

STUDY OF NURSES ATTRITION AND RETENTION IN HOME HEALTHCARE ORGANIZATION

Dissertation

Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

In

Hospital and Health Management

by

Dr. Surbhi Gandotra

Under the Supervision and Guidance of

Dr. Pallavi Choudhary Agarwalla

MBA Hospital and Health Management

2019-2021

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DECLARATION BY STUDENT

I hereby declare that this dissertation “A study of nurses’ attrition and retention in home healthcare organization” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



(Signature)

Dr. Surbhi Gandotra

Date: 2-05-2021



Internship Completion Certification

CERTIFICATE

This to certify that **Dr. Surbhi Gandotra** in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur has successfully completed her internship at **Tattva Home Healthcare Private Limited, Chennai** from **April 15, 2021, to July 02, 2021.**

We wish her all the best for her future endeavors.

For Tattva Home Health Care Pvt Ltd.,

Rakesh Inkollu
Assistant General Manager – Human Resources

TATTVA HOME HEALTHCARE (P) LIMITED

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🌱 A Tattva Group Company

Certificate from Faculty Guide and School Dean

CERTIFICATE

This is to certify that dissertation titled “A study of nurses attrition and retention in home healthcare organization” is a record of the research work undertaken by Dr. Surbhi Gandotra in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) the IIHMR university, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific and analytical.

Dr. Pallavi Choudhary Aggarwalla

Faculty Guide

IIHMR University, Jaipur

Date:

Dr. Dharendra Kumar

School Dean

IIHMR University, Jaipur

Date:

ABSTRACT

Background – The home healthcare industry is affected with increasingly high rates of attrition and lack of good retention. Nurses have a crucial part to play in the delivery of home healthcare services as they are the primary caregivers. Various factors such as support from the management, work culture, reward and recognition programme, perks and salary and likelihood of recommendation are the common reasons for retention in nurses working in home healthcare. Workload, personal issues and communication gap are the driving factors for attrition in the organization. This attrition trend can have huge implications on the business of home healthcare organizations. The organization needs to have comprehensive strategies in place to address this issue.

Methodology – The existing research accentuates the study on nurses' attrition and retention in home healthcare organization in One Life Home Healthcare Chennai, India. The present study is the descriptive cross sectional study majorly conducted to examine the potential determinants ascertaining the nurses' attrition and retention in the organization. The total number of nurses that participated in the survey was 35 and nurses who are working from 0-5 months were taken for the inclusion criteria throughout the period of 3 months.

Results – A total of 35 responses has been recorded for the study described further in details. The findings indicate that with respect to connection with organization members work culture of the organization, perks given, reward and recognition and recognition programme, salary structure nurses are satisfied. Coming to the factors of employee attrition nurses feel that salary, career growth, workload, personal issues and communication gap are the driving factors for attrition in the organization.

Conclusion – A clear picture has been observed for the factors accountable for retention and attrition of nurses in home healthcare organization. Proper retention policies should be in place to address the issues pertaining to retention of nurses in the organization.

Keywords – Home Healthcare, Nurses, Attrition, Retention

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DR. SURBHI GANDOTRA

ABBREVIATIONS

HHC - Home Health Care

PCA - Patient Care Assistant

Sr. PCA - Senior Patient Care Assistant

RN - Registered Nurse

Sr. RN - Senior Registered Nurse

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CHAPTER 1
INTRODUCTION

Study title:

A study to investigate the attrition and retention of nurses in the home healthcare organization

1. Introduction:

Healthcare sector is booming at a fast pace employing number of healthcare professionals. Also the need for healthcare is growing enormously because of the various segments it covers such as hospitals, medical devices and equipments, telemedicine, medical tourism, pharmaceutical industry, clinics, nursing homes, and home healthcare for effective service delivery. The market size of healthcare industry in India is expected to reach from US\$ 193.83 billion to US\$ 372 billion by 2022 and as per a report of India Brand Equity Foundation. India's National Health Policy (NHP) 2017 aims to increase. The health care spending in India is expected to increase from the existing 1.15% to 2.5 % of GDP by 2025 as per the goals identified in the National Health Policy 2017. Health workforce is a significant building block in for strengthening of the health systems with nurses playing a key role both in providing adequate healthcare services and in shaping the overall health systems. Though the healthcare sector is making significant improvement, there is a shortage of skilled health workforce. The current data reflects 1.3 nurses per 1,000 people which is less than the World Health Organization recommended standard i.e. 1 per 1,000 people. To comply with the huge increase in the demand for the nursing workforce in India there is an additional requirement of 2.4 Million nurses. (According to NITI Aayog report on "Investment Opportunities in India's healthcare sector 2021").

Home Healthcare

The healthcare service sector in India is comprised of two major segments– **Public Sector and Private Sector**. The **public sector** comprises of primary healthcare centers in rural areas providing basic healthcare facilities to the secondary and tertiary health centers in cities and urban areas. The **private sector** comprises of secondary, tertiary and quaternary care health care institutions in the major tier I, tier-II and metros cities. . The private healthcare sector is a big component of the healthcare sector in India and major part of healthcare delivery in the private sector focuses on home health care delivery. Home health care is the type of care that is provided at the comfort of patient's own home by professional healthcare workers who are entitled to provide the type of care most important being the medical officers and nurses. The home healthcare market segment is expected to grow as with the rise in ageing population with growth mostly in middle class population creating more demand for preventive healthcare. Increase in the prevalence of lifestyle diseases has in turn lead to increase in the demand for more specialized care services. Moreover the transitions in demographic and epidemiological factors and the pandemic COVID-19 is likely to have long-term implications in the attitude of people towards their health concerns which will their preference for taking up home healthcare services. In India the home healthcare services has the potential to replace up to 65% of unnecessary hospital visits and reduce hospital costs by 20%. In 2020, home healthcare market segment in India was valued at USD 6.2 Billion which is expected to reach USD 21.3 Billion by 2027.(1) In India, the home healthcare is exceptionally divided in its nature, attributable to the presence of a few nearby operators basically by private players. With its multiple expanding requests, the organizations are extending their tasks. The research focuses of one of the private home health-care organization in Chennai city (One Life Home Healthcare).

Nurses attrition and retention in home healthcare organization

Nurses play a pivotal role in the operations and delivery of home healthcare services as they are the primary caregivers. The home healthcare industry is however plagued with increasingly high rates of attrition and lack of good retention. The attrition rate for all home health employees reached at percentage of 22.18 in 2020 compared to 21.89% in 2019 in a report published by the National Association for Home Care & Hospice. Various factors such as inadequate monetary benefits, work life imbalance, and superior subordinate relationship dynamics etc are the common reasons for attrition in nurses working in home healthcare .This attrition trend can have huge implications on the business of home healthcare organizations. To combat the increasing high attrition rates the organization along with the human resource management teams need to have comprehensive strategies in place to address this issue. In addition organizations should adopt targeted policies that positively impact employee retention and stability.

One Life Home Health Care

One Life Health Care is a leading private home healthcare organization which aims to deliver comprehensive care to people of all ages at the comfort of their homes ranging from post hospitalization, senior care, chronic disease management, skilled nursing, and doctor home visits to all the services related to diagnostic, pharma, chemotherapy and end of life care. Specialized nursing care is the most important component of the organization having four specialized cadre of services ranging from basic patient care assistant to the senior registered nurses providing basic activities of daily living care to specialized nursing care services. The study is conducted is to find out the factors that are related to satisfaction of the nurses and their possible reasons for leaving the organization.

CHAPTER 2

AIM, OBJECTIVES, RESEARCH GAP

AIM:

To study the nurses attrition and retention in home healthcare organization.

OBJECTIVES:

- To study the perception of nurses towards various factors of retention.
- To examine the factors contributing to attrition of nurses and to give recommendations address the reasons for attrition.

RESEARCH GAP:

Since most of the studies are done in hospital with respect to nurses attrition and retention and although nursing work is same for hospital and home healthcare but significant differences in the treatment modalities can be seen in both hospital and home healthcare. As much studies have not been done on attrition and retention of nurses' in the home healthcare organization. Therefore these gaps have been identified and addressed through this study.

CHAPTER 3
REVIEW OF LITERATURE

Literature Review:

Authors	Study Location	Sample Size	Sampling techniques	Salient Features
Dr.Arockiam Kulandai ,Kannan Ganes (2021)	Home health-care hostels located in Kodampakkam , Vadapalani, Velacherry, Adayar, Thiruvanmiyur and Anna Nagar	100	The census sampling method was adopted.	The results showed that most of the respondents are young indicating that the industry is attracting new work force. Some of the common reasons to choose home healthcare company were identified as referral by friends and appositive word of mouth alary package and benefits offered.
K.Harish , S.Sathiya Naveena, S.Rathika (2020)	Bloom fertility healthcare hospital	200	Simple Random Sampling	It was observed that the job shift timings, new job opportunities, health issues, compensation and other benefits and personal issue are few of the factors that have been identified with high attrition rate.(2)

Edwin Chamanga, Judith Dyson, Jennifer Loke, and Eamon n McKeown (2020)	Systematic Literature Review	NA	NA	Data revealed that the main factors affecting retention of community nurses are organizational and individual factors which include lack of appreciation by management, work life imbalance and emotional exhaustion.(3)
Thephilah Cathrine R (2019)	Saveetha Medical College and Hospitals, Tamil Nadu, India.	50 nurses who resigned the job.	Simple random sampling method	The results showed 38% the 21-25 aged staff nurses have high attrition rate and majority of them being females, attrition rate among unmarried and fresher's was high compared with married nurse and experienced nurses.(4)
Rady Mubarak Ahmed, Eglal Ahmed Abdelwahab, Hod a Elguindy (2017)	Beni-Suef General Hospital Egypt	180 staff nurses	NA	Findings showed that staff nurses had a higher attrition rate in the hospital and a moderate level of commitment with the organization and negative correlation was found between organizational commitment and attrition of nurses.(5)

Kasturi Shukla, Ruchismita Deb (2016)	150-bedded superspeciality hospital in Ahmedabad, India	Exit interviews of 40 employees leaving and interviews of 100 existing employees .	NA	Exit interviews from the respondents showed that better opportunity and personal reasons are some of their reasons to leave the organization. Other reasons are employee's salary , discrimination, and monotonous work.(6)
Mrs. Krishnan Chellammal, Dr. R. Magesh (2016)	Multispeciality Hospital Chennai	150	Simple Random Sampling	Findings showed that maximum respondents agreed that they are happy work in safe work environment, few of the respondents were satisfied with their job and interdepartmental cooperation was found to be satisfactory among the respondents.(7)

Zaid Al-Hamdan , Hayat Nussera , Rami Masa'deh (2015)	Four hospitals in Jordan	42 nurse managers and 320 staff nurses	NA	The study revealed that the integrative style of conflict management with dominating style being the last choice. Negative relationship was found between the dominating style and the retention for nurses.(8)
Dr. Subhasish Chatterjee, Sana Shakil Saiyed (2014)	Systematic review , Exit interview form provided by private hospitals in Vadodara	Nurses' staff that were on job for last 5 years and have left the job.	NA	Findings indicate that the main reasons for attrition were found to be better job prospects, marriage and few nurses left without providing any information (abscond).(9)

Hung-Yu Yang , Chiu-Hui Yu, Ming-Jye Wang ² (2013)	9 District teaching hospitals, Taiwan	436		Significant differences in manpower deployment and the Nurse-patient relationships public and private hospitals were found. Junior nurses were more satisfied with handling of nurse-patient disputes and married nurses felt that they have better nurse patient interactions. Nurses on rotating shifts and Intensive care unit nurses were dissatisfied with hospital scheduling system and with their clinical teachers' attitudes.(10)
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CHAPTER 4
RESEARCH METHODOLOGY

METHODOLOGY

4.1. TYPE OF STUDY- Descriptive

4.2. TYPE OF DATA- Quantitative and Qualitative

4.3. METHOD OF DATA COLLECTION: Primary

4.4. STUDY DESIGN- Cross- sectional study.

4.5. STUDY POPULATION- All the field nurses who are working from 0 - 5 years in the organization across all cadres.

4.6. SAMPLE SIZE – 35 respondents filled the survey questionnaire out of the total of 40 respondents so they were included for the purpose of the study.

4.7. STUDY TOOLS - A semi structured questionnaire (Goggle Form) will be used to collect data from the nurses and Likert scale will be used to check the satisfaction parameters.

4.8. ORGANIZATION- One Life Home Healthcare, Chennai

4.9. DURATION OF STUDY- 3 months

4.10. CRITERIA FOR SELECTION:

4.10.1 Inclusion Criteria-

Field nurses who are considered for the study were:

- All nurses who are working from 0 – 5 years in the organization.
- Nurses across all cadres who are currently working in the organization.

4.10.2 Exclusion Criteria- Field nurses who are working for more than 5 years in the organization across all cadres were not considered for the purpose of the study.

CHAPTER 5
PLAN OF ANALYSIS

DATA ANALYSIS PLAN

Data analysis through Microsoft Excel and QDA Minar Lite to see the perception of nurses towards various factors related to retention and their suggestions to reduce the attrition rate in the organization.

Demographic Characteristics of Respondents

VARIABLES	CHARACTERISTICS	FREQUENCY (N=35)	PERCENT
AGE			
	18-26 years	20	57
	26-34 years	13	37
	34-42 years	2	6
	Greater than 42 years	0	0
GENDER			
	Male	4	11.4
	Female	31	88.6
	Others	0	0
DESIGNATION			
	PCA	7	20
	Sr. PCA	2	5.7
	RN	24	68.6
	Sr.RN	2	5.7

Data Analysis:

Perception of nurses towards various factors of retention

8.1 Connection of the respondents as a team and family with the organization						
	Always	Very Often	Sometimes	Rarely	Never	Total
Percentage of respondents	5 (14%)	11 (31%)	16 (46%)	3 (9%)	0 (0%)	35 (100%)

Interpretation: A good connection with the members of the organization is important factor for employee retention. The findings from the above table indicates that 45% of the respondents found the connection with organization members as satisfactory but the remaining 55% found the connection to be unsatisfactory.

8.2 Level of support provided by nurse managers and other management people in the organization						
	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	3 (9%)	17(49%)	13(37%)	2(6%)	0(0%)	35(100%)

Interpretation: The support from the management can be a driving factor for the nurses to feel comfortable and deliver their duties properly and to stay in the organization for long time. The table indicates that majority of employees feel that the support provided by the management by the management is satisfactory and only a few feel that the support is low which can be worked upon to increase the level of satisfaction of rest of the employees.

8.3 Level of commitment organization keeps towards their employees						
	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	1 (3%)	19 (54%)	15 (43%)	0 (0%)	0 (0%)	35 (100%)

Interpretation: Employees can be retained in the organization if the trust and commitment is strongly maintained. The findings above indicate that most of employees feel the organizational commitment towards the employees which denotes a positive outcome.

8.4 Level of satisfaction with the work culture of the organization						
	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	2 (6%)	19 (54%)	14 (40%)	0 (0%)	0 (0%)	35 (100%)

Interpretation: A good and positive work culture is an important factor of retention of employees in the organization. The results from the above table indicate that greater than 54% respondents find the the work culture of the organization to be satisfactory.

8.5 Awareness of the respondents regarding the policies and procedures of the organization

	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	3 (9%)	21(60%)	10(29%)	0 (0%)	1(3%)	35(100%)

Interpretation: In order to have better retention within organization employees should be aware of the policies and procedures and should follow the processes accordingly. The findings above show that although 60% of the nurses are aware regarding the policies and procedures still the remaining 40% are unaware of the policies and procedures being followed by the organization.

8.6 Satisfaction with the training sessions conducted by the organization

	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	10(29%)	23(66%)	2(6%)	0(0%)	0(0%)	35(100%)

Interpretation: Training is a most important element for the nurses in the home healthcare because only with quality and satisfactory training they will be able to handle patients and cope up with stress related factors which can affect their retention in the organization. The findings from the table indicate a high percentage (95%) of employees find the training sessions to be satisfactory which denotes a positive outcome.

8.7 Satisfaction with the perks given by the organization						
	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	4(11%)	9(26%)	17(49%)	4(11%)	1(3%)	35(100%)

Interpretation: Perks provided by the organization is a key element for employee's retention. From the above table it can be seen that 37 percent of the respondents find the perks given to them to be satisfactory but the majority 63 percent feel that more perks should be given to them by the organization.

8.8 Satisfaction of respondents with the reward and recognition received by the organization						
	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	2(6%)	20(57%)	12(34%)	1(3%)	0(0%)	35(100%)

Interpretation: Recognizing an employee's hard work and contribution is an important factor for employee's retention in an organization. From the above table it can be seen that more than 60% of the respondents are satisfied with the reward and recognition and recognition programme and the rest of the responses fall in the medium to low scale.

8.9 Salary when compared to competitor organization

	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	1(3%)	12(34%)	20(57%)	1(3%)	1(3%)	35(100%)

Interpretation: From the above table it can be seen that 37 percent of the respondents they are satisfied with the salary structure when compared to their competitor organization but the majority 63 percent feels that the salary structure is medium to low compared to their competitors.

8.10 Likelihood of recommendation from the employees

	Very High	High	Medium	Low	Very Low	Total
Percentage of respondents	2(6%)	15(43%)	14(40%)	4(11%)	0(0%)	35(100%)

Interpretation: Recommendation and word of mouth from the employees are the important indicators of employee perception towards the organization and an important factor for retention. The findings from the above table shows that pie chart depicts there is a mixed response from the respondents although 49% are likely to recommend the organization to their friends and family still the response from the remaining 51 percent is not that satisfactory .

Factors contributing to attrition in nurses

8.11 Respondents intention to stay in the organization					
	Less than 1 year	1-3 years	3-5 years	Greater than 5 years	Total
Percentage of respondents	5 (14%)	21 (60%)	5 (14%)	4 (11%)	35(100%)

Interpretation: Intention to stay in the organization is the most important factor that reveals the likelihood of employee attrition. The findings from the above table indicate that the maximum respondents (60%) feel that they would like to stay in the organization only for a period of 1-3 years which shows their likelihood of staying in the organization.

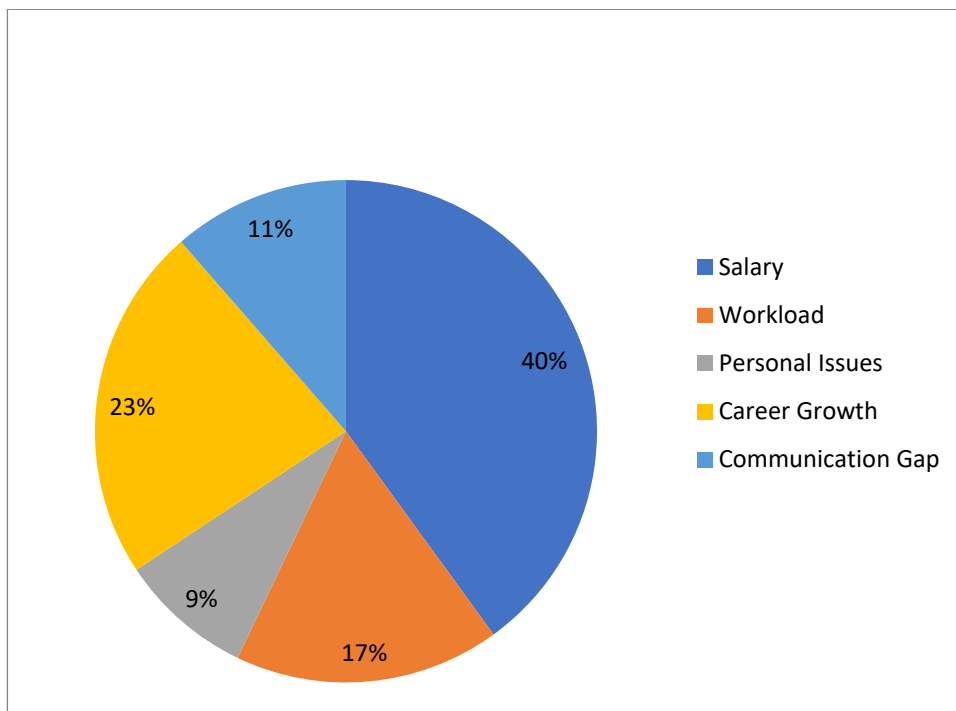


Figure 1: Interpretation: The findings from the pie chart shows that 40% respondents feel that salary is a major contributing factor for attrition, 23% feel that career growth can affect the attrition to a great extent and rest of the respondents feel that workload, personal issues and communication gap are the driving factors for attrition in the organization.

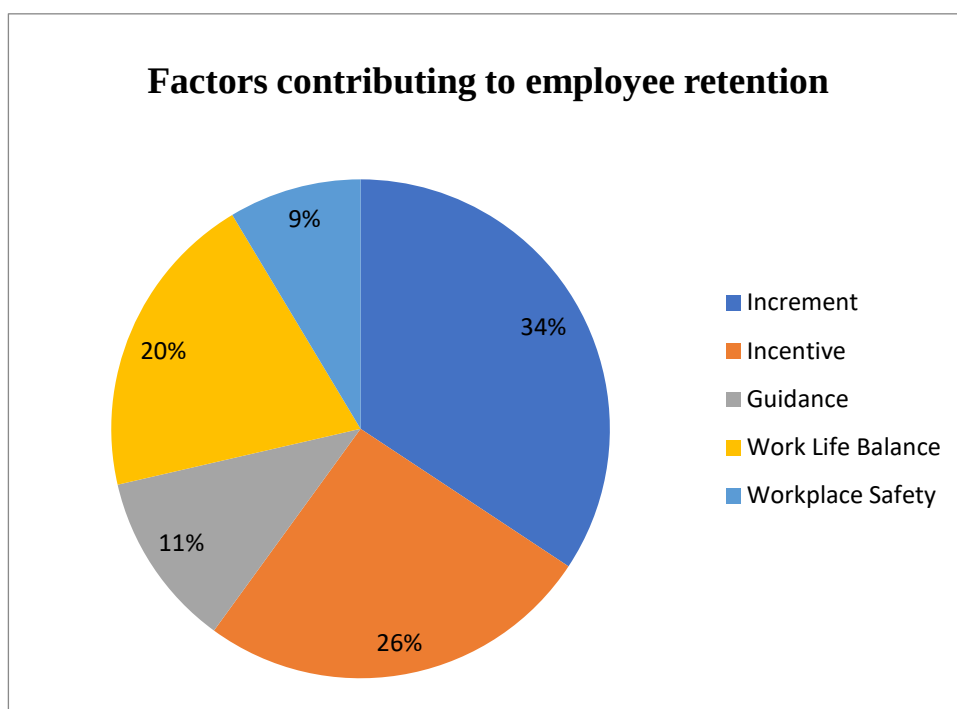


Figure 2: Interpretation: Results from the above pie chart shows that salary increment, incentive, work life balance, guidance from the management and workplace safety are the key factors for retention of nurses in the organization having increment, incentive and work life balance contributing to a majority of 80% than the other two factors.

CHAPTER 6

DISCUSSION

Discussion:

Considering the transitions in the epidemiologic and demographic trends as well as the impact of COVID 19 rise the home healthcare services has come to the forefront as a preferred choice for uptake of healthcare services. Nurses are the heart of the home healthcare organization as they play a vital role in delivery of the services at the comfort of patient's home. The home healthcare is however plagued with high attrition rate of nurses and lack of good retention policies. The purpose of the study is to examine the perception of nurses towards the various factors of retention and examine the factors contributing to attrition in nurses and to give recommendations to address these factors. Total 35 home healthcare nurses took part in the survey. Various factors such as connection with the organization members, support from the management, commitment by the organization, training, work culture, policies and procedures, perks, reward and recognition, salary and referral by the employees were taken into consideration while studying the perception towards these factors and Likert scale was used for the purpose of data collection and analysis was done through Microsoft Excel. The factors such as support from the management, commitment by the organization, work culture, training given to the employees, reward and recognition programme were found to be satisfactory. However the remaining factors such as connection with organization members, awareness regarding policies and procedures of the organization, perks given by the organization, salary and likelihood of recommendation were found to be unsatisfactory and need to be worked upon.

While examining the factors related to attrition it was found that 60 percent of the employees would be staying in the organization only for a period of 1-3 years. To address the factors that have major impact on attrition of the nurse's, survey responses were collected from the open ended questions in the questionnaire and analysis was done through the QDA Miner Lite software. The findings revealed that 40% respondents feel that salary is a major contributing factor for attrition, 23% feel that career growth can affect the attrition to a great extent and rest of the respondents feel that workload, personal issues and communication gap are the driving factors for attrition in the organization. The salary increment, incentive, work life balance, guidance from the management and workplace safety are the key factors for retention of nurses in the organization.

CHAPTER 7

LIMITATIONS OF THE STUDY

LIMITATIONS OF THE STUDY-

Even though the present study has been carried out very systematically it might suffer from the following limitations-

- As the number of respondents who participated in the survey were 35. More number of samples may have produced more generalized results.
- As the survey is conducted in COVID 19 pandemic and the field staff nurses were not available readily so the coordination was a difficult while conducting the survey. If the pandemic has not been there the collection of survey would have been an easy job.

CHAPTER 8

CONCLUSION

Conclusion:

Attrition of nurses is an important issue of concern for many home healthcare organizations. There are various factors that lead to attrition. The more the number of nurse attrition the more is it to impact the business of any home healthcare organization .In order to make the organization flourish we need to have more number of nurses staying in the organization than leaving the organization. In order to achieve that we need to have right retention policies in place. Human Resource Department along with the senior management must take steps to attract more employees and ensure retention strategies are working well for the organization.

CHAPTER 9
RECOMMENDATIONS

Recommendations:

- Employee engagement programmes can be a good way of bridging the gap between shift and non shift hours. They will form bonding with superiors and the organization since field staff doesn't visit office too frequently.
- There should be more induction and reorientation programmes for the employees to ensure that they are aware of the policies and procedures and are following them accordingly.
- Allocated rest timings between the shifts so that nurses don't get fatigued.
- Staff should be appreciated and reiterated by their superior to make them feel that how important their role is to the organization.
- Annual health checkups are important for keeping a check on the safety and health of the nurses working for the organization and should be made free for all the nurses so that they do not have to take leave from the work to get their health checkups done.
- "Use it or lose it vacation policy" could be a great way for retention of the nurses by helping them cope with their stressful working hours. Nurses can be provided given a week long holiday with his/her family members to relax and rejuvenate.
- For the employees leaving the organization exit interviews in the form of surveys can be conducted to know about the possible reasons

CHAPTER 10

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CHAPTER 11

APPENDICES

Appendices

Questionnaire

Hello Everyone,

We need your help.

Attrition is a critical issue that is high in the healthcare industry. It is the major problem which highlights in all the healthcare organizations. This study is to know the reason why attrition occurs, to identify the factors which make employees satisfied and dissatisfied.

Please take a few moments to complete the survey. All the questions are mandatory to fill. The information provided by you will be completely safe and confidential. Your answers might help the organization to serve you in a better way. Here's some information that we would like to know from you:

Name

Employee ID

Age

- a. 18-26 years
- b. 26-34 years
- c. 34-42 years
- d. More than 42 years

Gender

- a. Male
- b. Female
- c. Others

Your Designation

- a. PCA
- b. Sr.PCA
- c. RN
- d. Sr.RN

Experience (in months) in the organization (One life Home Healthcare)?

- a. Less than 1 year
- b. 1-2 years
- c. 3-4 years
- d. Not more than 5 years

1. Do you feel connected as a team and family while working with the organization?

- a. Always
- b. Very Often
- c. Sometimes
- d. Rarely
- e. Never

2. Level of support provided to you by the nurse managers and other management people in the organization?

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

3. Level of commitment organization keeps towards their employees?

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

4. Level of Satisfaction with the work culture of the organization

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

5. Awareness regarding the policies and procedures of the organization

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

6. Satisfaction with the training sessions conducted by the organization?

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

7. Satisfaction with the perks (travel allowance, lodging) given by the organization

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

8. How do you rate our reward and recognition programme?

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

9. Salary when compared to competitor organization

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

10. How likely are you to recommend your friends/family members or others to work here?

- a. Very High
- b. High
- c. Medium
- d. Low
- e. Very Low

11. Based on the current work profile and growth how many years would you like to stay in this organization?

- a. Less than 1 year
- b. 1-2 years
- c. 3-4 years
- d. 5 years or more

12. According to you what are the major factors that lead to changing of job by an employee?

13. Any suggestions that you think organization should do to retain an employee?
