careers. Twenty percent of the respondents said they would have stayed with the organization if they had had more options for training and growth. Three percent indicated working fewer social hours, while six percent indicated more flexible working hours. Six percent of participants said they would have stayed with the firm if the benefits packages had been better.

The investigator used correlation and multiple regression analysis to look at the relationship between employee perceptions of work experience, management style, employee compensation, and employee turnover in the healthcare industry. The purpose of the assessment was to determine whether there was a statistically significant correlation between the variables in order to accept or reject the research hypothesis. The Pearson correlation results (Table 4) indicated statistically significant correlations between employee turnover and all predictor factors (employee evaluations of work experience, supervision methods, and employee remuneration).

Table 4: Pearson Product-Moment Correlation Coefficients Between Predictor Variable and Employee Turnover

Predictor variables	Employee turnover (Criterion)	Correlations r
Employee perception of work experience	Employee turnover	-.268
Employee compensation	Employee turnover	-.289
Supervisory practices	Employee turnover	-.407

Note, N=100. All correlations were significant at the $p < .001$ level.

Source: Developed by Author

As a predictor of employee turnover, Table 5's positive slope for employee compensation (3.19) revealed that there was a 3.19% increase in Turnover for each unit that employee compensation fell. Supervisory practices exhibited a negative slope of 3.46 as a predictor of employee turnover, which means that for every unit increase in supervisory practices, there was a 3.46% decrease in employee turnover. The positive slope for job experience among workers as a predictor of employee turnover (0.11). It showed that for every unit, the employee's participation in work experience decreased, and employee turnover increased by 0.11%. When supervisory procedures (predictor variable) increased, employee turnover (the certain veritable tended to decline.

Table 5: Regression Analysis Summary for Predictor Variables and Employee Turnover

Variable	B	SE	β	t	P	B95% Bootstrap CI
Employee turnover	6.74	0	0.00	5.58	0.00	[4.33, 9.14]
Employee compensation	3.19	0.09	0.58	1.61	0.02	[-0.75, 7.15]
Supervisory practices	-3.46	0.03	-0.99	-4.11	0.00	[-5.14, -1.79]
Employee perceptions of work experience	0.11	0.08	0.54	0.19	0.04	[-1.06, 1.29]

Note. N = 100

Source: Developed by Author

6.0 Findings of the Study

The null hypothesis stated that employee opinions of work experience, supervisory techniques, pay, and employee turnover in the healthcare sector do

not statistically significantly correlate. The alternative theory put out the following: in the healthcare sector, there are statistically significant correlations between employee views of working conditions, supervisory techniques, pay, and employee turnover. The results of several regressions and correlation analyses performed on the data collected from 100 employees in the healthcare industry show statistically significant relationships between employee turnover and each of the study's predictor categories. As a result, it is plausible to conclude that the variables in the research show statistically significant associations and to reject the null hypothesis. Multiple regression analysis and correlation were used in the study to evaluate the hypothesis. The results of the correlation study showed a statistically significant relationship between the three predictors and staff turnover in the healthcare industry. There are three factors that comprise the model: employee evaluations of their working circumstances, supervision methods, and employee salary, according to the findings of the linear multiple regression. The whole model predicted employee turnover, $F(3,100) = 9.08$, $p < .000$, $(R^2) = 0.22$. Therefore, it is fair to reject the null hypothesis. The study's findings showed a strong correlation between the three variables- employee opinions of their working environment, supervisory methods, and employee compensation -and employee turnover.

7.0 Recommendation

Considering the findings, the current research suggests that-

- i. A possible course of action would be to establish a mentorship program and offer staff recognition for their contribution.
- ii. A potential plan of action would be to start a mentoring program and give staff members appreciation for their accomplishments.
- iii. Implementing retention tactics and rules could lower staff turnover in the healthcare industry.
- iv. For future research include the type of research methods used on the topics of employee perceptions of their work experience, supervisory tactics, employee compensation, and employee turnover.
- v. By using a mixed method study, researchers may determine the quantitative employee turnover rates as well as the qualitative reasons why people leave their employment.
- vi. Future research on the topic might include other traits that could be used to forecast staff turnover in the healthcare industry.

8.0 Conclusions

The study's findings provided a framework for healthcare executives to raise awareness and develop methods for reducing employee turnover in order to keep talented employees in the healthcare industry of Bangladesh. The purpose of this

research project was to examine employees in the healthcare sector in Bangladesh. Additional research ought to examine the age distribution of healthcare employees and if they represent a generation that is less likely than previous ones to view their work as a lifetime profession. Investigating if locals get employed in the healthcare sector more quickly than non-residents might be another area of future investigation. This study's gender distribution among participants was reflected in the majority of female participants in the healthcare sector. The study's conclusions could persuade leaders in the healthcare sector to take the required actions to reduce staff attrition.

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