

Study on Employee Attrition and Retention in a Multispecialty Hospital

By

Amrita Ray

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2017-2019



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TO WHOMSOEVER MAY CONCERN

This is to certify that Ms. Amrita Ray, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Manipal Hospitals, Whitefield, Bangalore from 1st February 2019 to 24th April 2019.

The Candidate has successfully carried out the study assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.

A handwritten signature in black ink, appearing to read 'Ashok'.

Col. (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur

A handwritten signature in black ink, appearing to read 'Tanjul'.

Dr. Tanjul Saxena
Associate Professor
The IIHMR University, Jaipur



May 14, 2019

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Amrita Ray** has completed her Internship training in the department of **Human Resources**, at **Manipal Hospital Whitefield** (A unit of **Manipal Health Enterprises Pvt Ltd**).

Her Internship training has started on January 20, 2019 and completed on April 24, 2019.

We wish her all the best in her future endeavors.

For Manipal Hospital Whitefield
(A unit of Manipal Health Enterprises Pvt Ltd)

Jai Prakash A
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **A Study on Employee Attrition and Retention in a Multispecialty Hospital** and submitted by Ms. Amrita Ray, Enrollment Number: 0535, under the supervision of Dr. Tanjul Saxena, for award of MBA in Hospital and Health Management of the University carried out during the period from 1st February 2019 to 24th April 2019, embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



Signature
(Amrita Ray)
0535 – MBA (HM) -22nd

Abstract

Introduction: Attrition is an important issue that is happening in a healthcare industry because of different factors. Today's young generation is doing job hopping, and because of that attrition is high in any organisation, not only in healthcare organisation. They do job hopping because of various factors such as: monetary factors, work-life balance, relationship with superiors etc. Research says, in India on an average attrition rate of hospitals is more than 20 percent. Attrition means staff turnover. It is a gradual reduction of work force which can be in the form of resignation, job abandoned, retirement and death. Recruiters need to be very clear while recruiting people in their organisation. The stability of employees should be checked by the recruiters. In talent acquisition, people should know the candidates by interviewing them. When attrition rate is on the higher side, recruiters task gets tough at that time. Recruiters explain that high attrition rates significantly increase the investment made on. Effective employee retention is an effort put up by human resource department or employers. The employees who are working are loyal to this organisation and to retain them employers should do something. Because retaining employees is one of the biggest challenges for human resource department and as well as for the employers who are in the higher position. Monetary factors work as a retention factor but not always. Retention factors can be environment, work-life balance, recognition, appreciation, their relationship with their head of the department etc. Recruiters are looking for different paths to retain employees like bonding programs, stronger career path, and communication sessions with education ongoing learning for the workforce. The main objective of this study is to factors affecting attrition and to identify the retention aspects

Key words: Attrition, Retaining employees, Retention, Managers and organization, Recruitment

Acknowledgement

As the onset, I would like to express my sincere feeling to all the persons I came across during the project. It is a great privilege for me to express my gratitude & acknowledge to **Jai Prakash (Manager - Human Resources)** and **Ms. Pranati Dash (Senior Executive - Human Resources)** for giving me this golden opportunity of doing this project & for the constant co-operation & supervision for completing my project under their guidance.

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I would like to pass my regards to all the employees of Manipal Hospitals, Whitefield who have shared their valuable times and provided co-operation in completion of my assigned project.

My heartfelt gratitude would be incomplete without thanking my guide **Dr. Tanjul Saxena (Associate Professor - IIHMR University, Jaipur)** for her unconditional support and generous help.

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PART – A

Introduction to Human Resource Department

(of Manipal Hospitals, Whitefield)

Human Resource Department in the hospital plays a vital role that ensures the delivery of health care services and facilitates patient outcomes. Following, the performance of the hospital rests merely with the level of performance provided by the employees.

Functions of Human Resource Department as observed:

- a. The important function of the human resource manager of the hospital is to take care of the employees and educate them about the recent rules and regulations and to ensure that their employees who are working with the human resource department know the state's some set of rules in employment rules and regulations.
- b. Human Resource Personnel must take care of recruiting new employees if there are any vacancies in their organization. In this part of the job Human Resource personnel often requires advertising open positions, interviewing and hiring candidates and devoting their time for trainings given to the new employees.
- c. Decision making is one the most important functions that a Human Resource Personnel must perform in order to achieve organizational goals and targets.
- d. Maintaining data is one of the most important functions that an employee in the HR department does. Different kinds of forms of employees (working in this hospital) are maintained by the HR Department. They maintain files for every employee that include Joining form, Medclaim form, Job Responsibilities, Letter of Authorization, Self-Declaration forms etc.
- e. Another key function which I observed is HR Manager and executives must take care of employee relations. In case of any misunderstanding between employees or between employee and her/his manager, human resource manager listens and handles the situation. Employees can bring their relational problems to the Human Resource Managers for their improvements in their life.
- f. Human Resource Department is responsible for giving internships to the students who are seeking their jobs at health care sector in future.
- g. Human Resource personnel makes monthly reports on attrition rate, turnover rate and absenteeism rate of this hospital.

Experience and Jobs performed in the HR Department

My experience as an intern covered a wide variety of different areas within Human Resources but my primary responsibilities were focused on recruitment and talent acquisition.

TALENT ACQUISITION

Sourcing healthcare candidates with the required knowledge and relevant experience with skill sets are difficult, even when the candidate has the education background may lack in specialized experience and vice versa. There are special requirements while recruiting human resources as they have peoples' lives in their hand. They require going through extensive education and continuous training. A healthcare talent acquisition recruiter must keep all these things in mind while sourcing, selecting, and recruiting and staffing for all the resources

The first step for the requirement of healthcare personnel comes either with a replacement or an additional resource

SOURCING OF CANDIDATES:

The first step lies with sourcing them from different platforms like online portals, social media site, and corporate alumni association and through all types of networking. The goal of sourcing is identifying the right candidate and collecting data like name, job title, job role and responsibilities.

SCREENING OF CANDIDATES:

The goal of screening candidates profile helps in deciding whether to move the candidate to the interview or not. Screenings of profiles are done based on minimum qualification, relevant job experience, knowledge and skills and the requirement for the profile. First screenings are done based on their resumes and then a phone screening is done to justify the decision taken.

INTERVIEW PROCESS:

This process takes a candidate through rigorous interview process, which helps the candidate and the interviewer to perceive each other's value and culture and a good match for the position. It starts with filling the profile summary to first screening of certificates and comfortability with the hospital's work culture followed by technical round of interview where candidates are screened based on their relevant experience and position applied, identifying the strengths and area of training and improvement required. If she or he gets selected in this round then the person goes through HR round where s/he is taken through interpersonal skills, communication skills and the policies of the hospital.

OFFERING AND ACCEPTANCE OF THE OFFER:

After a candidate passes through all the stages of interview then comes the negotiation part for remuneration and benefits and after both the parties agrees to it, the offer is being rolled out. Joining starts with the health check of the selected personnel and then the on boarding team takes him/her through all the joining formalities followed by Manipal's Induction and Orientation.

There are some Recruitment Metrics that are used by recruiters:

1. Time to Hire
2. Cost per Hire
3. Source of Hire
4. Selection Ratio
5. Percentage of open positions
6. First year attrition
7. Offer acceptance rate

PART – B

1. Introduction

Attrition is an important issue that is happening in a healthcare industry because of different factors. Today's young generation is doing job hopping, and because of that attrition is high in any organisation, not only in healthcare organisation. They do job hopping because of various factors such as: monetary factors, work-life balance, relationship with superiors etc.

Research says, in India on an average attrition rate of hospitals is more than 20 percent. Attrition means staff turnover. It is a gradual reduction of work force which can be in the form of resignation, job abandoned, retirement and death. Recruiters need to be very clear while recruiting people in their organisation. The stability of employees should be checked by the recruiters. In talent acquisition, people should know the candidates by interviewing them. When attrition rate is on the higher side, recruiters task gets tough at that time. Recruiters explain that high attrition rates significantly increase the investment made on.

Effective employee retention is an effort put up by human resource department or employers. The employees who are working are loyal to this organisation and to retain them employers should do something. Because retaining employees is one of the biggest challenges for human resource department and as well as for the employers who are in the higher position.

Monetary factors work as a retention factor but not always. Retention factors can be environment, work-life balance, recognition, appreciation, their relationship with their head of the department etc.

Recruiters are looking for different paths to retain employees like bonding programs, stronger career path, and communication sessions with education ongoing learning for the workforce.

1.1. Research Question

What are the various factors related to retention and attrition in a Multispecialty Hospital?

1.2. Objectives

- To investigate the perception of employee satisfaction with respect to different factors of retention
- To investigate the Intention to leave (attrition) and to recommend ways to reduce attrition

1.3. How the study performed

The study was performed using primary research. Questionnaires were given to employees' of Manipal Hospitals, Whitefield and questions ranged from how they feel about different factors such as: salary, superior-subordinate relationship, growth opportunities to what their suggestions is to reduce the attrition rate in the organisation.

1.4. Hypothesis

Hypothesis A:

H1o: There is no association between salary and intention of leaving the organisation

H1a: There is an association between salary and intention of leaving the organisation

Hypothesis B:

H2o: There is no association between and intention of leaving the organisation

H2a: There is an association between superior-subordinate relationship and intention of leaving the organisation

Hypothesis C:

H3o: There is no association between growth opportunities and intention of leaving the organisation

H3a: There is an association between growth opportunities and intention of leaving the organisation

Hypothesis D:

H4o: There is no association between policies & procedures and intention of leaving the organisation

H4a: There is an association between policies & procedures and intention of leaving the organisation

Hypothesis E:

H5o: There is no association between recognition and intention of leaving the organisation

H5a: There is an association between recognition and intention of leaving the organisation

Hypothesis F:

H6o: There is no association between appreciation and intention of leaving the organisation

H6a: There is an association between appreciation and intention of leaving the organisation

2. Methodology

2.1 Study Methodology

Research Design: Descriptive Cross-Sectional Study

Duration: 3 months (February 2019 to May 2019)

2.2 Data Collection

Questionnaires were made to collect data from employees of Manipal Hospitals, Whitefield.

Data Collection Tool Used: A semi structured questionnaire was used which has both open ended and close ended questions. Maximum number of questions was close ended to measure their satisfaction on some retention factors.

Sample Size: 130 respondents (150 questionnaires were collected, but after deleting the void ones, 130 were left)

Sample population: Employees who are working at least for 1 year in the organisation

Quantitative Data: Closed ended questions regarding their opinions in terms of Salary, Superior-subordinate relationship, Growth opportunities, Company policies and procedures, Appreciation and Recognition.

Qualitative Data: There is only one open ended question which is there to analyse, what are the things a company should do for their employees to increase their satisfaction.

Inclusion Criteria: Employees of administration, paramedical, information technology, pharmacy, nursing

Exclusion Criteria: Doctors

3. Review of Literature

Despite several studies carried out on employee retention, the strategic human resource researchers are still investigating the causal mechanisms between HR practices and firm's performance mostly related to voluntary turnover as a critical component (Shaw, Gupta and Delery, 2005) as employee retention plays a vital role in bridging the gap between the macro strategies and micro behaviour in Organizations. This is because it ensures stability and connects the experiences of individuals in Organizations on a continuous basis to the critical measures of success factors in the Organization. The decision of leaving the Organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and is so stressful (Boswell, Boudreau and Tichy, 2005). Therefore, if timely and proper measures are taken by the Organizations, some of the voluntary turnover in the Organization can be prevented. The reasons for employee turnover may vary from external environmental factors such as economy that influence the business that in turn affects the employment levels (Pettman 1975; Mobley, 1982, Schervish, 1983; Terborg and Lee, 1984) to Organizational variables such as type of industry, occupational category, Organization size, payment, supervisory level, location, selection process, work environment, work assignments, benefits, promotions and (Mobley, 1982; Arthur, 2001).

The other factors that influence employee turnover in Organizations include the individual work variables like demographic variables, integrative variables like job satisfaction, pay, promotion and working condition (Pettman, 1975; Mobley 1982; Arthur 2001) and the individual nonworking variables such as family related variables (Pettman, 1975; Mobley, 1982;). Any of the above factors could be the reasons, but the decision process to leave or stay in the Organization is to be periodically examined to understand the specific reasons that prompted them to take such a step and the Organizations should be mainly concerned about voluntary turnover and not involuntary turnover as it is within their control. Also, it is found that employees who perform better and are intelligent enough have more external employment opportunities available compared to average or poor performance employees and thus they are more likely to leave (Trevor, 2001).

4. Results

1. Employee's opinion about Salary:

Salary						
	Very High	High	Medium	Low	Very Low	TOTAL
Compared to Competitor Organization	15 (12%)	54 (42%)	35 (27%)	26 (20%)	0 (0%)	130 (100%)
Performance Bonus	14 (11%)	48 (37%)	42 (32%)	25 (19%)	1 (1%)	130 (100%)
Increment	24 (18%)	32 (25%)	45 (35%)	23 (18%)	6 (5%)	130 (100%)

From the above table we can see that, 42 percent of the respondents say that their salary compared to other organisation is high, this percentage is more in number and 26 percent of the respondents think their salary is low if you compare other organisation's salary structure. If we see the second factor which performance bonus is, we can see, 37 percent of the respondents which is more in number think they get performance bonus from the organisation and for Increment, people have mixed responses. 35 percent people said they are not very satisfied or not very dissatisfied with their increment that happens in Manipal Hospital.

2. Employee's opinion about Superior-Subordinate Relationship

Superior-Subordinate Relationship						
	Very High	High	Medium	Low	Very Low	TOTAL
Encouragement	28 (22%)	47 (36%)	32 (25%)	19 (15%)	4 (3%)	130 (100%)
Effort for Job Promotion	30 (23%)	27 (21%)	34 (26%)	29 (22%)	10 (8%)	130 (100%)

Superior-subordinate relationship is very important if you want to stay in an organisation for a long period of time. It is one of the reasons for work-life balance. Here in the above table we can see that 36 percent of the respondents said that the encouragement they get from their superior is high and they are satisfied. And for another factor as superior's effort for job promotion is medium as they think superior's effort for their junior's job promotion is 26 percent.

3. Employee's opinion about Growth Opportunities:

Growth Opportunities						
	Very High	High	Medium	Low	Very Low	TOTAL
Opportunities	51 (29%)	43 (33%)	26 (18%)	10 (15%)	0 (5%)	130 (100%)
Promotion	38 (33%)	43 (35%)	20 (14%)	24 (13%)	5 (5%)	130 (100%)

An opportunity for career development is another important factor for employee attrition. Organizations which give ample opportunities to develop themselves are the ones having low turnovers and high value. 33 percent of the hospital staff marked that Manipal offers them ample opportunities for their growth and 35 percent said Manipal recognise their abilities and promotes them. While 5 percent of the staffs are dissatisfied with Manipal and thinks they are not getting opportunities for growth.

4. Employee's opinion about Facilities:

Facilities						
	Very High	High	Medium	Low	Very Low	TOTAL
Benefits and Welfare	38 (29%)	43 (33%)	23 (18%)	19 (15%)	7 (5%)	130 (100%)
Satisfaction with Physical Working Condition	43 (33%)	45 (35%)	18 (14%)	17 (13%)	7 (5%)	130 (100%)

Facilities is one part where employees' retention lies. Here in this table, 33 percent of respondents said that facilities that were given by the hospital as benefits and welfare is high. 29 percent of people think it is very high. So, the results regarding as well as the satisfaction is towards positive side. If we see the physical working condition of employees, it is 35 percent which is on a higher side which means people are satisfied with the physical working condition of the hospital.

5. Employee's opinion about Policies and Procedures:

Policies and Procedures						
	Very High	High	Medium	Low	Very Low	TOTAL
Policies and Procedures Provided	45 (35%)	43 (33%)	25 (19%)	9 (7%)	8 (6%)	130 (100%)
Administration of policies and Procedures	51 (39%)	37 (28%)	26 (20%)	16 (12%)	0 (0%)	130 (100%)

Management could have hired the best candidate and can have the best policies and procedures for their employees, but it is useless if they are not administered properly. 35 percent of the employees have said Manipal has good policies and procedures and 29 percent of the employees have said apart from having good policies they maintain them, and people are happy with them. 7 percent of staffs has claimed that other organization have much better policies than Manipal

6. Employee's opinion about Recognition

Recognition						
	Very High	High	Medium	Low	Very Low	TOTAL
Recognition Received	42 (32%)	30 (23%)	48 (37%)	10 (8%)	0 (0%)	130 (100%)
Awards and Benefits Received	16 (12%)	39 (30%)	42 (32%)	20 (15%)	13 (10%)	130 (100%)

Recognizing a person's hard work and achievements and valuing them for their contribution is one of the ways to retain people with the organization. Healthcare staff in Manipal has mixed feeling, around 37 percent of the people have marked on a medium scale. Staff at Manipal has agreed that they get recognized for their hard work they do. 10 percent of the staff who is dissatisfied, has claimed that they don't get enough awards and benefits for their hard work

7. Employee's opinion about Appreciation

Appreciation						
	Very High	High	Medium	Low	Very Low	TOTAL
Appreciation Received	24 (18%)	67 (52%)	20 (15%)	19 (15%)	0 (0%)	130 (100%)
Encouragement Received	21 (16%)	53 (41%)	37 (28%)	19 (15%)	0 (0%)	130 (100%)

Encouraging and appreciating the employees to speak their mind, share ideas and give feedback creates a trust and feeling of team spirit. Appreciation helps them to keep going. 52 percent of the people said they are high appreciated by their head and it keeps up their confidence level. Almost everyone is appreciated depending upon their achievements. 41 percent has said along with the appreciation they are even encouraged for further ideas and look up on them for more good works.

8. Intention to leave the organisation:

Intention to leave						
	Very High	High	Medium	Low	Very Low	TOTAL
Feeling of leaving the Organisation	38 (29%)	23 (18%)	27 (21%)	42 (32%)	0 (0%)	130 (100%)

From this table we can see that people have bot any intention to leave the organisation at all. But also, they have mixed feelings. The percentage of very high and low is almost similar. If we see department wise, then the picture would get clear. But there are both kind of people who feels to leave the organisation and do not feel to leave the organisation

Data Analysis

1. Association between Salary and Intention to leave the Organisation

		Q6			Total
		1.0	2.0	3.0	
Q21	1.0	33	15	13	61
	2.0	13	9	5	27
	3.0	23	11	8	42
Total		69	35	26	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
32.38	33	-0.62	0.39	0.01
14.33	13	1.33	1.77	0.12
22.29	23	-0.71	0.50	0.02
16.42	15	1.42	2.03	0.12
7.27	9	-1.73	3.00	0.41
11.31	11	0.31	0.09	0.01
12.20	13	-0.80	0.64	0.05
11.31	5	6.31	39.79	3.52
8.40	8	0.40	0.16	0.02
				4.291

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and salary, chi square calculated value is 4.291 and chi square critical value is 3.84 (*as per chi square table*)

4.291 > 3.84, We reject the null hypothesis

There is a significant relationship between salary and intention of leaving the organisation

2. Association between Superior-Subordinate Relationship and Intention to leave the Organisation

		Q9			Total
		1.0	2.0	3.0	
Q21	1.0	32	19	10	61
	2.0	17	5	5	27
	3.0	26	8	8	42
Total		75	32	23	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
35.19	32.00	3.19	10.19	0.29
15.58	17.00	-1.42	2.03	0.13
24.23	26.00	-1.77	3.13	0.13
15.02	19.00	-3.98	15.88	1.06
6.65	5.00	1.65	2.71	0.41
10.34	8.00	2.34	5.47	0.53
24.23	10.00	14.23	202.51	8.36
10.34	5.00	5.34	28.50	2.76
7.43	8.00	-0.57	0.32	0.04
				13.70

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and superior-subordinate relationship, chi square calculated value is 13.70 and chi square critical value is 3.84 (*as per chi square table*)

13.70 > 3.84, We reject the null hypothesis

There is a significant relationship between superior-subordinate relationship and intention of leaving the organisation

3. Association between Growth opportunities and Intention to leave the Organisation

		Q12			Total
		1.0	2.0	3.0	
Q21	1.0	39	11	11	61
	2.0	19	2	6	27
	3.0	23	7	12	42
Total		81	20	29	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
38.01	39.00	-0.99	0.98	0.03
16.82	19.00	-2.18	4.74	0.28
26.17	23.00	3.17	10.04	0.38
9.38	11.00	-1.62	2.61	0.28
4.15	2.00	2.15	4.64	1.12
6.46	7.00	-0.54	0.29	0.04
13.61	11.00	2.61	6.80	0.50
6.02	6.00	0.02	0.00	0.00
9.37	12.00	-2.63	6.92	0.74
				3.37

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and growth opportunities, chi square calculated value is 3.37 and chi square critical value is 3.84 (*as per chi square table*)

3.37 < 3.84, We accept the null hypothesis.

There is no significant relationship between growth opportunities and intention of leaving the organisation

4. Association between Policies & Procedures and Intention to leave the Organisation

		Q16			Total
		1.0	2.0	3.0	
Q21	1.0	38	12	11	61
	2.0	20	5	2	27
	3.0	30	9	3	42
Total		88	26	16	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
41.29	38.00	3.29	10.84	0.26
18.28	20.00	-1.72	2.97	0.16
28.43	30.00	-1.57	2.46	0.09
12.20	12.00	0.20	0.04	0.00
5.40	5.00	0.40	0.16	0.03
8.40	9.00	-0.60	0.36	0.04
7.51	11.00	-3.49	12.20	1.62
3.32	2.00	1.32	1.75	0.53
5.17	3.00	2.17	4.71	0.91
				3.65

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and policies & procedures, chi square calculated value is 3.65 and chi square critical value is 3.84 (*as per chi square table*)

3.65 < 3.84, We accept the null hypothesis.

There is no significant relationship between policies and intention of leaving the organisation

5. Association between Recognition and Intention to leave the Organisation

		Q18			Total
		1.0	2.0	3.0	
Q21	1.0	26	25	10	61
	2.0	16	7	4	27
	3.0	13	10	19	42
Total		55	42	33	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
25.81	26.00	-0.19	0.04	0.00
11.42	16.00	-4.58	20.95	1.83
17.77	13.00	4.77	22.75	1.28
19.71	25.00	-5.29	28.01	1.42
8.72	7.00	1.72	2.97	0.34
13.57	10.00	3.57	12.74	0.94
15.48	10.00	5.48	30.08	1.94
6.85	4.00	2.85	8.14	1.19
10.66	19.00	-8.34	69.53	6.52
				15.47

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and recognition, chi square calculated value is 15.47 and chi square critical value is 3.84 (*as per chi square table*)

15.47 > 3.84, We reject the null hypothesis.

There is a significant relationship between recognition and intention of leaving the organisation

6. Association between Appreciation and Intention to leave the Organisation

		Q20			Total
		1.0	2.0	3.0	
Q21	1.0	35	18	8	61
	2.0	16	9	2	27
	3.0	23	10	9	42
Total		74	37	19	130

Expected	Observed	E-O	(E-O) ²	(E-O) ² /E
34.72	35.00	-0.28	0.08	0.00
15.37	16.00	-0.63	0.40	0.03
23.91	23.00	0.91	0.82	0.03
17.36	18.00	-0.64	0.41	0.02
7.68	9.00	-1.32	1.73	0.23
11.95	10.00	1.95	3.82	0.32
8.92	8.00	0.92	0.84	0.09
3.95	2.00	1.95	3.79	0.96
6.14	9.00	-2.86	8.19	1.33
				3.02

Degree of freedom is 1 and level of significance 0.05

As we know, when Chi-square calculated value is greater than Chi-square critical value – we reject the null hypothesis. Here in this association between intention to leave and appreciation, chi square calculated value is 3.02 and chi square critical value is 3.84 (*as per chi square table*)

3.02 < 3.84, We accept the null hypothesis.

There is no significant relationship between appreciation and intention of leaving the organisation

5. Findings

The findings of this survey show the importance of different attributes of one's professional life to enable greater success. With increasing working population and changes in company commitment and loyalty, attrition and retention of employees become a real issue for employers.

The association between intention to leave the organisation and other factors are measured. There is a significant association between intention to leave the organisation and salary, superior-subordinate relationship and recognition.

Facilities provided by the organisation is high in terms of benefits and welfare as well as physical working condition. Percentage recognitions, an employee gets from supervisor is 37% and 32%. People think getting appreciation from this organisation is medium. Out of 130 respondents 51 people think that growth opportunities are very high in their organisation. People getting appreciation in this organisation is high.

Reduction of Attrition and Retention initiatives by the organization that employees want to be stated: (Which were collected from the open-ended questions in questionnaire)

- Transportation Facility
- Salary Hike
- Stress Management Training for Employees
- Sports Facility
- Entertainment (Occasion-based)

6. Suggestions

- Employee engagement programs can be a good way to connect the gaps between work time and non-work time. They will be more interested in their work and it will be useful for the employees and attrition rate can be lesser.
- “Use it or lose it” vacation policy could be a great way to retain the employees and help employees to get over from stress. In this policy an employee can be given a week-long holiday with his/her family members.
- Annual health check-ups would be beneficial for the employees working for this organization. They do not have to take leave from the work and do health check-ups. Annual health check-up can be free for the employees who are working in this organization.
- Transportation facility can be started from a common point. It helps employees not to worry about getting buses and metros to reach their office.
- The companies may give training like Personality Development and Self – improvement training to the employees, every three or six months once this status must be reviewed and necessary action can be taken. It is better to have such training in the future.

7. Conclusion

Having less attrition in the organisation is not only an achievement but also a good thing for employees who are working with the organisation. Less attrition shows employers are doing for their employees and they are happy to work with the organisation. Workplace is a happy one. In a health care set up employees should be happy because they are doing something for the society by providing proper care. Human resource department along with senior management must take steps to make sure of this. Also, to attain profit, organisation should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that lack of growth opportunities and salary are the major factors which force employees to change their jobs. The company should also think of recruiting people who are in the vicinity of the industry, so that the family related problems will not lead to attrition

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ANNEXURE

(Questionnaire)



Hello everyone,

We need your help!

Attrition is a critical issue and high in the healthcare industry these days. It is the major problem which highlights in all the healthcare organisations. This study is to know the reasons why attrition occurs, to identify the factors which make employees satisfy and dissatisfy.

Please take a few moments to complete this survey. The information you provide will be completely safe and confidential. Your answers might help the organisation to serve you in a better way.

Here's some information that we would like to know from you:

1. Age

- a. Under 18
- b. 18 – 24
- c. 25 – 34
- d. 35 – 44
- e. 45 – 54
- f. More than 54

2. Gender

- a. Male
- b. Female

3. Marital Status

- a. Single, never married
- b. Married
- c. Widowed
- d. Divorced
- e. Separated

4. Educational Qualification

- a. High School Graduate (10+2)
- b. Bachelor's
- c. Master's
- d. Doctorate

5. Experience

- a. Less than 1 year
- b. 1 – 3 years
- c. 4 – 6 years
- d. More than 6 years

6. My Salary when compared with competitor company

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

7. Performance Bonus given to me by the company

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

8. Standard of Increment in the company

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

9. The encouragement getting from supervisors to work as team

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

10. The Supervisor's effort for job promotion

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

11. Opportunities provided by the company

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

12. Chances of getting promotion

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

13. Benefit and welfare facilities provided by the company

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

14. Satisfaction getting with the physical working condition

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

15. Employee policies and procedures by the company

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

16. Administration of employee policies and procedures

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

17. Recognition received abilities, efficiency and good work done

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

18. Cash award/salary increase/promotion getting for outstanding performance

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

19. Appreciation receiving for the good work done

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

20. Encouragement receiving to learn new skills on the job

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

21. Feeling of leaving the organisation

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

22. What do you think the Organisation should do to reduce the attrition rate?
