

The Role of HR Practices in Employee Retention at Sree Mookambika Institute of Dental Sciences

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Abstract

Human Resource Management plays a crucial role in enhancing employee retention and ensuring organisational stability, particularly in specialised healthcare institutions. This study examines the impact of HR practices on employee retention at Sree Mookambika Institute of Dental Sciences, Kanyakumari District. Primary data were collected from 80 employees using a structured questionnaire through the census method. Statistical tools such as One-Way ANOVA, Pearson Correlation Analysis, and Garrett Ranking were employed for analysis. The findings reveal a significant difference among employees of different experience levels regarding the clarity of job roles during recruitment ($F = 4.702, p < 0.01$). Correlation analysis indicates a strong positive association between training and development and employee retention ($r = 0.736$), while performance appraisal systems exhibit the strongest influence on employee commitment ($r = 0.765$). Garrett Ranking identifies clarity and fairness of HR policies as the most critical factor influencing employee satisfaction. The study concludes that employee retention is a multi-dimensional outcome shaped by structured HR practices, transparent appraisal systems, and continuous training initiatives.

Keywords: Employee Retention, HR Practices, Healthcare Sector, Performance Appraisal, Training and Development

Introduction

Human resources are among the most valuable assets in any organisation, particularly in healthcare and educational settings where service delivery depends on the competence, commitment, and efficiency of the workforce. In dental healthcare institutions, services extend beyond physical infrastructure and rely heavily on the coordinated efforts of faculty, clinicians, technicians, and administrative personnel. In addition to patient care, these institutions serve as centres for academic learning and clinical training.

Therefore, the quality of dental education and healthcare services is closely linked to effective human resource management and employee engagement.

In recent years, employee retention has emerged as a significant challenge in healthcare and academic institutions due to increasing workloads, evolving professional expectations, and intensified competition for skilled professionals. Dental faculty and clinical staff are often required to balance teaching, clinical supervision, research, and administrative responsibilities. Human Resource Management (HRM) plays a vital role in addressing these challenges by implementing practices such as recruitment, training and development, performance appraisal, compensation, employee welfare, career development, and grievance handling.

Employee retention refers to an organisation's ability to retain its workforce over time. High turnover in dental institutions can disrupt both academic and clinical functions, affecting the continuity and quality of services. The loss of experienced personnel may negatively impact institutional performance and service delivery. Sree Mookambika Institute of Dental Sciences, located in Kanyakumari District, Tamil Nadu, serves as the context for this study. The institution comprises a diverse workforce, including faculty, clinical practitioners, and support staff. This study aims to examine the role of HR practices in influencing employee retention within this institution.

Concept of Human Resource Management and Employee Retention

Human Resource Management (HRM) is a strategic approach to managing people in an organisation to achieve its objectives effectively. It involves attracting, selecting, developing, motivating, and retaining employees while ensuring the optimal utilisation of their skills and capabilities. HRM extends beyond administrative functions to encompass policies and practices that enhance employee performance, job satisfaction, and organisational commitment. In healthcare institutions, HRM is particularly critical, as organisational success depends largely on the competence and dedication of the workforce. Effective HR practices create a supportive work environment, promote employee engagement, and reduce turnover.

Employee retention refers to an organisation's ability to retain its employees over time by implementing strategies that foster long-term commitment. Key factors influencing retention include career development opportunities, recognition, job security, work-life balance, and supportive leadership. In the dental healthcare sector, high employee turnover can increase recruitment costs, reduce productivity, and disrupt both clinical and academic functions. Therefore, organisations must adopt effective HR practices that enhance employee satisfaction, motivation, and long-term organisational stability.

Literature Review

S. P. Sridar, R. Gupta, M. Sharma, S. Kazmi, and C. Tendon (2025) examined the role of employee well-being in enhancing retention, highlighting that work-life balance, mental health support, and organisational care significantly reduce employee turnover and strengthen long-term organisational commitment.

D. Karthikeyan and J. R. Joyce (2025) analysed HR practices influencing employee retention and concluded that structured recruitment, effective training programmes, and transparent communication positively impact employee satisfaction and commitment.

T. Iqbal, G. Mujtaba, A. Shafique, and A. Amjad (2025) investigated the impact of human resource management practices on retention and observed that performance-based rewards, career development opportunities, and fair HR policies enhance employee loyalty while reducing voluntary attrition.

M. K. Prakash, R. V. Raja, and S. V. Kumar (2025) explored key determinants of employee retention and identified compensation, job security, and career advancement as major factors influencing employees' intention to remain within organisations.

E. E. Yamoah, I. A. Yeboah, and D. N. Nyala (2024) examined the relationship between HR practices and employee retention with job engagement as a moderating variable, revealing that higher engagement levels significantly strengthen the positive impact of HR practices on retention.

S. Mishra (2024) studied evolving HR approaches and emphasised that employee-centric practices, including recognition programmes, continuous learning opportunities, and supportive leadership, play a vital role in enhancing employee satisfaction and retention.

M. A. Hussain and R. Chauhan (2024) analysed emerging trends in employee retention and highlighted that flexible work arrangements, career growth opportunities, and effective leadership are critical factors in retaining employees in dynamic work environments.

A. Felisiya and P. Srishakthi (2024) identified best practices for improving employee retention, concluding that a positive work environment, supportive management, and fair compensation structures are essential for sustaining employee commitment.

A. S. Wahyudi et al. (2023) examined organisational strategies for retention and found that effective communication, employee engagement initiatives, and training programmes significantly contribute to workforce stability.

P. Panday and G. Kaur (2021) studied talent management practices and concluded that organisations offering structured career paths, mentorship programmes, and continuous development opportunities experience significantly lower employee turnover.

Research Methods

The study adopts a descriptive research design to examine the impact of HR practices on employee retention at Sree Mookambika Institute of Dental Sciences, Kanyakumari District. Primary data were collected from 80 employees using a structured questionnaire based on a five-point Likert scale ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). A census method was employed, wherein data were collected from all employees of the institution, including clinical, administrative, and support staff.

The questionnaire was divided into five sections: the demographic profile of respondents, existing HR practices related to employee retention, the impact of training and development on retention, the role of performance appraisal in employee commitment, and employee satisfaction with current HR policies. The collected data were analysed using statistical tools such as descriptive statistics, One-Way ANOVA, Pearson Correlation Analysis, and the Garrett Ranking Method. IBM SPSS software was used for data processing and analysis.

Objectives of the Study

- To study the existing HR practices influencing employee retention at Sree Mookambika Institute of Dental Sciences.
- To analyse the impact of training and development programs on employee retention.

Data Analysis and Interpretation

Table 1 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	39	48.8%
	Female	41	51.2%

Age Group	Below 25	42	52.5%
	25–35	28	35.0%
	35–45	7	8.8%
	Above 45	3	3.8%
Educational Qualification	School Level	2	2.5%
	Diploma	5	6.3%
	Undergraduate	33	41.3%
	Postgraduate & above	40	50.0%
Years of Experience	Less than 1 Year	27	33.8%
	1–3 Years	32	40.0%
	3–5 Years	14	17.5%
	Above 5 Years	7	8.8%
Employment Type	Full-Time	69	86.3%
	Part-Time	6	7.5%
	Contract	5	6.3%
Monthly Income	Below ₹15,000	18	22.5%
	₹15,000–₹30,000	38	47.5%
	₹30,000–₹50,000	22	27.5%
	Above ₹50,000	2	2.5%

Source: Primary Data

The demographic analysis reveals that 51.2 percent of employees are female, and 52.5 percent are below 25 years of age, reflecting a predominantly young workforce. Educationally, 50 percent hold postgraduate qualifications and 41.3 percent are undergraduates. The majority (40%) have 1–3 years of experience, and 86.3 percent are full-time employees. Nearly half (47.5%) earn between ₹15,000 and ₹30,000 per month.

One-Way Anova: Experience-Wise Perception of HR Practices

Null Hypothesis (H₀): There is no significant difference among employees with different years of experience with respect to their perception of HR practices.

Alternative Hypothesis (H₁): There is a significant difference among employees with different years of experience with respect to their perception of HR practices.

Table 2: One-Way ANOVA – HR Practices by Years of Experience

Factors	< 1 Year (Mean)	1–3 Yrs (Mean)	3–5 Yrs (Mean)	> 5 Yrs (Mean)	F	p
Recruitment process attracts qualified professionals	4.33	4.19	4.21	4.14	0.219	0.883
Job roles are clearly explained during hiring	4.07	4.34	4.71	3.57	4.702	0.005**
Training programs improve employees' job performance	4.15	4.22	3.57	3.71	2.262	0.088
Performance appraisals are conducted regularly	3.78	3.84	3.93	3.71	0.101	0.959

The hospital provides a safe and healthy work environment	4.07	4.28	4.29	4.29	0.376	0.770
Organisation adheres to statutory regulations & HR policies	3.85	4.19	3.93	3.29	2.087	0.109

** Significant at 1% level ($p < 0.01$)

Source: Primary Data

The ANOVA results reveal a significant difference ($F = 4.702, p = 0.005$) only for the factor ‘Job roles and responsibilities are clearly explained during hiring, where employees with 3–5 years of experience recorded the highest mean score (4.71) and those with more than 5 years recorded the lowest (3.57). For all remaining five HR practice dimensions, recruitment process, training programmes, performance appraisal, work environment, and statutory compliance, the null hypothesis is accepted at the (5%) level of significance, indicating that employees across different experience levels share similar perceptions of these HR practices.

Pearson Correlation Analysis: Training & Development and Employee Retention

Null Hypothesis (H_0): There is no significant relationship between training and development programmes and employee retention.

Alternative Hypothesis (H_1): There is a significant relationship between training and development programmes and employee retention.

Table 3: Correlation – Training & Development and Employee Retention

Training & Development Factors	Pearson r	r ²	% Variance	Sig. (p)
Overall T&D Practices ↔ Overall Employee Retention	0.736**	0.5417	54.17%	.000
T&D programmes enhance job satisfaction	0.467**	0.2181	21.81%	.000
Training initiatives enhance commitment to stay	0.485**	0.2352	23.52%	.000
T&D supports professional growth	0.489**	0.2391	23.91%	.000
Training improves work performance and productivity	0.673**	0.4529	45.29%	.000
Development programmes enhance competencies	0.384**	0.1475	14.75%	.000

** Significant at 1% level (2-tailed).

Source: Primary Data

The Pearson Correlation results reveal a strong positive relationship between overall training and development practices and employee retention ($r = 0.736, p = 0.000$). The null hypothesis is therefore rejected. Among individual training factors, programmes that improve work performance and productivity record the strongest correlation with retention ($r = 0.673, 45.29\%$), followed by training supporting professional growth ($r = 0.489$), initiatives enhancing commitment to stay ($r = 0.485$), programmes enhancing job satisfaction ($r = 0.467$), and development programmes enhancing competencies ($r = 0.384$). All factors are statistically significant at the 1% level, confirming that training and development have a highly significant positive influence on employee retention.

Findings of the Study

- The study shows a slightly higher number of female employees (51.2%) compared to male employees (48.8%).
- The majority of respondents (52.5%) are below 25 years of age, indicating that the workforce is largely young.
- In terms of Education, 50% of the employees are postgraduates and 41.3% are undergraduates, showing that the workforce is highly educated.
- A large number of employees are relatively new, with 40% having 1–3 years of experience and 33.8% having less than 1 year.
- The majority of respondents (86.3%) are full-time employees, indicating a stable employment structure in the organisation.
- Nearly half of the employees (47.5%) earn between ₹15,000 and ₹30,000 per month, representing the largest salary group among the respondents.”
- There is a significant difference in how employees perceive the clarity of job roles during recruitment based on their experience levels ($F = 4.702, p < 0.01$).
- Employees with 3–5 years of experience reported the highest satisfaction with job role clarity, whereas employees with more than 5 years of experience reported comparatively lower satisfaction.
- No significant differences were found among employees of different experience levels regarding recruitment, training, performance appraisal, work environment, and HR policies, indicating similar perceptions across groups.
- Training and development practices have a strong and significant positive relationship with employee retention ($r = 0.736, p < 0.01$).
- Among training factors, programmes that improve employee performance and productivity have the strongest influence on retention.

Suggestions of the Study

- Continuous training and development programmes can help employees improve their skills, productivity, and professional growth, thereby enhancing employee retention.
- Clear explanation of job roles and organisational expectations during recruitment and induction can reduce role ambiguity and improve employee understanding.
- Regular employee engagement activities and supportive workplace practices can strengthen organisational relationships and improve employee satisfaction.
- A healthy and employee-friendly work environment can contribute positively towards employee commitment and long-term retention.
- Transparent performance appraisal practices and regular feedback can enhance employee confidence, motivation, and organisational commitment.
- Providing career growth opportunities and professional development initiatives can encourage employees to remain associated with the organisation for a longer period.
- Recognition and appreciation of employee achievements can improve morale and encourage better work performance.
- Effective communication between management and employees can help in building trust and maintaining positive workplace relationships.
- Periodic review of HR policies and welfare measures can ensure fairness, transparency, and employee satisfaction within the organisation.
- Continuous improvement in HR practices can strengthen organisational stability and enhance employee retention.

Conclusion

The study concludes that human resource practices play a significant role in influencing employee retention at Sree Mookambika Institute of Dental Sciences. The findings reveal that effective training and development programmes, transparent HR practices, a supportive work environment, and performance appraisal systems positively contribute to employee satisfaction and organisational commitment. The study also identifies the importance of clearly communicating job roles during recruitment and induction. Overall, employee-oriented HR practices contribute towards improving employee retention and organisational stability within the institution.

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