An investigation of employee retention in the public hospitals in JX province

by Zhuojun Wei

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Abstract

Since 1978, China has been a part of the world. The change brings various opportunities and challenges to Chinese organizations. In recent years, the competition among organizations is a serious problem. The opinion about talent is a competitive advantage is adopted widely by Chinese organizations. Therefore, most organizations start to focus on turnover rate and the reasons behind it.

This dissertation concentrates the situation of employee retention in hospitals of JX province. The purpose of the research is to find out the reasons why people left, job satisfaction and factors for declining staff turnover. This research is based on mainly inductive approach, and it consists of both qualitative and quantitative data collection and analysis. The qualitative data describes the factors for leaving and staying, and quantitative date is used to identify the rate of job satisfaction. The data of interview was from 20 participants, and the data of questionnaire was from 143 medical professionals in three three-level & first class hospitals of JX province.

The findings show that the cause of turnover does not work alone. The common reasons for leaving are compensation, career development, work press, recognition, respect from the public and unfair payment. Secondly, job content, recognition and leadership are satisfactory for employees, but they are not satisfied enough with salary, bonus, training & development, promotion and communication. Medical professionals would like to have a high compensation and a good career development.

Declaration

I certify that this dissertation does not incorporate materials submitted previously for a degree or diploma in any university, and it does not contain any materials published or written by other people.

This research is submitted for the assessment of the program of study leading to the award of MA in HRM and was concluded in an ethical manner.

Signature:_____

Date:_____

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Finally, I show my love to my parents.

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Introduction of JX province and the three public hospitals

JX province which is in the south of China is a mainly agricultural province, and there are more than 40 million people living in JX province. The GDP of JX province is 943.5 billion at the end of 2010, and it is just ranked at 19. (There are 31 provinces in China) The per capita GDP is $3,127, lower than the national average ($4,382) and ranked at 24. Therefore, JX province is regarded as a developing province in China.

The three hospitals are third-level and first-class hospitals in JX province. They are the biggest and the most influential hospitals in JX province. These hospitals undertake the task of medical treatment, medical education, scientific research and health care for people. The group of medical professionals in the hospitals includes all types of employees who are related to medicine, such as doctors, nurses, researchers, pharmacists and medical laboratory technicians. A hospital has 1226 medical professionals, B hospital has 1435 medical professionals and C hospital has 1862 medical professionals.

Chapter 1 Introduction

1.1 Background

In China, there is an ancient idiom which is "if you want 10 years of prosperity, grow trees; if you want 100 years of prosperity, grow people." This idiom indicates the importance of people to an organization, even a country. In 2010, President Hu of China, in his speech for National Talent Work Conference, emphasized that human resource is the primary resource, and the work of talent management is a key factor to the development of economy, science and technology, and it is the core competitive advantage of the country. (Reported by Renminwang, 2010)

Human resource management was introduced from western countries and researched systematically in early 1990s in China. Nowadays, human resource management has been the most important topic in governments, enterprises and organizations. In recent years, the retention of employees, as a part of human resource management, has been on the top of agenda of all organizations, especially retention of talented employees. Employers have realized that employees are assert of organizations and are the unique competitive advantages, because the knowledge and expertise of employees is difficult to imitate, and talented employees are hard to replace. In addition, high turnover of employees has a critically negative impact on the productivity and

reputation of organizations.

Generally speaking, in medical industry, the work of retention has not been paid attention to sufficiently. The author found there were just a few reviews or researches related to retention in the public hospitals. However, the public hospitals have to focus on this issue, because there are some new situations that they have to face.

1. New government policy brings new pressure. Before 2001, all hospitals were founded by government, so the hospitals belong to public organizations. According to the requirement of each hospital, the government distributed resources including people, equipment and financial support to hospitals. After 2001, the government started to reform the policy and system for hospitals. Hospitals had to recruit new employees by themselves and earn money for payment of salaries and purchase of equipments. Therefore, the pressure makes hospitals try to keep their own competent employees and attract capable employees from other hospitals, because competent employees can provide excellent service for patients and increase the profit for hospitals.

2. The competition has been serious among hospitals. There are some private hospitals established. These private hospitals hope to get profit as soon as possible, so they use high salary to attract experienced doctors working in public hospitals to work for them.

Under these situations, the main task of public hospitals is to create strategic human resource planning and improve the work of human resource management to avoid the

brain drain and keep the competitive position in medical market.

1.2 Why in JX province?

In JX province, the turnover of medical professionals in public hospitals is increasing. In previous researches, Fu et al (2009) showed that the turnover rate of medical professionals in public hospitals reached 10% that was much higher than the number (4.81%) in 2001.

The report of human resource department of JX province (2008) analyzed the reasons that might affect the employees choose to leave.

1. The new policy breaks the old system. Formerly, the hospitals had to take care of employees forever, but now, hospitals can sack employees who are not suitable for them. The policy leads to the decline of employees' loyalty

2. Employees tend to focus on building up their own careers. The new policy also provides employees opportunities to choose employers. Hence, if employees feel they do not exert their competencies, they would like to seek a more satisfactory place for themselves.

3. The unequal compensation. Compared with some megacities like Shanghai, the compensation in JX province is lower. The employees perceive that they are treated unfairly, so they leave JX province to those megacities.

The high turnover of medical professionals in public hospitals is a critical problem, because the public hospitals still keep the dominant position in medical market in JX province, and they are responsible for medical treatment and health care for nearly 40 million people. As a result, effective ways to retain experienced employees is a solution for the problem.

1.3 Aim of the research

Fu et al (2009) presented that most leaders of public hospitals believed that the competition among hospitals was the competition among talents. As we know, training a qualified doctor or nurse needs a long time. Thus, the hospitals must retain their current employees. However, how to retain them is the difficulty.

The purpose of the research is to identify the specific factors that cause the turnover of medical professionals and find out some effective approaches to help public hospitals to keep their professional employees. The success in retaining competent employees would assure the public hospitals to hold their competitive position in the dynamic medical market and perform well.

This research will focus on three three-level and first-class public hospitals in JX province. The three public hospitals are the biggest and the most influential hospitals

in JX province, and they have strong representation. The outcomes of the research from the investigation in the three hospitals can be applied to other hospitals in JX province.

1.4 Research Questions

1. Why do employees leave the public hospitals in JX province?

2. What aspects are existing employees satisfied and dissatisfied with their jobs?

3. What are the effective factors to retain employees?

1.5 The structure of dissertation

Chapter one is the introduction. The background, the reasons for selecting the topic, research aim and questions are described in this part.

Chapter two is the literature review. This chapter shows the definitions, theories and results of previous researches about human resource management and retention in the world and in China.

Chapter three is the methodology. This section presents the research strategy and methods conducted in this research.

Chapter four is the finding and discussion. This part outlines the findings from interview and questionnaire. In addition, the triggers for the situations are analyzed.

Chapter five is the conclusion. There are some recommendations and limitations given in this part.

Chapter 2 Literature Review

2.1 Introduction

This chapter includes some theories and definitions related to human resource management and retention. In addition, the effective approaches for retention in the world and the current situation of retention in China will be presented.

2.2 Human resource management

2.2.1 Definition of human resource management

According to Gunnigle, Heraty and Morley (2006), human resource management consists of generalist responsibility and specialist function. Generalist responsibility refers to the management of organizations' workforce. It includes all policies, practices and process of workforce management. Specialist function is responsible for developing and deploying organizations' strategies of human resource management.

In Taylor's book (2008), people resourcing as a replacement of human resource management is viewed as a function to undertake the tasks of staffing, performance, administration and change management.

Staffing: aims to make sure that an organization keeps enough employees to

achieve its goals. The activities of staffing include recruiting new employees, retaining existing employees and dismissing incompetent employees occasionally.

Performance: aims to make sure that every employee is motivated to do his/her job. The activities include assessing and improving employees' performance.

Administration: aims to make sure that there is a positive relationship between employers and employees.

Change management: aims to make sure that organizations have the ability to predict the possible change such as the demand of employees in order to retain and motivate employees.

In China, the understanding of human resource management refers to the scientific and systematic methods to utilize and develop the ideas and behaviors of employees through planning, recruitment, evaluation and deployment. It is also considered as an effective approach to engage employees to meet organizations' objectives. (Zhao, Yuan and Guo, 2011)

2.2.2 Importance of human resource management

Nowadays, the world is in a post-industrial era. Human capital has become the most important capital for any industry or organization. Human capital includes knowledge, information and professional skills within the workforce of organizations. As we can see, people are the lifeblood of organizations. They are the most potent and valuable

resource. The critical problem is that how HRM can serve an organization as best as possible. HRM shows a roadmap to manage the current workforce, optimize human capital and plan the future workforce. (Assen et al, 2009)

2.3 Retention

2.3.1 Definition of retention

Employee retention is an aspect of human resource management to motivate employees to stay in an organization through improving employees' satisfaction. Employee retention has been the key to performance of organizations. If an employee stays in an organization for a long time, the employee will become a repository of knowledge or expertise. He/she can understand his/her job and do it better. (Dey, 2009)

2.3.2 Why does retention become important?

Taylor (2002) listed the reasons in his book.

1. Growth of economy leads to that the job offered is more than people out of work, so there are more alternatives for employees.

2. There is a skills shortage in some certain industries. The shortage has influenced the development of these industries. Hence, it is tough to find skilled people, so keeping existing skilled employee is critical task.

3. The workforce is aging. Many older employees will retire, and organizations find that it is difficult to recruit new employees to replace them.

4. Nowadays, more and more jobs are based on knowledge. This means that the jobs are more difficult to be done well by replacement.

5. The new model of work such as flexibility makes employees less loyal that before. Consequently, this is a new barrier for retention.

2.4 Effective approaches for retention

Mello (2011) indicates that managers should focus on the approaches to retain employees and reduce turnover. The review of Hausknecht, Rodda and Howard (2009) reveals the importance of retaining talent. Talent refers to the employees who own the specific knowledge and skills to perform well for organizations. If organizations are not successful to keep the talent, they will fail in competition. In their research, they identify 12 factors that can affect employees to stay in their organizations.

Retention factor	Definition
Advancement opportunities	The potential movement to higher positions within organizations
Constituent attachments	The extent of attachment to which individuals linked with organizations
Extrinsic rewards	The amount of pay and benefits
Flexibility	The flexible work hours

Investments	Perception about the length of service to organizations
Job satisfaction	The extent to which employees like their jobs
Lack of alternatives	Perception about the impossibility of job outside organizations
Location	The workplace is near the employee's home
Organizational commitment	The extent to which employees are involved in organizations
Organizational justice	Perception about that employees are treated fairly
Organizational prestige	The degree of the organizational reputation
Non-work influences	The existence of responsibilities and commitments outside organizations

Source: adapted from Hausknecht, Rodda and Howard 2009

In addition, Hausknecht et al find out the advancement opportunity and reputation of organizations will influence positively high performed and non-hourly employees to stay, and low performed and hourly employees would like to get more extrinsic rewards.
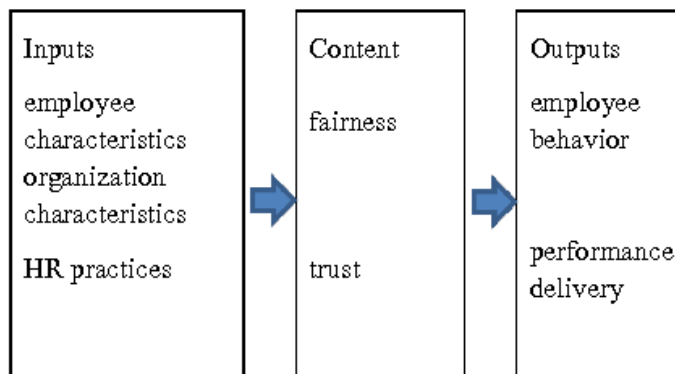
2.4.1 Reward and retention

Reward management is a type of strategy to return employees fairly, equitably and consistently, and the reward is based on employees' value to organizations.

(Armstrong and Murlis, 2007) They also point out that reward is considered as an effective way to retain employees. The reward includes tangible aspect like incentive compensation and innovative bonus, and intangible aspect, such as opportunity of developing career, recognition of employees, and work-life balance.

Compensation is a direct connection with the motivation of employees. Some studies have shown the compensation has a huge influence on the innovative and creative behavior of employees. In the study, El-Tahch and Ricaurte (2009) found that the employees, especially senior manager in the company, have to act and think like shareholders, because, if that, the employees will consider that they are the owners of the company and perform better to increase the company's value. Finally, their compensation can be increased.

Positive psychological contract and good work condition are beneficial for retention. Psychological contract is "a system of beliefs that encompasses the actions employees believe are expected of them and response they expect in return from their employers." (Armstrong, 2007 P147) Psychological contract plays a role in adjusting the attitude of employees and improving their commitment and job satisfaction.

Inputs	Content	Outputs
employee characteristics organization characteristics HR practices	fairness trust	employee behavior performance delivery

Model of psychological contract (Source: Adapted from CIPD 2005)

The positive attitude of employees can result in a high level of performance. Psychological contract plays a role in adjusting the attitude of employees and improving their commitment and job satisfaction.

Positive organizational atmosphere which is mentioned by Zhou et al in 2009 is one of non-cash rewards to increase the employees' motivation. For example, in the case study of PE. People enjoyed the colleagues, and they felt comfortable and excited to work in the company. (Holland, 1993)

2.4.2 Employee engagement and retention

According to Sree Lakshmi et al (2010), employee engagement is the degree of employee's effort and initiative contributed to the job. The willingness of employee to work for organizations is crucial factor for organizations' success. The loyalty to

organizations is derived from the commitment and involvement of employees to their work.

Kelleher (2011) said that the firms were in a tough time because of the global recession. He reminded that human resource managers had to be awareness for the circumstance that 49% of employees were looking for a new job, because the downturn of economy results in reduction of training opportunity, the frozen of incomes, and the delay of promotion. Employees are expected to do more work with less reward now. Although the economic environment is awful for engagement of employees, the companies should create strategy of engagement and retention for tomorrow. Kelleher emphasized that organizations should focus on the elements of performance, communication, organization's culture and employee's behaviors in order to improve employee engagement, and retention would be developed eventually.

Amy et al (2008) tested the relationship between perceived flexibility & supportive work-life policies and employee retention. The results found that perceived flexibility & supportive work-life policies can make employees more loyal than expected. In addition, Employee engagement plays an important role in connecting perceived flexibility and retention, because the perceived flexibility can enhance employee engagement, and then employee engagement can result in a longer retention.

2.4.3 Communication and retention

According to Buchanan and Huczynski (2010), communication is a problem in many organizations, because it is always broken by hierarchical structures or the nature of employment. However, it is an important factor for organizations' success and personal career development.

Employee voice is a communication between employers and employees. Employers can collect information about how employees perceive the decision, process and procedure of the organization. (Cannell, 2010) In Spencer's study (1986), he focused on the relationship between employee voice and employee retention. Employee voice in this research is that employees could get the opportunities to complain their dissatisfaction. The results suggested that organizations should give more opportunities to voice their opinions about their work, and the different ways to voice can make employees feel that their problems could be solved effectively. This mechanism can increase the job satisfaction of employee so as to increase the retention rate.

2.4.4 Organizational culture and retention

Culture is an important part of an organization. It is the combination of the values and behavior norms within the organization. Culture tells employees the concerns and goals of the organization and guide employees to do their jobs or act their roles in an

ethical way. A positive organizational culture can improve the commitment of employees to their employer. (Kotter and Heskett, 1992) The study of Agbényig (2009) proved that humanistic-encouraging and self-actualizing culture norms are significantly related to employee retention. The positive organizational culture will create a good work condition including competent supervisors, suitable workload, recognition and support for employees. These factors are all beneficial to performance and retention of employees. Besides, Dey (2009) also summarized that in the stage of training and induction for new employees, the organizational culture should be illustrated in order to facilitate these employees to be the part of the organization quickly. Furthermore, employees would like to be employed under a high-quality of leadership and engage in a free environment.

2.4.5 Leadership and retention

Leadership is a capability of leader to show a positive influence and keep others to work with them. The capability of leadership includes general intelligence, technical competency or professional knowledge in their specific fields, positive personality, ability to inspire, skills of listening, sharing and delegating, and self-knowledge. (Cannell, 2010)

Naude and McCabe (2005) studied on the topic of retention and leadership. They find out that employees are more likely to be motivated by an effective leadership.

2.5 Theories of motivation

Given the description above, we can see that retaining employee through improving the engagement of employees is an effective way. Motivation is a driving force on people's behaviors of work. It is an accumulation of different processes for directing actions of people to achieve organizations' goals. (Danish, 2010) What is the motivation for employees? What makes them engage their jobs? Theories of motivation would help managers to analyze the sources of individual motivation, eventually; the suitable policy can be created to improve the engagement of employee so as to achieve the objective of retention.

2.5.1 Content theories

The theories of motivation are based on drives and needs. The latest content theory of motivation indicates that the drive consists of acquire, bond, comprehend and defend.

Acquire means: 'obtain scarce goods and develop social status' (Buchanan and Huczynski, 2010 P267)

Bond means: 'form connection with other individuals and groups' (Buchanan and Huczynski, 2010 P267)

Comprehend means: 'satisfy our curiosity and master our environment' (Buchanan

and Huczynski, 2010 P267)

Defend means: 'protect against threats and promote justice' (Buchanan and Huczynski, 2010 P267)

A survey which was mentioned in Buchanan and Huczynski's book (2010) has proved that meeting the four drives can contribute to employee motivation. It could also influence initiative, job satisfaction, commitment and intention to quit or stay. (Buchanan and Huczynski, 2010)

Abraham Maslow's needs hierarchy explains that people have physical needs and psychological needs. The physical needs are the basis of living, and if the physical needs are satisfied, people will seek higher aspiration. Biological need is the bottom in the hierarchy and self-actualization is the highest need for people. Therefore, different people have different needs, and the needs could motivate people to engage their jobs. (Buchanan and Huczynski, 2010)
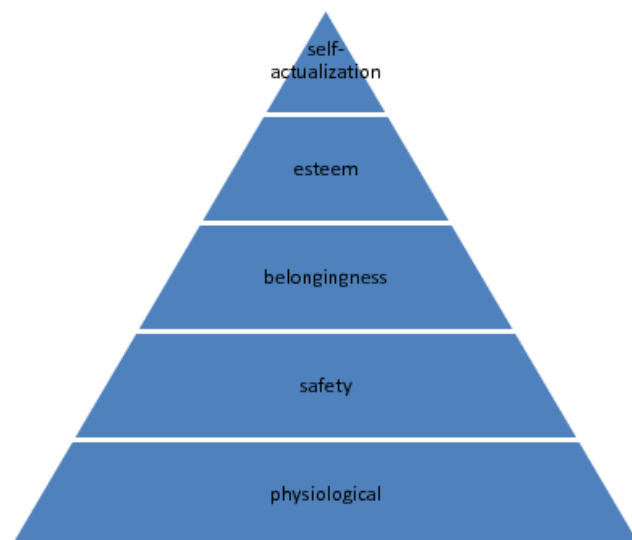
Source: Adapted from Buchanan and Huczynski (2010)

2.5.2 Process theories

Equity theory

This theory designed by J. Stacy Adams is based on people's perception of fair treatment. This theory suggests that employees compare their rewards (e.g. payment, benefit, recognition) and contributions with others. Therefore, employees could encourage each other. For example, if you are paid more than me in the same contribution, I could ask manager to raise my rewards or ask you to work hard. In contrast, if I am paid more than you, I could put more effort in my job or be asked by you to work hard. However, the intangible rewards like recognition and some contributions such as the degree of effort and how effective the ideas are difficult to calculate. (Buchanan and Huczynski, 2010)

Expectancy theory

This theory which is developed by Victor H. Vroom is based on the outcomes that people desire. It explains that people are motivated by their expectation. For example, if I want to get promotion, and I think I can make it through work hard, then, I will work hard for the purpose. In this case, managers have to focus on some points following:

1. Identify valued rewards.

2. Make sure that the employees believe that their efforts will lead to valued rewards.

3. Clarify where employees should direct their efforts.

4. Make sure that the desired rewards are under your control and are given relating to performance.

5. Provide the rewards that are consistent with expected rewards.

(Buchanan and Huczynski, 2010)

Goal-setting theory

This theory means that people are motivated through completing a more difficult job and completing a specific job. Some researchers have proved that challenging goals and specific goals can encourage employees to try harder work.

However, managers should focus on the difficulty of goal that cannot exceed the ability of employees, and make sure they describe the goals in precise language.

(Buchanan and Huczynski, 2010)

2.6 Turnover

2.6.1 Definition of turnover

When retention is mentioned, there is a concept which is associated closely with it. The concept is staff turnover. If staff turnover increases, the retention rate will decline. Staff turnover includes involuntary turnover and voluntary turnover. Involuntary turnover is required by organizations, so the situation can be under the control of organizations. Oppositely, voluntary turnover is based on employees' decisions, and it

is defined as 'all resignations that are not formally initiated by the employer'. (Taylor, 2008) It is difficult to predict, and it will cause disturbance in operations of organizations. Therefore, the voluntary turnover should be paid more attention to. (Mello, 2011)

2.6.2 The influence of staff turnover

According to Taylor (2008), some experts believe that organizations can get benefits from staff turnover. If the performance of employees is poor, high staff turnover will allow organizations to recruit new capable employees to fill the vacancies. In addition, high staff turnover could decrease the cost of redundancy.

On the other hand, Taylor (2002) considered that the high staff turnover had more negative impact on organizations.

1. Cost of recruitment. When an organization recruits new employees, it should invest in advertisement, agency fees, training and induction. Additionally, the process of recruitment will consume a lot of time.

2. New employees need a period of time to adapt new environment, and they will be less effective during this period. Thus, the situation will lead to loss of productivity and profit.

3. The knowledge and skills will be carried away by employees. These knowledge and skills are the part of assert of organizations, and they are difficult to copy. The loss of employees will lead to the loss of value and competitive advantage of organizations.

Moreover, the work of resigned employees will be redeployed to other retained employees. This activity will lead to dissatisfaction of retained employees.

4. High turnover will influence negatively the reputation and customer satisfaction.

2.6.3 Trends of turnover

A lot of surveys regarding turnover rates are conducted by CIPD every year. The figure is between 15% and 20% in last decade. It is quite higher than historical standard. (Taylor, 2008)

2.6.4 Causes of voluntary turnover

Holtom et al (2005) said that successful retention of competent employees could save money for organizations and protect the intellectual capital. However, all companies are challenged to retain their employees.

Job satisfaction

There are many factors which can affect employees to stay or leave. The traditional way to understand turnover intention of employees is to test job satisfaction. Rehman and Waheed (2011) consider that job satisfaction is an effective way to predict the outcomes of employee retention. Job satisfaction refers to that how satisfied people with the nature of job including job challenge, autonomy and scope. It is the first step

to understand what employee is satisfied of dissatisfied with. Moreover, there is an increasing interest in that human resource management practice such as reward, team working and communication has a significant impact on job satisfaction. Their study showed that a high level of job satisfaction is beneficial for retention and performance of employees. At the same time, Baotham, Hongkhuntod and Rattanajun (2010) mentioned that job satisfaction could reflect the behaviors and attitudes of employees, and they have proved that a higher job satisfaction can result in a lower turnover intention.

'Shock'

Holtom et al (2005) believed that job satisfaction is a factor affecting voluntary turnover, but not the dominant factor. Their research demonstrated that turnover can be affected by a precipitating event (shock) to the system. The 'shock' could impact on the judgments of employees about their jobs, and it also has an impact on their personal beliefs. It is likely to make employees leave. As a result, the 'shock' cannot be ignored.

Shocks have different types. Firstly, the shock could be some personal issues which are not related to the job. For example, winning the lottery, divorce, or losing a child. Secondly, the shock could be related to the job. For example, getting demotion or arguing with manager or supervisor.

Work stress

Zhang and Lee (2010) indicate that work stress has been viewed as a significant factor to voluntary turnover. High level of work stress would cause the loss of employees. The notion was supported by Cao (2005). For the reason, managers should find some ways to reduce the negative impact of work stress.

2.7 Talent

Talent refers to employees who can make special contribution to their organizations, and have high potential for their work. Now, more and more organizations see their all employees as talent and try to develop their strengths. (Egan, 2011)

In China, there was a popular perspective on talent that talent was seen as people who got diploma or degree and own some professional knowledge, skills and the ability to contribute to the society. (Liao, 2003)

Medical talent is defined as doctors, nurses and researchers who work in hospitals or medical colleges for clinic, medical education, scientific research and health care. As far as we known, medical science is an empirical science. Jia (2002) summarized that the growth of medical talent has to experience longer period than others. Generally speaking, there are three stages for medical talent.

1. Studying in college. This stage needs 5-6 years. Students gain medical theories and

knowledge in this stage.

2. Studying in practice. This stage gives students opportunities to transfer their knowledge into practice and learn the skills of treatment. This stage needs 5years.

3. Work independently. After stage 2, doctors can work independently. In this stage, these doctors can be considered talent.

The principle of medical talent's growth reveals that it is difficult to grow a competent doctor, so loss of medical talent will have a negative impact on medical organizations.

2.8 Human resource management in hospital in China

The development of Chinese economy is seen as a miracle in recent decades. Many experts have concentrated on the reasons of the development. Zheng and Lamond (2009) believed that one of the most important reasons is human resource management. They researched on the development of human resource management from 1978 to 2007 in China. Indeed, the western HRM came to China during Deng Xiaoping's era (from 1978). The labour policy of recruitment was renewed, and then, the systems of compensation and education & training were reformed. The western HRM was applied to in enterprises in the beginning.

According to Yuan (2007), human resource management has been a critical role in the hospitals in recent years. It designs plans for recruiting, retaining, developing and utilizing people so as to achieve goals of hospitals, because the government started to

loosen the control to public hospitals in early 2000. Therefore, the public hospitals are operated like an enterprise. The cost of employees has been a considerable problem on the agenda of hospitals' leaders.

2.9 The current situation of retention in China

In China, the shortage of qualified talent is a great issue, and it causes the problem of employee retention. All organizations want to get the best employees in the limited pool of talent. For example, turnover of managers was similar with the turnover of American managers in 1980s, and the turnover rate reached 14% in 2005. (Ma and Trigo, 2008)

Western scholars have been created different theories and found out different factors for retaining employees and reducing turnover. However, what is the key factor affecting Chinese employee to stay or leave?

Some Chinese scholars believe that high level of job satisfaction is beneficial for retention. For instance, Duan (2007) pointed out that employees who are satisfied with their jobs could underpin the competitive advantage and initiative of work for organizations. In opposite, low level of job satisfaction could lead to lack of initiative and loss of customers and market.

Chiu et al (2001) identified that the compensation is the most critical factor which influence the job satisfaction and turnover intention of employees. Lu et al (2001) listed five factors related to job satisfaction: payment, work content, leadership, management system and team working. In addition, Ma and Trigo (2008) pointed out that promotion system is another vital factor for retaining employees, because Chinese employees are affected by Confucian (to get a higher position in an organization is one of the values of Confucian).

Zheng (2002) and Gao & Zhao (2003) recommended that organizations should understand the needs of employees, and then, to create appropriate policies to meet the needs. In public sectors, equalitarianism is a serious problem. Employees who did well get the same compensation as the employees who badly or did nothing, if they engage in the same jobs. The problem has a negative impact on initiative of employees. Therefore, organizations should create a policy of pay that is related to performance. Additionally, providing opportunities for training and development and increasing loyalty through strong organizational culture are effective way to retaining employees. However, Fitzpatrick (2003) addressed that it is difficult to set up the relationship between payment and performance because of Chinese culture and policy. He indicated that performance appraisal does not work in Chinese organizations. Reasons:

1. 'Tie fan wan'. It means that the government offers a lifetime employment and fixed salary for employees in the public sectors. Organizations cannot sack employees or

cut down their salaries based on their poor performance.

2. 'Guanxi' and saving face. 'Guanxi' means the extremely close relationship between two people. If a person gets a financial punishment because of poor performance, he/she would feel losing face and make it be removed through 'guanxi'.

Consequently, the performance can be evaluated, but the results cannot be applied to be related to payment.

2.10 The current situation of job satisfaction in hospitals

Zhou et al (2007) conducted a survey of nurse's job satisfaction in the public hospitals in urban area of Beijing. The results showed that the job satisfaction rates of promotion, compensation, leadership, benefits and policy of hospital are low.

An investigation was carried out by Zhou et al in 2003. The investigation focused on 656 doctors in Guangdong, Shanxi and Sichuan provinces. The finding presented that the whole job satisfaction rate of doctors is low, just 27% of doctors are satisfied with their job content, 8% are satisfied with the compensation and 30% are satisfied with the professional competency of hospital. In addition, the researcher also indicated that 82% of doctors think hospital should provide opportunities for training and development, and 40% of them are not satisfied with the relationship between doctor and patient. Moreover, more than half of doctors wish to go to private hospitals.

According to Bian (2004), compensation is the most important factor that could affect job satisfaction. Most doctors are dissatisfied with their income, and 33% of them increase their income through doing some supernumerary medical activities outside of their hospitals.

Li et al (2004) demonstrated that medical professionals have a positive perception on their work condition and career prospect. However, they are under pressure of work press, security and low income.

Chapter 3 Research Method

3.1 Introduction

This chapter describes the research strategy and the methods that were used to conduct the research. It also shows the answers that why researcher did choose the methods and the process of doing them.

3.2 Research strategy

Anderson (2009) pointed out that the research for human resource field is used to systematically increase knowledge and underpin practice to deal with human resource issues.

The research philosophy is the way to perceive this world. It is a fundamental part of a research, because it will influence the following practice of research. Positivism and interpretivism both are the research method to understand 'what constitutes acceptable knowledge in the field of study.' Positivism focuses on observable social reality, and it is used to test hypotheses and present a generalization. Deduction is an approach to formulate positivism research. The data collection of deduction should be in a value-free way. Quantitative data is for deduction, because the type of data is scientific and cannot be changed. Interpretivism is to understand the differences

between social actors. It emphasizes that people make sense of the world or interpretation of the world. Induction is a way to feel what is going on to realize the nature and context of the problems. The data of induction is collected from interview, and it belongs to qualitative data. (Saunders, Lewis and Thornhill, 2007)

This research was bases on mainly inductive approach. It intends to answer why employees leave public hospitals, what aspects employees are satisfied with their jobs, and which method is effective to retain employees. Consequently, the research is an exploratory study. The aim of question 1 is to find out the current phenomena about brain drain and the reasons behind the brain drain. The purpose of question 2 and 3 are to look for employees' opinions about job satisfaction, the motives for staying at public hospitals and effective methods to retain employees.

3.3 Research Method

3.3.1 Sample

There were 163 people involved in this research, and these participants were divided into two groups. The first group included 20 participants who worked in the three three-level and first-class public hospitals. The second group included 143 participants who are the employees in these hospitals. They are all doctors and nurses.

3.3.2 Interview

Interview is conducted between two people or more to acquire answers for the objectives of research (Saunders, Lewis and Thornhill, 2007). In this research, an opened interview was carried out, because the purpose of the interview was to answer question 1. There was one question in interview, that is, why did you leave your hospital? The interviews were conducted for five days on the internet. Each interview was a one-to-one conversation through QQ software, and each interview lasted 5-10 minutes. All the answers were recorded by QQ automatically.

Advantage and disadvantage of interview

The author can explain clearly the aim of the research and questions. Interview is used to ask some specific questions, and it encourages participants to give their opinions. In addition, the author can discuss or get more information on enquiry of their answers. However, the process of one-to-one interview is time-consuming.

Data analysis of interview

Data of interview is qualitative. Firstly, the author copied the answers from QQ software to Word. Then, the author coded different answers on No 1, 2…7. Finally, these codes were counted, and the results were ordered from high to low. Therefore, the common reasons for leaving and how common the reason would be shown.
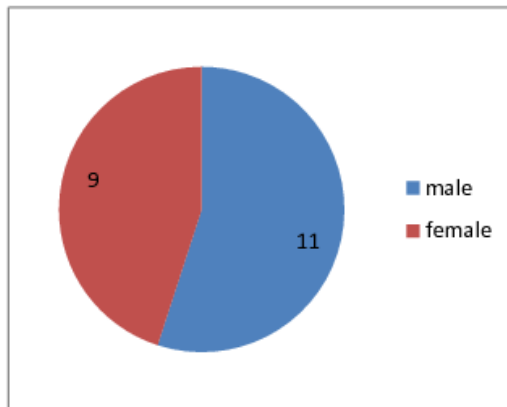
Participant's profile

Figure 3.1 Gender
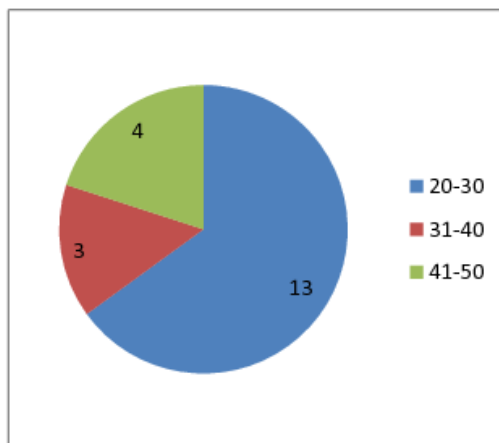

Figure 3.2 Age

3.3.3 Questionnaire

A questionnaire is used to ask participators to answer a set of questions in order to gather a quantitative data to support the research (Saunders, Lewis and Thornhill, 2007).

The questionnaire was designed to test the job satisfaction and collect information of employees' opinions about important factors for retention. It includes both close

questions and opened question.

The closed questions are used to find the extent to which employees are satisfied with their work content, compensation, benefits, opportunity for training and development, opportunity for promotion, communication system, recognition, work environment and leadership behavior.

The opened questions are used to ask their opinions regarding the factors for retaining people and why they think these factors are effective.

The survey was sent through e-mail to each participant. There were 400 copies of questionnaire that were sent, however, the author just received 143 copies of questionnaire back.

Advantage and disadvantage of questionnaire

Questionnaire can be used for a large size of sample. It can be carried out independently by participants, and it is anonymous. It also can reduce the bias of the author. On the other hand, the questionnaire sent through email is difficult to get response, so the rate of response is low ($\approx 35\%$). Moreover, it is impossible to give any explanation if participants have queries. Therefore, some approaches were done to reduce misunderstanding.

1. The language of question was simple and clear.

2. A cover letter was written to explain the aim of the survey.

3. Before sending questionnaire, 5 people were invited to test the questionnaire. Then, they gave their opinions regarding which part was ambiguous.

Data analysis of questionnaire

The data of opened questions is qualitative, and the method to analyze is the same as interview.

The data of closed questions is quantitative. The responses of closed questions were recorded by a five-point Likert scale. The rank is from (1) very dissatisfied to (5) very satisfied. The benchmark of satisfaction was divided into five categories. The rating average was calculated by computer, and the result of '>4' means very satisfied; '3.5-4' means satisfied; '2.5-3.5'means neutral; '2-2.5' means dissatisfied; '>2' means very dissatisfied.
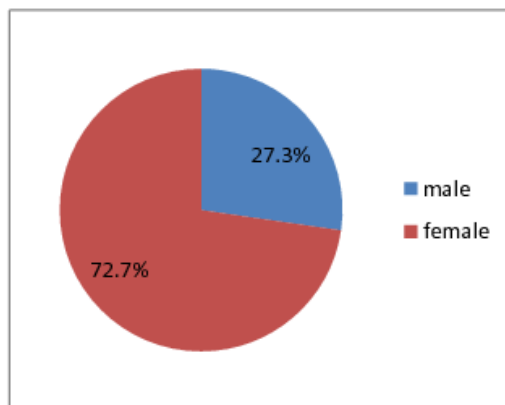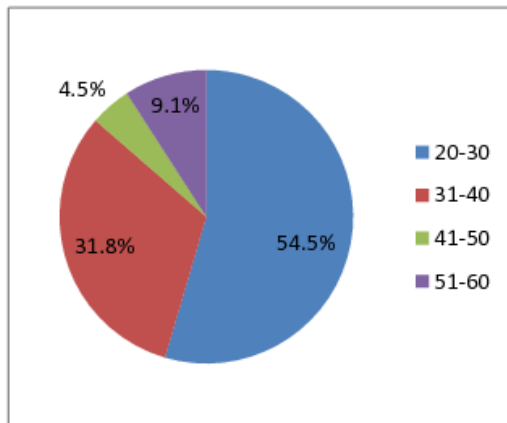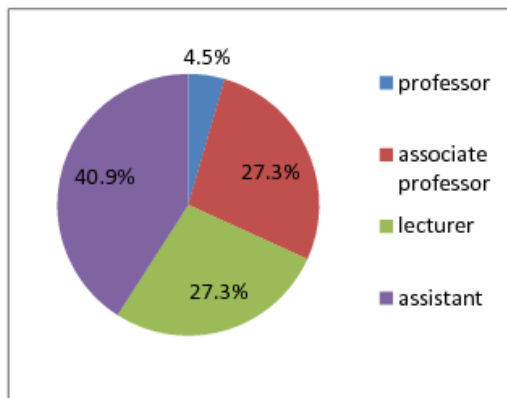
Participant's profile

Figure 3.3 Gender

Figure 3.4 Age

Figure 3.5 Title

Chapter 4 Findings and Discussion

4.1 Introduction

This section aims to show the results of interview and questionnaire. And then, the discussion about the finding was presented to find out the reasons behind the phenomena.

4.2 Findings from interview

Participant #1: "I applied for PH.D course in University of Beijing. I hope that I can gain the latest knowledge of respiratory system and learn the skills of diagnosis and treatment to increase the value of myself. However, the whole level of the medicine is limited in JX province. I could not get more improvement here, and this is the primary reason that I left hospital. Now, I work in Anzhen hospital in Beijing, and the new job gives me opportunity to exert my competency. I think this is a better platform for my career development.

Plus, I am going to create a sound educational environment for my son, so I decided to leave JX province. The level of education in Beijing is much higher than JX province. I am planning to arrange my son to study in Beijing. The better educational background is good for his growth."

Participant #2: "For me, the most important factor making me leave is recognition. I

worked in a small department with other two people, director and another colleague. I undertook a lot of work; however, I never got recognition of my work. When I performed well, my director never gave my praise; if I did not perform well enough, she always blamed me. I do not know why she does not like me. I always felt that I was not a part of the hospital."

Participant #3: "Firstly, I had been working in the hospital for six years. I felt there was nothing motivating me to work, especially, I lost the goal.

Secondly, the peers, in my department, all keep master degree, but I just have bachelor degree. I think my career prospect is limited, because their medical knowledge is better than mine, and it is easier for them to get opportunities of training and promotion than me. Therefore, I went to Zhejiang University to study in order to enrich myself. I hope I can go further in the career.

Thirdly, I am not satisfied with the work condition. The relationship between doctors and patients is terrible. Doctors are not respected by the public in JX province. There was a case that a doctor was killed by a patient's family members, because they were not satisfied with service of the doctor. This tension led to that I am not safe to work in hospital in JX province."

Participant #4: "I was an employee from personal agency. The employees from personal agency differ from employees of hospital. Although we do the same job and undertake the same responsibility, we get different payment and benefits. For example,

health care. The employees of hospital do not spend money on treatment and taking medicines, but the employees from personal agency, like me, have to pay half of the fees. This is unfair.

The low income is another reason. I just got ￥1,500 per month. It is difficult to burden my life.

There is not a promotion system for employees from personal agency. The employee from personal agency is not considered as a part of the hospital. Therefore, the formal employees always get the prior opportunities.

Finally, work press is a problem for me."

Participant ＃5: "The reasons for leaving are: 1. Family problem. My wife lives in Guangzhou (in Guangdong province), and I hope to live with her. 2. The terrible relationship between doctors and patients makes me think about a lot of things not related to treatment. 3. The academic atmosphere is not good for personal development. Compared with developed provinces, hospital did not provide adequate opportunities for training and development."

Participant ＃6: "My major is preventive medicine. In hospital, my job is to serve for employees of clinic medicine. I tried to do the best for my Job, but I still felt the lack of achievement. In addition, a possible reason is my personality. I would like to engage a challenging job."

Participant ＃7: "I was an associate director in my department. I thought that I would be director, when the director retired. However, the chief of administrative decided to promote a new employee who was from outside of hospital. I had been working in the hospital for 20 years, and I contributed my knowledge and time to the hospital. I think that I should get the vacancy of director as reward. Now, I am a director in another hospital. I can manage the whole department and my plan can be carried out to develop the department."

Participant ＃8: "I was associate professor in digestive department. Fortunately, I got an opportunity to go to US and study there."

Participant ＃9, 10, 11, 12, 16 and 19 are nurses, they have the same reason for leaving: 1. They are not satisfied with the compensation. 2. Nurses have to work at night from 11:00 pm to 8:00 am. During the period, they cannot sleep, and they have to pay attention to every patient. Under the circumstance, the work press is considerable.

Meanwhile, participant ＃9 and 12, they are employee from personal agency. They mentioned they were not treated fairly.

Participant ＃13: "I was a director of plastic surgery department. I set up the department in 2001. In the beginning, the leader of hospital hoped me to set up the department, so he often supported me. In recent three years, my new ideas cannot be

recognized. For example, I was going to put a new operation in practice, and I needed new equipment. However, the leader did not purchase the equipment for my department. This situation is a barrier of my career."

Participant ＃14: "I was a doctor and worked in X-ray department. My job is to read pictures and write reports for clinic doctor. In fact, this job is not my interest. When I study in medical college, I wanted to be a surgeon. Additionally, as far as we know, X-ray is bad for people's health. As a result, I want to change a job. Now, I am a student of Sun Yat-Sen University, and I will be a surgeon after graduation."

Participant ＃15 and 20 suffered a similar experience as participant ＃13.

Participant ＃17 and 18 both are government officer now. They both believed that the compensation and job security of servant are better than doctors'.

4.3 Findings from questionnaire
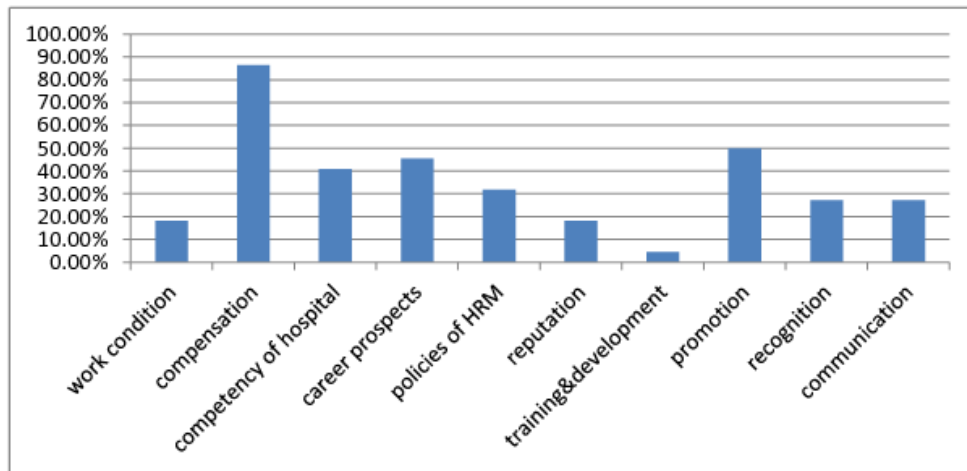
Figure 4.1: This chart presents that the most popular factors could motivate employees to engage their jobs.
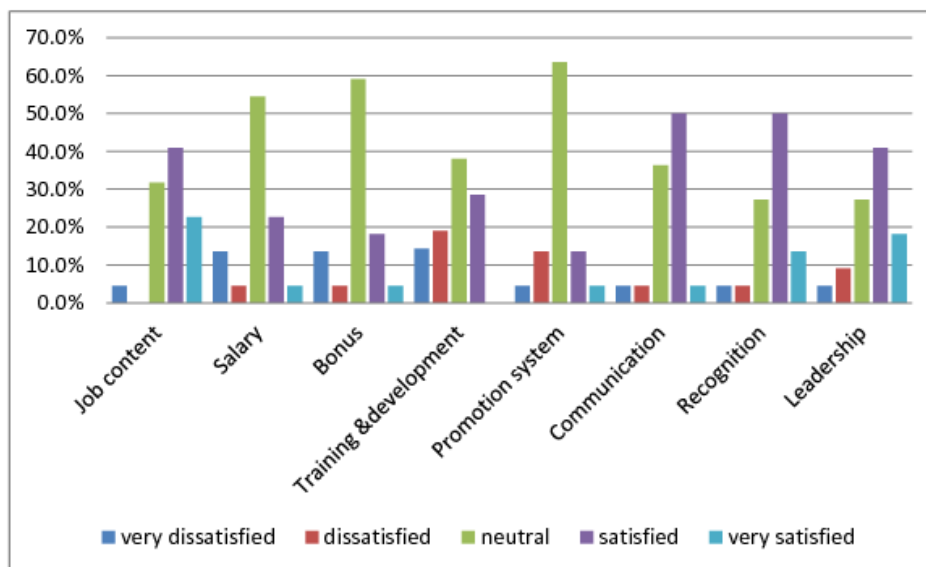
Figure 4.2 This chart describes that how satisfied the employees feel with their job content, salary, bonus, training & development, promotion system, communication, recognition and leadership.

	factor	rating average
1	Job content	3.77
2	Salary	3
3	Bonus	2.95
4	Training & development	2.81
5	Promotion system	3
6	Communication	3.45
7	Recognition	3.64
8	Leadership	3.59

Figure 4.3 This table presents the rating average of job satisfaction on each item.
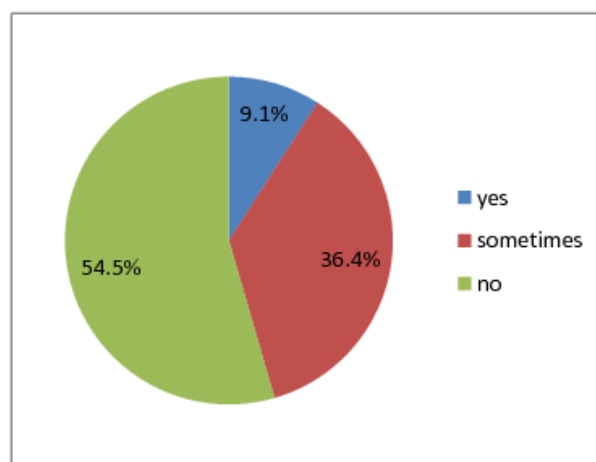
Figure 4.4 This chart describes that whether the salary and bonus of employees are related to their performance

Figure 4.5 This chart describes that how many times you could get the opportunities

of training and development.

Figure 4.6 This chart describes that there is a communication system in your hospital

or not.

4.4 Analysis and Discussion

4.4.1 Why people left the public hospitals

1. Main factors

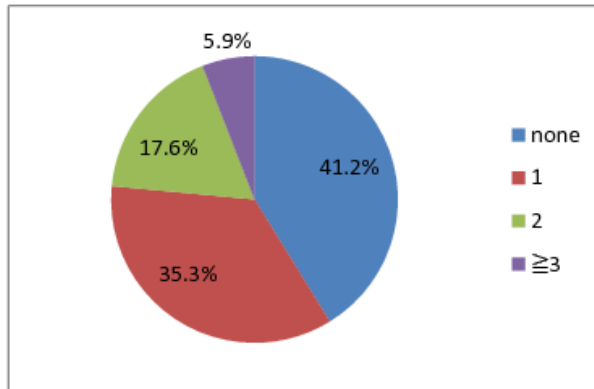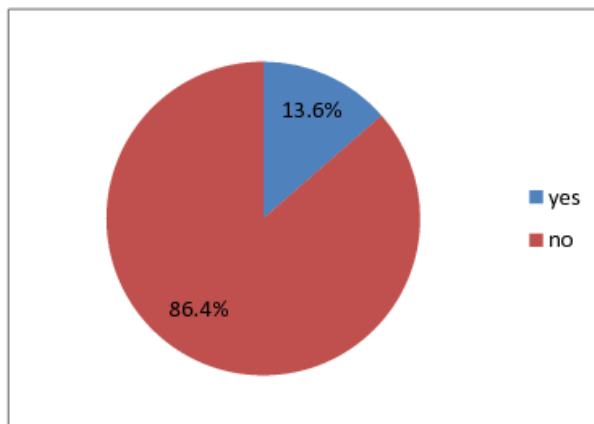(1). Compensation

According to Maslow's hierarchy of needs, the basic need of human is survival and security. Compensation is the guarantee for these needs. For example, rent house and buy food. However, there were 9 people who mentioned that the low income is the most critical factor for leaving. They feel that the salary is not enough for their lives. Based on the reason, employees would like to look for another job with better compensation. In chapter 2, many Chinese scholars indicated that Chinese employees concentrate on payment. High income would lead to high job satisfaction rate. On the contrary, low income would result in high turnover rate.

(2). Career development

Nowadays, Medicine, is a type of science, is updated quickly. The change requires medical professionals to gain new knowledge and improve skills of treatment all the time. If they spend plenty of time on learning and training, but they do not get development, they are likely to quit and find another place to exert their abilities. There were 7 people who mentioned that the newest knowledge and skills cannot be applied to in practice, and this is an obstacle for their development.

(3). Work press

Medical industry is a high-technique and high-risky industry. The job of medical professional is to treat patients and save their lives. The feature of the job forces medical professionals to pay greater attention to their jobs, because the patient might die if they make any mistake. There were 7 people who said that they were under the

intense work press. Zhang & Lee (2010) and Cao (2005) have proved that work stress is an important factor causing voluntary turnover.

2. Potential factors

(1). Recognition

Recognition is considered as an intangible reward, and serves for keeping self esteem and work passion of employees. It is a function that can be used to motivate and keep employees for managers. (Danish, 2010) Giving recognition to employees for their positive contribution is an effective way to catch them. The recognition could be praise or encouragement. For example, "Nice job" or "Well done". (Pritchard, 2007) There were 5 people who felt that they cannot get recognition from their leaders or supervisors. This results in that they feel they are not valued in their hospitals. Finally, they decided to leave.

(2). Respect from the public

There were 3 people who mentioned that the terrible relationship between doctors and patients is a factor causing loss of employees. The tension makes them feel unhappy when they work in hospitals. Zhou et al (2003) found that the root of the situation is the low rate of doctors' job satisfaction. Due to the dissatisfaction with compensation, doctors are likely to ask additional fees which is like a bribe for treatment. This behavior leads to that patients do not trust and respect doctors.

(3). Unfair payment

There were 3 people who considered that they were treated unfairly, because they were the employees of personal agency. In 2000, the government started to reform the public hospitals. The employees of personal agency were accepted by public hospitals in 2003. Employees of personal agency means the employees are employed by personal agency which is established by the government, and are sent to work in different organizations. According to the policy of the government, employees of personal agency have to pay fees of endowment insurance, unemployment insurance and medical insurance, but employees of hospitals do not have the burden. Therefore, the real income could not be same for employees of personal agency and employees of hospitals.

(4). Family problem

There were 2 people who said that they left because of their family problems. The factors belong to personal issues that are not related to their jobs. The cause of turnover has been confirmed by Holtom et al (2005). This factor can be seen as a 'shock'.

4.4.2 Job satisfaction

Based on data analysis, employees are satisfied with job content (3.77), recognition (3.64) and leadership (3.59), and they are not satisfied enough in term of salary (3),

bonus (2.95), training & development (2.81), promotion (3) and communication (3.45).

(1). Compensation

In many previous researches, the findings demonstrated that the low satisfaction rate of compensation is the most common problem in the public hospitals in China. The main reason is the lack of investment of the government. According to the report of WHO, Chinese health organizations serve for 22% of population in the world, but the investment of the government in these organizations was only 1% of the world. The cost of health is much lower than developed countries, because the government cuts down the salary of medical professionals. (Chen, 2008)

Secondly, According to Adams's equity theory, employees would like to compare their rewards. The comparison can be both in external organizations and internal organizations.

In China, there is significant difference of economic development among different provinces. In developed provinces, the local government invests a lot of money in hospitals, and the income of people is high. JX province is an agricultural province. The GDP and the average of income are much lower than the developed provinces such as Beijing, Zhejiang and Guangdong. Therefore, the perception on unequal rewards reduces job satisfaction rate of medical professionals in JX province. (Zhou, 2008)

Viewed on F 4.4, only 9.1% of people consider that their income is related to their

performance. In most employees' mind, no matter what you do, and no matter how well you do, you always get the same compensation. This phenomenon is created by Chinese culture – collectivism and policy of government. However, this makes the employees who work hard feel unfair and leads to low job satisfaction eventually.

(2). Training and development

The study of Chen (2008) indicated that medical professionals are high-knowledgeable and high-skilled talents. Therefore, the desire of career development stands at a high point. According to the analysis of interview from people who left, career prospect is a key factor leading to loss of employees. F 4.5 shows that nearly half of employees cannot get any opportunity for training and development. Training and development is a useful way to develop career, and the dissatisfaction with training & development could indirectly lead to loss of talent.

(3). Communication

Spencer (1986) proved that effective communication can increase job satisfaction of employees and retain employees. F 4.6 presents that 86.4% of employees do not believe there is a communication system in their hospital. According to the results of the question about 'how do you reflect your problem to hospital?', there were many different ways. For example, ask supervisor, ask older employees in the same department, talk to the leader of hospitals directly, write a report, send email to enquiry and tell officers of administrative department. The way to reflect problems is

based on habits and experience of employees. This situation makes their problems could not be resolved effectively and efficiently and leads to low rate of job satisfaction.

4.4.3 Effective factors to retain employee

According to F 4.1, the top three factors to retain and motivate employee are compensation, career development and promotion.

Based on the findings of opened question in questionnaire, almost all responses mentioned that compensation should be increased. Owing to the policy, the salary of employees in public sectors is decided by government, so the bonus and benefits such as health insurance and allowance are paid the greatest attention to.

Career development and promotion are considered as the manifestation of self-actualization. Shahzad et al (2011) found out that lack of career development inside organizations would result in the increase of turnover, because employees are likely to seek opportunities outside their organizations. As we can see, career development is an effective factor for keeping employees. Medical workers expect that they can use their knowledge and skills to provide better service for patients.

Promotion means to get a senior administrative position in Chinese context. It is viewed as a part of career development. According to participants, if they perceive

that they have opportunity to be an administrator in their department or hospitals, they

would like to stay.

Chapter 5 Conclusion

5.1 Introduction

In this chapter, the summary of the dissertation, recommendation, implication and limitation will be described.

5.2 Conclusion

Human resource management is the core of management of modern hospitals. How to scientifically exploit talent and avoid brain drain is the core of human resource management. The way to reduce turnover rate of employee is to understand physical and psychological needs and encourage employees to do their best through fair competition. In western countries, the researches of employee's retention and job satisfaction have been focused on for a long time. However, the outcomes of researches are based on western culture. Some of them might not be useful for Chinese employees. In China, the issue is concerned in recent years, and most of research on retention and job satisfaction of employee is based on enterprise employees. Now, researchers start to focus on the retention in medical organizations because of the increasing turnover of medical professionals, especially in developing regions such as JX province.

The motivation of this research is that the author often heard complains about loss of key employees from the chief of administrative when she worked at a hospital of JX

province as a personal officer. The author expects that the research could find out the reasons why employees left and job satisfaction of medical professionals. Then, the outcomes of the research can show some recommendations to add value to retention of medical professionals in JX province.

The results show that the causes of turnover in the public hospitals are compensation, career development, work press, recognition, respect from the public and unfair payment. Overall, the job satisfaction of medical workers is not high, and this is a common problem in hospitals in China. Finally, the key factors (compensation, career development and promotion) to keep employees are identified. The most critical factor is compensation. All participants think that their income should be higher. Career development and promotion follow. Most participants believe that career development and promotion can provide chance to exert their abilities, and they could offer better service for patients.

5.3 Recommendations

There are some recommendations given to help hospitals to retain their employees. These recommendations are based on the integration of literature review, data analysis and discussion.

5.3.1 Fair payment in hospital

Given the description above, unfair payment is a factor for both leaving and job dissatisfaction. Some employees consider that they do not get reasonable reward for their work. The method to deal with the problem is to relate reward to performance. According to Egan (2011), performance-related pay (PRP) plays an important role in motivating people in their jobs, because the pay is linked to competence of each employee. Bonus is often connected to individual performance.

Actions:

1. Establish a team to work on the task.

2. Decide what should be evaluated:

    Traits: such as loyalty to hospital.

    Behaviours: such as ability to cooperate with other colleague, punctuality, the degree of responsibility and initiative.

    Outcomes: such as patient's satisfaction, quality of treatment and the number of patient who you treat in a specific period.

3. Make sure every employee knows the measures.

4. Make sure director of each department is responsible for evaluation on individual's work.

5. Publish the results of assessment.

6. Make sure the evaluation is processed regularly.

5.3.2 Design training and development program for employees

Currently, the knowledge and skills of medicine are updated rapidly. The fast change is a barrier for career development. Taylor (2010) pointed out that to keep training and development can improve the competences of employees. Training is defined as a process for enhancing capacity through instructional activities and tacit experience of employees. Development refers to a process that the capacity which is enhanced in training process can be transferred into practice. (Harrison, 2005) Training and development is an intangible reward for employees, and it is beneficial to employees' engagement and commitment. The high level engagement and work commitment can make sure that employees are more loyal. (Sree Lakshmi et al, 2010) In addition, training and development is a process for career development.

Actions:

1. Goals of hospital and department should be identified.

2. The expectation of employees should be focused on.

3. The strengths and weaknesses of employees should be evaluated.

4. The training program should be designed. For example, what skill should be learned, where to go and how long should be lasted.

5. Provide opportunities to practice.

6. Assess the practice and give feedback.

5.3.3 Communication system

According to one of contractor's business management reports (2004), there are two great advantages: higher total return to shareholders and lower employee turnover rates. The report showed that the turnover rate of companies which have an effective communication is lower than the rate of their competitors that communicate ineffectively. The perspective of the report matches the results of Spencer's research (1986). The function of communication is to connect employees to organizations and make different groups understand each other. The communication should be a two-way dialog. Based on the findings of the research, the participants are not satisfied with communication in their hospitals. The major cause is that there is not a formal system of communication for employees, because employees do not know who will listen to them and support them. Therefore, hospitals should launch a plan for communication.

Actions:

1. Identify the job description of each department.

2. Set up an information centre that is responsible for collecting queries from employees, categorizing queries and sending them to relevant department.

3. Give reply to employees within 3 days.

5.3.4 Pay attention to the effect of hospital culture

Organizational culture is viewed as the values, norms and behaviours shared by

employees could influence the thinking, feeling and actions of employees. A strong organizational culture can embed the values and norms into everyone in the organization, and the positive organizational culture can enable employees to work together and behave in the same way. In addition, it can increase work commitment. (Buchanan and Huczynski, 2010) Therefore, hospitals should realize the importance of hospital culture.

Action:

Confucian, that is a traditional Chinese culture, emphases loyalty to organizations. It can be to support the norm of loyalty for employees.

Regularly tell employees that everyone can get opportunity to be successful in hospital.

5.4 Limitation

Although this research was conducted in a planned process and got some findings, there are still some limitations.

1. In this research, the literature review is mainly based on the researches that are conducted in the context of western countries and developed provinces in China. Few researches are related to the causes of turnover and job satisfaction of medical professionals in JX province. Therefore, the analysis and discussion in this study could be limited.

2. This research focused on the hospitals in China. Due to the reasons in term of time,

geography, and cost, the size of sample was small. The result might not be generalized for whole JX province.

3. The findings showed that the aspects employees are satisfied or dissatisfied and the factors for staying. However, why do employees think about these factors was not demonstrated concretely enough.

4. The author's ability of writing in English and incorrect translation could cause misunderstanding.

5.5 Further research

In China, the main focuses on employee retention of hospitals are compensation, training & development, career development and work condition. However, in this research, the author identified a new factor that has an impact on retention of employees. The new factor is personal issue. Currently, people not only focus on reward or career development, they also concentrate on the quality of their lives. This finding could provide a new idea for researching on retention of employee.

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Appendixes

Questionnaire

1. Are you satisfied with the items related to your job following?

	Very dissatisfied	dissatisfied	neutral	satisfied	Very satisfied
Job content					
Salary					
Bonus					
Training and development					
Promotion					
Communication					
Recognition					
leadership					

2. Is the performance result related to your payment?

a. yes   b. sometimes   c. no

3. How many times could you get the opportunities of training and development?

a. 0   b. 1   c. 2   d. $\geqslant 3$

4. Is there a communication system in your hospital?

a. yes   b. no

5. What factor could motivate you to engage in your job? (3 choices)

a. work condition   b. compensation   c. organization competency   d. career prospects   e. HRM policy   f. organization reputation   g. training and development   h. promotion   i. recognition   j. communication

6. Do you think fair payment is important for employee retention, why?

7. Do you think training and development is important for employee retention, why?

8. Do you think career development is important for employee retention, why?

9. Do you think promotion is important for employee retention, why?

10. How do you reflect your problems?

11. Do you think communication is important for employee retention, why?

12. What benefit is useful for employee retention?

Personal information

1. Gender: a. male   b. female

2. Age: a. 20-30   b. 31-40   c. 41-50   d. 51-60

3. Title: a. professor   b. associate professor   c. lecturer   d. assistant