

IMPACT OF PERCEIVED SATISFACTION OF ORGANISATIONAL CLIMATE ON RETENTION –EVIDENCE FROM NURSING STAFF IN A LEADING PRIVATE HOSPITAL IN SRI LANKA

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Abstract

Even though many years have passed, organisations continually focus on retaining Labour resources. Especially, Sri Lankan Nursing Staff tend to decrease their likelihood of continuing in hospitals, and it becomes a critical issue for the entire healthcare industry in Sri Lanka. Thus, the present study attempts to assess the impact of perceived satisfaction of the organisational climate on the intention of retention of nursing staff of a leading private hospital in Sri Lanka. The study uses a quantitative approach. The primary data were collected using a standard questionnaire, and a simple random sampling technique was used to select a sample from the population. Thus, every respondent has an equal contribution to select from the sample. 108 nursing staff in a selected leading private hospital were used as sample respondents. Correlation and regression analysis was used to analyse the gathered data. The findings of this research show a significant impact of perceived satisfaction of the organisational climate on the retention of nursing staff in a leading private hospital. The practical implications of hospitals, managers, and industrial psychologists guide favorable organizational climate physically and mentally which impact the retention decision of the nursing staff.

Keywords: Retention, Perceived satisfaction of organisational climate, Human relations, Internal process

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1. Introduction

Organisations consider employees as their assets. They always maintain a sustainable workforce to achieve the desired aims. The human resource department of every company is liable to keep its people (Singh, 2022). Employee Retention is a well-organized set of procedures that firms strive to achieve to retain a talented workforce (Shakeel & But, 2015). Cardy and Lengnick-Hall (2011), discussed that owners of businesses could expect maximum productivity by having a quality workforce. They spend a considerable and tremendous amount on the staffing processes and gradually facilitate training for the sharp skills of their internal customers, which means employees. Losing employees results negatively to the smooth daily activities of the company. Even though businesses build better amenities for the staff, the staff further assess whether they stay with an existing firm. The owners use attractive practices to attract and attach workers, but the workers and the businesses continuously struggle with it. The reason is that employees are unique living resources with diverse thoughts and perceptions. Fewer studies have been conducted in the area of retention compared to the turnover of workers. Workers exit a firm because they feel it does not consider their worth. Keeping labour resources is a significant component of building solid personalities representing future top positions (Edirisooriya, 2020).

Businesses everlastingly maintain demand for employees. However, at the same time sustaining a pool of workforce in the long term becomes a huge challenge for them (Singh, 2019). Meanwhile, many paths are available to expose to view their talents but in unfavourable circumstances, workers change their intention to leave the organisation and their bosses (Reina, Rogers, Peterson, Byron, & Hom, 2018). Therefore, the owners of the businesses should be capable enough to maintain their employees without any voluntary departure (Akila, 2012). Some companies execute a 'Retention Plan' to recognise factors regarding the retention of employees. In the case of losing a knowledgeable workforce, existing employees also lose their motivation. Ultimately, it will negatively force them to miss human capital and productivity (Tanwar & Prasad, 2016). Employees should consider the cost of recruiting and how to appoint an individual as an effective asset by staying long before acquiring new workers (Kurdi, Alshurideh, & Afaishat, 2020). Scholars pointed out that retention and turnover are two sides of the same coin (Sishuwa & Phir, 2020)

Labourers look for new job appointments due to the advancement of the national economy (Gabriel, Alwis, Jayang, & Wai, 2022). Personal and professional dilemmas cause employee withdrawal. Moreover, decreasing retention rates reported due to the inflation in the market directly caused the labour market and several companies tend to keep their talented staff for their brand identity and transparency (Sandhya & Kumar, 2011). Losing workers is a potential loss financially and non-financially (Mendis, 2017). Replacement costs, generating negative perceptions and demotivation among current staff, and interrupting the daily operations in a business unit are some of the other consequences that occur due to huge turnover (Cloutier, Felusiak, Hill, & Jones, 2015). Decreasing employee retention becomes a serious strategic issue all over the world (Batool, Usman, & Rizvi, 2022).

Therefore, this study examines the impact of perceived satisfaction of organisational climate and retention with special reference to the nursing staff.

Meantime, it provides benefits for local and international undergraduates, teachers, lecturers, medical officers, managers, HR practitioners and Industrial psychologists because, those parties continually suggest innovative, timely valuable decisions for retaining employees for the entire business's success. Further, findings provide the prevailing occurrence of uniform challengeable situations regarding nursing staff in Sri Lanka and enlighten the healthcare industry.

Problem statement

Retaining employees has become a severe problem for businesses in the 21st century (Tanwar & Prasad, 2016). Most entities struggle to hold their essential labour groups today (Radadiya & Pandey, 2020, as cited in Sepahvand & Khodashahri, 2021). Rather than controlling, keeping human resources is a vast and susceptible problem in a modern business world context. Even though many researchers have examined reasons for leaving still, diverse new factors occur and gradually increase worldwide turnover (Das & Baruah, 2013).

Sri Lanka suffers hugely from a decreasing employee retention rate (Department of Census and Statistics, 2017, as cited in Surangi & Dissanayake, 2021). The service sector in Sri Lanka severely encounters holding their employees (Harshani & Welmilla, 2017). Especially the Sri Lankan service sector healthcare industry nowadays struggles with a high employee turnover. Nursing staff leave work without prior notice, and migration becomes a critical trend (Senanayake, 2021). Scholars have pointed out that the country encounters considerable nursing workforce scarcity (SANC, 2006, as cited in Hellerawa & Adambarage, 2015). Nursing staff turnover and resignation from their occupation are increasing worldwide nowadays (Flinkman, Bouret, & Salanterä, 2013). When they feel less worthy of their vocation (Such as insufficient responsibilities, the workplace where there are uncomfortable conditions) cause dissatisfaction (Hassan & Elhosany, 2017). The healthcare industry has encountered the challenge of continuing the nursing workforce in a sustainable future (Skinner & Chapman, 2013). Gambino (2010) illustrated that the relevant authorities must be concerned about reversing the retention policies and establishing innovative ways to keep young and experienced nursing staff. Huge hospital administration costs increase the stress levels of existing nursing staff, rudeness, and job burnout and eventually, it negatively impacts on the quality of the service provided to them (Padmasiri & Lakmali, 2017).

Considering the data of the study which reflects the selected hospital, there is a severe problem regarding the retention of nurses for 3-4 years as depicted in Table 1. The data gathered from the hospital reported decreasing rate of nurses since 2018. Further, managers along with the HR team conduct employee satisfaction surveys and exit interviews. Results reported from 2018 to 2021 provide insights to highlight the afore mentioned problem (Hospital Data, 2018-2022).

Table 1: Nursing staff retention rates of the selected hospital

Year	Retention Rates
2018	74.34%
2019	72.88%
2020	69.92%
2021	65.12%

Source: Hospital data, 2022

Scholars have mentioned various factors which affect the retention of employees. Some of them are job security, affiliation, esteem, and self-actualisation (Kurdi et al., 2020); work environment, remuneration, co-worker relationships, organisational commitment, job satisfaction (Tadesse, 2018); training and development, career development, performance appraisal, compensation and rewards, health and safety (Imna & Hassan, 2015); promotional opportunities, salary package (Bibi, Pangil, Johari, & Ahmad; 2017); employee empowerment, employee compensation, appraisal system (Kakar, Raziq, & Khan, 2017).

For many essential reasons, workers focus on retaining themselves with the organisations. Primarily, the perceived satisfaction of organisational climate provides persuasion for them. It attracts the intention of their workers to attach themselves with the firm for an extended period; it creates reasonable input among the masses to generate a great impression of the business (Hashima, Ishakb, & Hilmic, 2015). A climate related to the work premises became a crucial component mentioned under motivational theories and highlights employees' perceptions regarding departure or moving towards the same entity (Ramlall, 2004). Additionally, previous scholars have declared that perceived satisfaction of OC and its identified measurements are context-specific (McMurray & Scottb, 2013).

The study conducted international research on employees' intention to remain for the last two decades (Obakpolor, 2020). Nevertheless, the context related to Sri Lanka is challenging to find information of, in a particular area, mainly among the nursing staff in the healthcare sector. Scholars pay little attention to addressing the retention of healthcare workers in Sri Lanka, primarily referring to the nursing staff with high potential knowledge, skills, and talents. Further, instead of dealing with keeping employees, most of the articles mentioned the shortages of nurses (Mudihanselage & Chamaru, 2015). Considering the evidence discussed above, this study develops the following research problem; "What is the impact of perceived satisfaction of organisational climate on retention of nursing staff working in the selected leading private hospital in Sri Lanka?"

Research Questions

- What is the impact of perceived satisfaction of organisational climate on the retention of nursing staff in the leading hospital in Sri Lanka?
- How does the human relations dimension impact the retention of nursing staff?
- What is the impact of the internal process dimension on the retention of nursing staff?

2. Literature Review

Retention

Retention is the series of actions of labour resources to stay in an entity long (Kaur, 2017). By maintaining a proficient workforce, most companies seek to outperform their rivals and obtain benefits (Thalgaspitiya, 2020). According to Kibui, Gachunga and Namusonge (2014), workers' discretion to stay or give up the firm is denoted as retention. Having sustained personnel emphasizes stability, growth, and profitability. Simultaneously, they are the people who can influence every division of the workplace (Singh, 2022). According to George (2015), organizational components influence the intention to associate with the same place in the labourers' minds. All the entities value workers as representatives who have the capabilities to deal with the evolution of globalization. Simultaneously, they combat holding them (Zainee & Puteh, 2020). Vasquez (2014) demonstrated the absence of the departure of human capital aid to national development. Conversely, their leaving tends to collapse the economy and lead to declining employment.

Additionally, Company management has a considerable responsibility to retain their performing employees because it generates valuable advantages for them. Increasing commitment, productivity, and product or service quality are some positive outcomes of keeping talented human beings (Arnold, 2005). Losing talent affects a country's performance and economic background (Guchait & Cho, 2010). Scholars constructed measurement scales for retention by considering the inspiration of labourers to stay in their vocation (Kyndt et al., 2009).

Perceived satisfaction of organisational climate

The concept of a climate of the organisation, started to be discussed after 1940. It describes the association between the community and the fundamental background, illustrating a holistic perspective related to business. This helps to create a satisfied and well-performed employee (Bangera, 2017). Climate refers to the organisation's characteristics and illustrates the procedures, practices and circumstances that cogitate for the individual (Schneider & Snyder, 1975). "Climate is the process whereby an employee interprets stimuli in their immediate work environment in a way that makes sense to them" (Cafferkey et al., 2019). Perceived satisfaction of organisational climate (PSOC) is a conjoint attempt of all company parties. This concept is initiated from the individual level. Gradually, it emerged at the corporate level. Hence, scholars pointed out the aggregate utility of climate gain through ratings of particular climates. It primarily supports inventions, knowledge management, and sharing of comprehensive facts (Hashemi & Sadeqi, 2016).

Dimensions of perceived satisfaction of organisational climate

Literature pointed out various dimensions to assess perceived satisfaction of organizational climate. Profession, Organization, Workgroup, Leader facilitation and Support, Cohesion, Clarity and Objectivity of system, Job Challenge, Variety and Feedback (Datta & Singh, 2018). Organisational design, teamwork, decision-making, culture, job satisfaction and motivation (Noordin, Omar, Sehan, & Idrus, 2010). Further, some scholars have pointed out human relations, internal process, open

system and rational goals as dimensions of PSOC (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, & Wallace, 2005).

Human relations

This refers to organisational employees' development, engagement and state of happiness and healthiness. It emphasises guiding ideals, rules and regulations related to human beings through the achievement of human resource development, training, collaboration, mutual connections and self-inspiration. Autonomy, Integration, Supervisor support, Involvement, Training, and welfare are the indicators of this dimension. Mainly, this focuses on matters regarding humanity (Patterson et al., 2005). The Human relation dimension enables us to raise the adour towards any conversion about the entity with the affirmative, ongoing commitment and the strength of dealing with challenges. There is a relationship between human relations and the perceived support of an organisation. A company with a powerful value system of human relations is rooted in improving its fellow workers' contributions (Myklebust, Motland, Garnas, BjØrklund, BjØrkli, & Fostervold, 2020). Internal focus and flexibility elaborate through human relations (Quinn & Rohrbaugh, 1983). On daily basis, human beings have to associate with others. They should maintain sensitivity to each other. Thus, perceived satisfaction of the organisational climate describes 'Human Relations' (HR) play a vital role in case (Dieterly & Schneider, 1974, as cited in Downey, Hellriegel, & Slocum, 1975).

Internal process

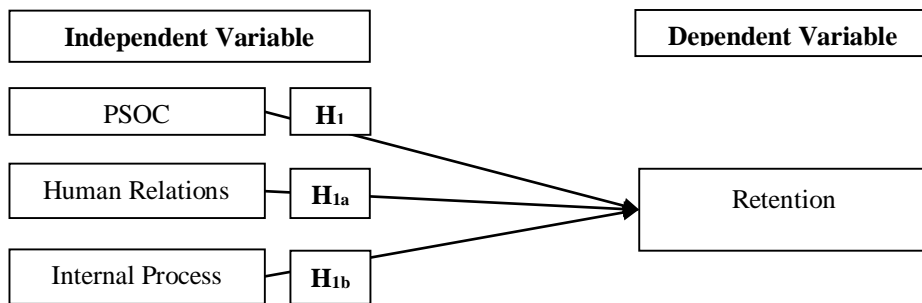
The internal process (IP) represents the primary stages of bureaucracy and minimally responding to unpredictable circumstances coming from business surroundings. Tradition and Formalization exist as indicators (Patterson et al., 2005). Procedures operating inside to build faith gradually becomes a significant reason for attributing organisational citizenship behaviour to people. Altogether it promotes leadership positions (Gottlieb & Sanzgiri, 996). Several corporates need to give more attention to forming well-established internal operations; their concern is to acquire advantages from external parties. Furthermore, businesses are classified based on their ability to forecast, steadiness, and adaptability. Additionally, internal processes are much essential according to the perspective of leadership (Bruggencate et al., 2012). Some other authors have investigated the mediating role of formulation in the strength of the human resource system and employee well-being. Internal processes are an invisible and equally treated element that stabilises an employee's mind process (Cafferkey et al., 2019).

3. Methodology

The entire study adhered to the quantitative research method and uses a deductive approach. This field study investigated the impact of perceived satisfaction of the organisational climate on the retention of nursing staff in a selected leading private hospital located in Western Province in Sri Lanka. The research was conducted in a usual setting without interference in a normal working setting. The unit of analysis is individual; hence, 170 nursing staff currently employed in the selected hospital were chosen as the population, and 118 represented the sample responses. The study

sample is female dominant where 91.1% of the respondents are female nursing staff. The remaining 8.9% represent male nursing staff. Moreover, 46.4% of respondents between the 20-30 age group, 40.2% of nursing staff have a Diploma in nursing educational qualification, and 60.7% of employees have 1-5 years of working experience. This research is related to a cross-sectional study as data was gathered for the study from participants at one particular point in time and not collected at two or more points in time repeatedly. A simple random sampling technique was used as the sampling technique, and data was gathered through a standard questionnaire. The Statistical Package for the Social Sciences (SPSS) package was used for calculations and coefficient correlation analysis and regression analysis to analyse the data.

Conceptual framework



Source: Compiled by authors

According to the conceptual framework of the study the dependent variable is identified as retention. Perceived Satisfaction of Organizational Climate is an independent variable of this study. It is a multi-dimensional variable (Patterson et al., 2005). Therefore, this research mainly examines two dimensions (‘Human Relations Dimension’ and ‘Internal Process Dimension’) based on the experimental analysis of the previous literature (Cafferkey et al., 2019).

Research instruments

The questionnaire comprised 42 questions and was distributed online as a Google form in English. All the participants were capable of providing responses in English. The questionnaire was categorised into three sections. Section I presented four items included to obtain details regarding demographic information. Such as gender, age, qualifications, and years of work experience of the participants. Section II contained 27 questions about perceived satisfaction of organisational climate and its two dimensions (Cafferkey et al., 2019). Section III presented 11 items to get data for employee retention (Kyndt et al., 2009). All the questions comprised a five-point Likert scale ranging from strongly disagree to strongly agree.

Hypotheses development

Both positive and negative impacts of perceived satisfaction of organisational climate can be identified for the retention of employees based on extant literature. The study

by Clark (2002) revealed that a relationship exists between workers' perception regarding the workplace climate and their retention at the micro-organisation level. According to Lan, Huang, Kao, & Wang, (2019), OC positively correlates with staff intention to stay. According to Subramanian & Shin (2013) there is a positive perceived organisational climate which significantly affects employee retention. The study of Liu (2022) supported the significant relationship between labourers' perception of OC and their retention. Almaaitah, Harada, & Sakdan (2017) found that OC mediates the relationship between human resource practices and employee retention. Bai & Ye (2021) found that there is a strong positive correlation between OC and retention.

Further, they mentioned 'Structure' as the OC dimension which got a high score in their study. According to the study by Vong, Ngan, & Lo (2018), OC has a moderating role in the relationship between job stress and the intention to stay with the staff. They illustrated that perceived opposing OC showed a significant negative correlation between employee retention and job stress. Although stated, the correlation changes into weak or non-significant because of unfavourable OC.

H₁: Perceived Satisfaction of Organisational Climate (PSOC) significantly impacts the Retention of nursing staff.

Favourable connections, among organisational people, cause to build a satisfied worker. Further, that satisfaction level is directed towards their retention (Hussain, 2022). There is a significant positive relationship between human relations and work productivity. Conversely, work productivity to turnover intention has a significant positive effect (Pidada, 2019). The study by Trong (2016) found a positive impact between human relations and employee retention. Human relations do not affect employee retention (Al-Jameel & Salhi, 2021). Cafferkey et al. (2019) revealed the mediating role of human relation climate between affective commitment and the strength of the HRM system. According to (Ostroff, Shin, & Kinicki, 2005), HRs are positively related to the workers' attitudes.

H_{1a}: Human Relations (HR) significantly impact the Retention of nursing staff.

According to Zhang (2013), the internal process is the main component that direct labours attach oneself to the job without quitting. Internal process has a mediating role in the relationship between the well-being of employees and the perceived HRM system strength of workers (Heffernan et al., 2022). Cafferkey et al. (2019) found the influence of internal processes as a moderating variable between human relations and the strength of the HRM system. The relationship becomes strong in case of a high internal process climate.

H_{1b}: Internal Process (IP) significantly impacts the Retention of nursing staff.

4. Results

Respondents' profile

The study sample is female-dominant, where 91.1% of the respondents are female. Moreover, 46.4% of respondents between the 20-30 age group, 40.2% of nursing staff have a Diploma in nursing educational qualification, and 60.7% of employees have

1-5 years of working experience. The effective response rate of the sample was 94.92%, 2%, which is also beyond the accepted margin of 33% in social research.

Reliability

Table 2: Reliability statistics

Variable	Dimensions	No. of Items	Cronbach Alpha
Retention [Cronbach Alpha 0.802]	Retention	11	0.802
Perceived Satisfaction of Organisational Climate [Cronbach Alpha 0.766]	Human Relations Internal Process	18 9	0.720 0.738

Source: Compiled by authors

As depicted in Table 2, Cronbach alpha of the internal consistency coefficient of dimensions of the independent variable and both composite variables are greater than 0.7, indicating that multi-item measurement scales are reliable enough and have no bias.

Sampling adequacy

Table 3: Sampling adequacy

Variable	KMO Coefficient	Barlett's Test [Chi-Square]	Sig.
Retention	0.766	514.115	0.000
Perceived Satisfaction of Organisational Climate	0.701	1436.044	0.000

Source: Compiled by authors

According to the KMO coefficient and respective sig. values for both composite variables given in Table 3, the study sample seems statistically adequate.

Descriptive statistics

Table 3: Descriptive statistics

Descriptive Statistics	Retention	Perceived Satisfaction of Organisational Climate	Human Relations	Internal Process
Mean	3.3141	2.9666	2.9593	2.9812
Standard Deviation	0.64177	0.44447	0.48952	0.68019
Skewness	-0.990	-0.476	-0.094	-0.328
Kurtosis	0.697	0.547	-0.096	-0.187

Source: Compiled by authors

The standard deviation value for all variables and dimensions is statistically accepted because of lies between +2 and -2 statistically accepted. Furthermore, Skewness and Kurtosis for all variables and dimensions statistically accepted between -3 and +3, indicating an approximately normal distribution.

Hypotheses testing

Considering the linear relationship found among the positive experiences in perceived satisfaction of organisational climate and retention, the Pearson Correlation Coefficient was used to assess the strength of association between the two constructs.

Furthermore, Sig (2-tailed) test was applied to test the significance of the correlation coefficient as the advanced hypotheses were non-directional.

Correlation

Table 4: Correlation analysis for retention and perceived satisfaction of organisational climate

		Retention	Perceived Satisfaction of Organisational Climate
Retention	Pearson Correlation	1	0.326**
	Sig. (2-tailed)		0.000
Human Relation	Pearson Correlation	1	0.318**
	Sig. (2-tailed)		0.001
Internal Process	Pearson Correlation	1	0.181**
	Sig. (2-tailed)		0.056

Source: Compiled by authors

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

Table 4 shows a moderate positive correlation between the retention and perceived satisfaction of organisational climate ($r = 0.326$), which are statistically Sig. 2-tailed (0.000) is less than the significance level (0.01). Hence, H_1 is accepted, testifying that the employee who intends to consider retention is significantly correlated with perceived satisfaction of the organisational climate.

A moderate positive correlation between retention and human relations ($r = 0.318$), which are statistically as Sig. 2-tailed (0.001) is less than the significance level (0.01). Hence, H_{1a} is accepted, testifying that the employee who intends to retention is significantly correlated with human relations.

Further, a weak positive correlation between the retention and internal process ($r = 0.181$), statistically as Sig. 2-tailed (0.056) is greater than the significance level (0.01). Hence, H_{1b} is not accepted, testifying that employee retention is insignificantly correlated with the internal process.

Regression Analysis

Table 5: Regression statistics for retention and perceived satisfaction of organisational climate

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.918	.390		4.912	.000
Perceived Satisfaction of Organisational Climate (Constant)	.471	.130	.326	3.617	.000
Human Relations (Constant)	2.079	.355		5.851	0.000
Human Relations (Constant)	.417	.119	.318	3.521	.001
Internal Process (Constant)	2.805	.270		10.370	.000
Internal Process (Constant)	.171	.088	.181	1.931	.056

a. Dependent Variable: Intention to Retention

Source: Compiled by authors

According to the results of table 5, 10.6% (R Square 0.106) of the variance of retention could be significant (Sig. = 0.000, which is less than 0.05) explained by the independent construct in the research model, the perceived satisfaction of organisational climate [while other factors remain unchanged]. Further, the marginal contribution of perceived satisfaction of organisational climate (0.471) in determining the effect on retention is considered statistically significant (Sig. = 0.000) in the regression equation.

Regression for retention and human relations, 8.1% (R Square 0.101) of the variance of retention could be significant (Sig. = 0.001, which is less than 0.05) explained by the dimension of independent construct in the research model, the human relation [while other factors remain unchanged]. Additionally, the marginal contribution of human relations (0.417) in determining the effect on retention is to be considered statistically significant (Sig. = 0.001) in the regression equation.

Further, the regression for retention and internal process, 3.3% (R Square 0.033) of the variance of retention could be significant (Sig. = 0.056, which is greater than 0.05) explained by the dimension of independent construct in the research model, the internal process [while other factors remain unchanged]. Moreover, the marginal contribution of the internal process (0.171) in determining the effect on retention is considered statistically insignificant (Sig. = 0.05) in the regression equation.

5. Discussion

The primary objective of this study was to assess the impact of perceived satisfaction of organizational climate on the retention of nursing staff in a selected leading private hospital in Sri Lanka. Additionally, it was expected to assess the impact of the factors that affect the perceived satisfaction of organizational climate (Human Relations, Internal Process) on retention of the nursing staff. Necessarily, three hypotheses were developed based on the prior literature towards the objectives of the study and Pearson's Correlation analysis and Simple Regression analysis were used to verify the results.

In the first hypothesis, it was discussed that 'Perceived satisfaction of organizational climate significantly impacts retention of the nursing staff' based on the findings of previous literature. There is a significant positive correlation between the perceived satisfaction of the organizational climate and retention of nursing staff in the selected private hospital found by the use of correlation and simple regression analyses. It pointed out that perceived satisfaction of the organizational climate of nurses significantly and directly impacts retention. Meanwhile, there is a moderate positive correlation between independent and dependent variables generated by the results obtained through correlation and simple regression analyses. Studies of Clark (2002), Lan, Huang, Kao, & Wang, (2019), and Bai & Ye (2021) also indicated a positive impact of perceived satisfaction of organizational climate impact on employee retention.

In the second hypothesis, it was emphasized 'Human relations significantly impact the retention of nursing staff' by depending on the previous scholarly studies. The hypothesis was accepted and depicted that there is a moderate positive correlation gained between human relations and the retention intention of nursing staff of the selected hospital results through correlation and simple regression analyses. Previous

researchers revealed that there was both positive and negative impact of human relations on employee retention. Especially, the study by Trong (2016) revealed human relations positively impact employee retention. Conversely, Al-Jameel & Salhi (2021) found that there is an insignificant impact on human relations on employee retention. Thus, this research demonstrated a variety of perceptions of various employee categories towards these different findings.

‘Internal process significantly impacts retention of nursing staff’ in the third hypothesis. There is a weak positive correlation found between internal processes and retention among employees in the selected private hospital in Sri Lanka. However, the hypothesis was not accepted and insignificant correlated were reported due to the Sig. 2-tailed is greater than the level of significance 0.01. The scholars have mentioned the organization climate which focuses on the internal process are highly bureaucratic and minimally responds to unpredictable circumstances. Employees are less likely to adhere to those rigid processes and they showed their dissatisfaction and ultimately it leads to decreasing their retention (Patterson et al., 2005; Colley et al., 2013).

6. Conclusion

The study assessed the impact of perceived satisfaction in the organisational climate on the retention of nursing staff. It was based on the nursing staff of a selected leading private hospital in Sri Lanka. The objective of the study was verified based on Pearson’s correlation and regression analysis results. The findings of the study concluded that there is a moderate retention intention of the nursing staff of the selected hospital due to the perceived satisfaction of the organisational climate.

The study results showed that the impact of perceived satisfaction of organisational climate on the retention of nursing staff of the selected leading hospital in Sri Lanka will be more essential theoretically and practically for the parties directly engaged in this research area. The perception of organisational climate is recognised with the factors that affect the retention of employees. Human relations and internal processes were those factors. Employees consider their satisfaction regarding the facilitated climate of the workplace for their staying or leaving decision in the particular firm. Additionally, Industrial psychologists have played a vital role in establishing a favourable workplace climate that is physically and mentally satisfying to the labourers.

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