

STUDY OF NURSES ATTRITION AND RETENTION IN HOME HEALTHCARE ORGANIZATION

UNDER THE SUPERVISION AND GUIDANCE OF
DR. PALLAVI CHOUDHARY AGARWALLA

SUBMITTED BY:
DR. SURBHI GANDOTRA
ROLL NO: 1016





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.,

A handwritten signature in blue ink, appearing to read "Rakesh", with a horizontal line drawn through it.

Rakesh Inkollu
Assistant General Manager – Human Resources

TATTVA HOME HEALTHCARE (P) LIMITED

📍 Khivraj Complex II, First Floor, No. 480, Anna Salai, Nandanam, Chennai - 35 📞 1800 425 199 99 🌐 www.onelifehomehealthcare.in

🌱 A Tattva Group Company

INTRODUCTION:

- ❖ Healthcare sector is booming at a fast pace employing number of healthcare professionals. 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”).
- ❖ One of the important sectors of healthcare service delivery is home healthcare. Home health care is the type of care that is provided at the comfort of patient’s own home by professional healthcare workers. 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.

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.

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.

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 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 SHOW 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 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 BEEN 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.

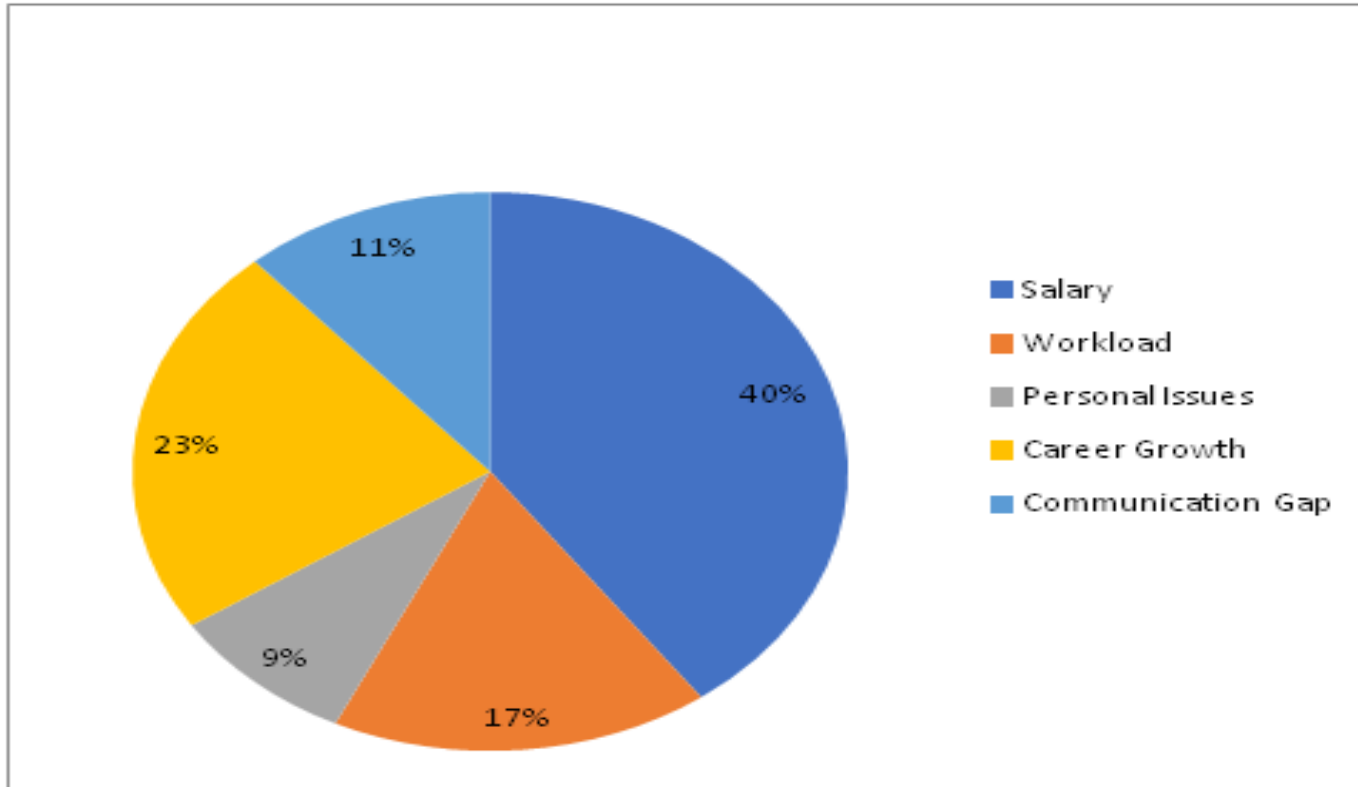


FIGURE 1: INTERPRETATION: THE FINDINGS FROM THE PIE CHART SHOWS THAT 40% RESPONDENTS FEEL THAT SALARY IS A MAJOR CONTRIBUTING FACTOR FOR ATTRITION, 23% FEEL THAT CAREER GROWTH CAN AFFECT THE ATTRITION TO A GREAT EXTENT AND REST OF THE RESPONDENTS FEEL THAT WORKLOAD, PERSONAL ISSUES AND COMMUNICATION GAP ARE THE DRIVING FACTORS FOR ATTRITION IN THE ORGANIZATION.

Factors contributing to employee retention

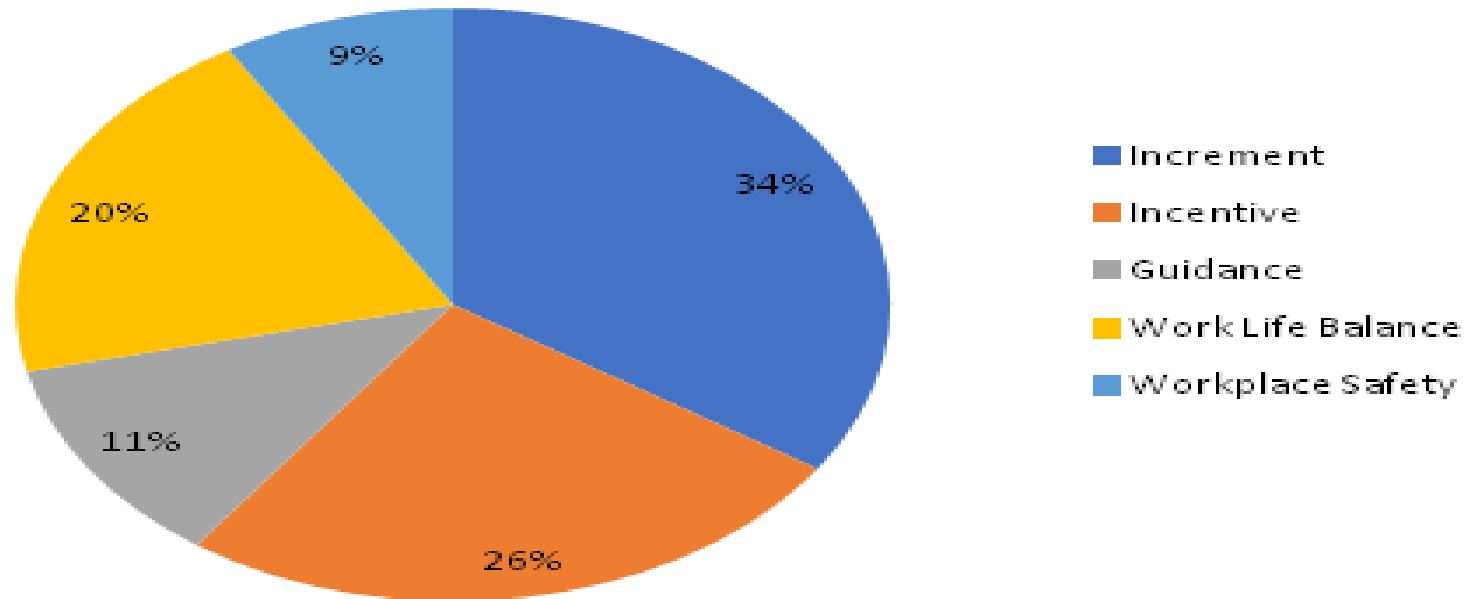


FIGURE 2: INTERPRETATION: RESULTS FROM THE ABOVE PIE CHART SHOWS THAT SALARY INCREMENT, INCENTIVE, WORK LIFE BALANCE, GUIDANCE FROM THE MANAGEMENT AND WORKPLACE SAFETY ARE THE KEY FACTORS FOR RETENTION OF NURSES IN THE ORGANIZATION HAVING INCREMENT, INCENTIVE AND WORK LIFE BALANCE CONTRIBUTING TO A MAJORITY OF 80% THAN THE OTHER TWO FACTORS

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.

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.

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. 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.

Thank You!