

Study on Employee Attrition and Retention in a Multi-specialty Hospital

By

Baisakhi Gorai

*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. Baisakhi Gorai**, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at **Manipal Hospital Whitefield** from **1st February, 2019 to 29th April, 2019**.

The Candidate has successfully carried out the study on **Employee attrition and Retention in a Multispecialty Hospital** assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

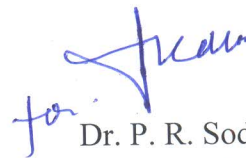
The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



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

15 May 2019



Dr. P. R. Sodani
Dean, Training
The IIHMR University, Jaipur



May 14, 2019

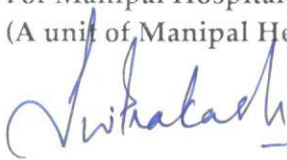
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Baisakhi Gorai** 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 February 01, 2019 and completed on April 29, 2019.

We wish her all the best in her future endeavors.

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



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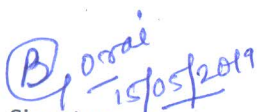
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on Employee Attrition and Retention in a Multi-specialty Hospital and submitted by Ms. Baisakhi Gorai, Enrollment No 0547 under the supervision of Dr. P. R. Sodani for award of MBA in Hospital and Health Management from the IIHMR University, Jaipur carried out during the period from 1st February, 2019 to 29th 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

BAISAKHI GORAI (0547)
MBA(HM)-22

A STUDY ON EMPLOYEE

ATTRITION

AND RETENTION IN A MULTI-

SPECIALTY HOSPITAL



ABSTRACT

Employees are the most valuable resource of an organization. It is they who add value to the organization in terms of quality and quantity as well. To find, attract and develop them to right talent in the right position and to retain them is one of the most challenging parts of human resource management. Over the years it has become a difficult task to maintain a permanent and promising workforce as service sectors are confronted with high attrition rate. Currently Health sector is facing a 23%- 25% attrition rate resulting in a high employee turnover reducing the quality and quantity of an organization's manpower causing a huge expenditure in human resource. Employee turnover or attrition results from a number of employee actions such as resignation, discharge, job abandonment or termination. The major difference between employee turnover and attrition is that the organization recruits another person in that place to replace him, in attrition the place is left unfilled or the job role is eliminated. Job satisfaction, which includes employee recognition, treating employees with respect, empowering employees and positive management can greatly affect the attrition rate of the company and is inversely proportional to it.

“No wonder that the cost of recruiting manpower resources is increasing day by day. Companies are literally bidding for good talent and attracting them with tempting salaries and designations. For any HR in the healthcare sector, retaining the manpower is the need of the hour. In specialized fields like doctors with specializations havemass attrition frequentlybecause new corporate hospitals are offering lucrative packages. The other reason is that medical professionals go for greener pastures abroad for better opportunities. Reason of leaving of trained nurses and technicians is only for better compensation, or for a bad working conditions and organization culture.”

Retaining the employees is a critical and ongoing effect. Staff needs appreciation and recognition to grow in their position, managers must understand and recognize how to establish the fundamentals that demonstrate the objective to support and keep motivating the employees.

Keywords: Attrition, Retention, Healthcare personnel, Human Resource Practices

ACKNOWLEDGEMENT:

It gives me immense pleasure to present this project report on **ATTRITION MANAGEMENT** carried out at **MANIPAL HOSPITAL, WHITEFIELD.**

I would like to take the opportunity to express my gratitude to all of them who has helped me in some way or other to complete this project in Manipal Hospital. No amount of written expression is sufficient to show this my deepest sense of gratitude to them.

I wish to express my sincere gratitude to **MR. JAI PRAKASH**, Human Resource Manager of Manipal Hospital, Whitefield for giving me the opportunity to learn at highly esteemed Organization.

I would like to thank **MS.PRANATI DASH** and **MR. MANOHAR** for their guidance and valuable time they invested for my project completion, and for timely help concerning various aspects of project. I also like to thank all the staff from the administrative team for their support and help to complete this dissertation project. Without their encouragement and guidance this report would not have materialized.

My sincere thanks to my faculty guide **Dr. P. R. SODANI**, School of HOSPITAL AND HEALTH MANAGEMENT for his valuable guidance and encouragement throughout the project work and the academic year.

TABLE OF CONTENTS

Chapter No.	Title	Page No.
1	INTRODUCTION ➤ Theoretical aspects of ‘Attrition Management’ ➤ Attrition in healthcare sector	
2	RESEARCH QUESTION OBJECTIVE OF THE STUDY	
3	RESEARCH METHODOLOGY	
4	REVIEW OF LITERATURE	
5	HOSPITAL PROFILE	
6	EXPERIENCE WITH MANIPAL	
7	DATA ANALYSIS AND INTERPRETATION: Table 1:Socio Economic and Demographic Factor of the Respondents Table 2: Employee’s opinion about Salary Table 3: Superior and Subordinate Relationship Table 4:Growth opportunities: Table 5: Employee’s opinion about Facilities Table 6: Employee’s opinion about Policies and Procedures Table 7: Employee’s opinion about Recognition Table 8: Employee’s opinion about Appreciation Table 9: Attrition level among the Respondents	
8	FINDINGS	
9	SUGGESTIONS	
10	CONCLUSION	
11	REFERENCE	

THEORETICAL ASPECTS OF ATTRITION

What Is Attrition?

“Attrition in industry describes a gradual but deliberate reduction in staff members that occurs as employees retire or resign and are not replaced. The term is also sometimes used to describe the loss of customers or clients as they mature beyond a product or company's target market without being replaced by a younger generation.”

Attrition rate refers to employee turnover, but in an expansive way, attrition rate is a calculation of the number of individual staffs that move out from a larger group over a specified given time. It is a gradual reduction of work force which can be in the form of resignation, job abandonment, retirement, or death.

Attrition of employees is also welcomed by an employer to some extent for circulation of new ideas in any type of establishment. It helps the employer to survive in this fast changing environment, bringing in new blood, opens up new imagination for change, development and improvement to expand operations and to add value and creativity to the organization. Limited attrition can bring gain and new perspective to the organization. However if attrition increases beyond a certain level, the gains can turn into pains. Employers or recruiters claim that high attrition rates increases the investment made by them with respect to monetary and time which is needed to be made for acquiring new employees in the company.



VICIOUS CIRCLE OF ATTRITION

The urge for employee retention arises here. Effective employee retention is an effort put up by the human resource/employers to develop and practice an environment for the current employees to retain them by having policies and procedures that meet their needs, various measures are taken so that the individuals remain in the organization for a long period.

In short RETENTION is all about:

R- Remuneration

E-Encouragement and Engagement

T- Training and Development

A-Annual review cycle

I-Involve and Inform

N-Nurture

A strong retention strategy is a powerful recruitment tool, and is vital to the long term health and success of a business organization. Employers are looking for various options like bonding programs, stronger career path, and communication sessions with sponsored education and

ongoing learning for the workforce. They are also trying to make the workplace more entertaining with lots of fun, games and motivational workshops. Providing them with flexible work time, recognition and rewards, compensation and benefit system will encourage them to retain them in the current work.

Employee retention matters as the investment made by the employer such as cost, training time, knowledge and energy are already done. To search for a new talent and secure employee it becomes costly as investments are needed to be done again. Hence, failing to retain a talent is a costly proportion for an organization; employers always understand the importance of retaining its best talent.”

ATTRITION IN HEALTHCARE

Healthcare relies a lot on latest technologies and equipments, but it is also a labor intense industry. A global shortage for skilled healthcare worker due to attrition can be a barrier for the countries who are trying to reach their universal health coverage and equity goals. Healthcare industry is struggling to build and maintain optimum knowledge force to deliver quality healthcare services.

“The International Labour Organization (ILO) estimated that in 2014, there was a global gap of 10.3 million health workers, for the achievement of UHC, and recent analysis from the World Health Organization (WHO) estimates a shortfall of 18 million health workers by 2030, which would prevent the achievement of the sustainable development goal (SDGs). In the 2013 Recife Declaration, global leaders declared their political commitment to tackling shortages in the health workforce. This commitment is being carried forward with the WHO’s 2030 Global Strategy on Human Resources for Health, which was adopted at the 69th World Health Assembly in May 2016.”

(data taken from human resource health.biomedical)

With respect to Indian healthcare industry one of the key components of attrition in healthcare is out-migration, the opportunities for professional training, high salaries and perks and better living conditions acts as a pull factors for the youth to migrate to different developed countries.

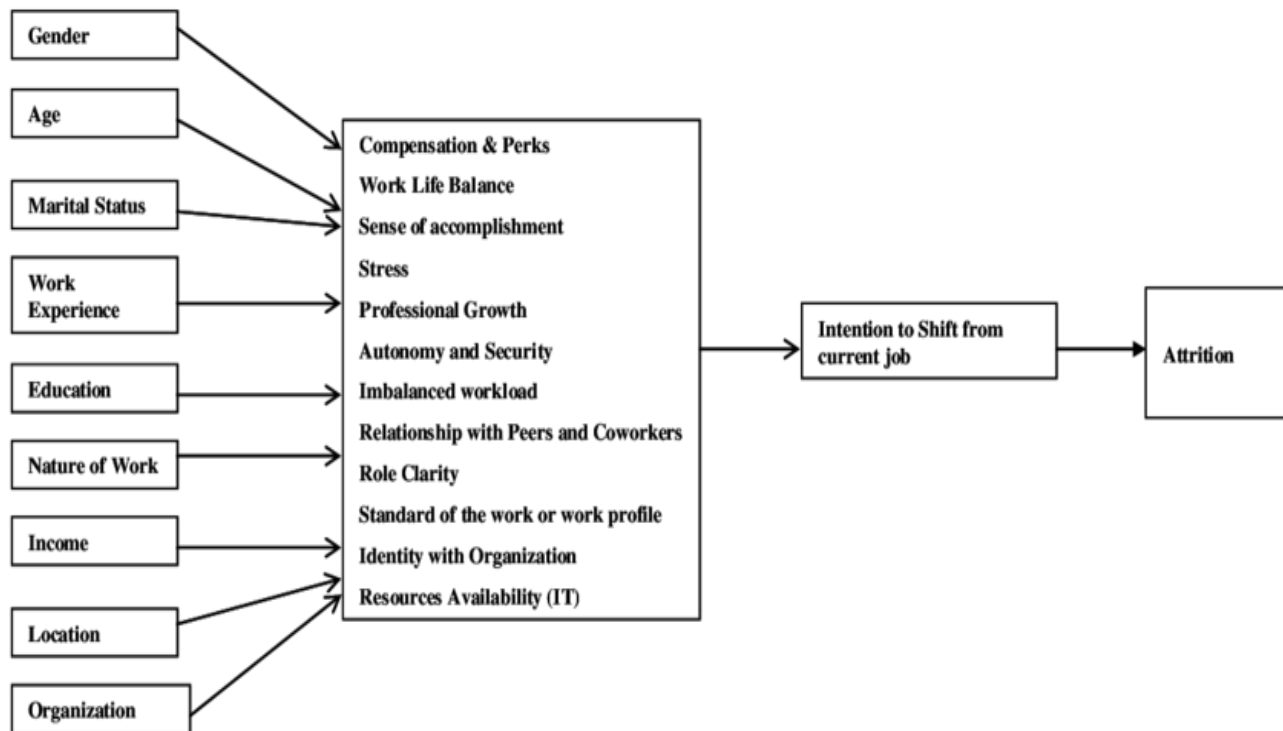
Even though huge number of health care professionals i.e., doctors, nurses, pharmacists, paramedical staffs pass out each year with relevant training still the healthcare sector is suffering from shortage of healthcare professionals and facilities delivering quality healthcare services. According to survey carried out in 2008-09, India has less than 90000 doctors practicing modern medicine and 1.5 million nurses to serve its more than 1.2 billion population.

Individual
Characteristics

Attitudes contributing to Job
Satisfaction

Decision

Behaviour



Theoretical model assumed for intention to shift organization and attrition

This model explains that there is a link between key individual attributes (age and occupation) and attitudes towards the workplace that potentially influence turnover (satisfaction with workload, pay and rewards). The socio demographic factor that reflect their social orientation and affect job satisfaction which leads to turnover are age, gender, marital status, educational qualification and past work experience.

It is examined and observed in previous studies that there are eleven dimensions which affect healthcare personnel intention to leave

“These include satisfaction with: (a) compensation and perks—the degree to which monetary and nonmonetary compensation is consistent with responsibility, ability, and workload; (b) work-life balance support – the degree to which the organization supports in maintaining a balance between the work and personal life; (c) Sense of accomplishment- the degree to which the professional feels accomplished or successful in his/her job; (d) imbalance workload—the degree to which the amount of work required interferes with the ability to meet patient needs and

deliver high quality care; (e) standard of the work or work profile – the degree to which it provides a learning and motivating experience; (f) autonomy and security—the degree of discretion an individual is able to exercise in the performance of her job; (g) relationships with coworkers & peers -the degree to which a member and his/her fellow workers share trust and confidence in one another; (h) role clarity—the degree to which information about the tasks and responsibilities associated with the job is conveyed by the organization to its members; (i) identity with organization - the degree to which the professional feels oneness with the organization (j) professional growth opportunities— the degree of potential upward occupational mobility in the organization and (k) work stress.”

(This model is being taken as it is from a study conducted by iihmr delhi)

According to recent surveys on employee turnover rates it is found 53.3% of the employees change their organization within 2 years and 23.8% of all new hires leaves within a year.

RESEARCH QUESTION:

- What are the reasons for attrition among the healthcare personnel?

OBJECTIVE OF THE STUDY:

- 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

METHODOLOGY AND STUDY DESIGN:**RESEARCH APPROACH:**

The study is descriptive on the basis of analysis of data. It includes collection of information, opinions from the subjects of the study through a structured questionnaire, scheduled interview and observation.

SOURCE OF DATA:

Sources of data of this study are both primary source and secondary source.

Primary Data:

The primary data is collected mainly from the hospital staff, administrators, managers and head of the corporate department through pre- structured questionnaire and interviews.

Secondary Data:

Official publication, books, journals, records of human resource and administrative department related to healthcare personnel.

SETTING OF THE STUDY:

The study is conducted in Manipal Hospital Whitefield, Bangalore.

NATURE OF THE SAMPLE:

INCLUSION CRITERIA:

The sample in this study includes hospital staffs, the HODs of all the department and Hospital corporate staff present during the study.

EXCLUSION CRITERIA:

All the physicians, contractual staffs, housekeeping and security staffs and trainees

DURATION OF THE STUDY:

The study is conducted over a period of three months.

SAMPLE AND SAMPLING TECHNIQUE:

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

TOOLS AND TECHNIQUES:

The data is collected with the help of structured questionnaire, scheduled interview . The tool of data is prepared under the light of extensive review of literature, consultants and experts in the field.

ETHICAL CONSIDERATION:

The data and records which are collected from the hospital and hospital staff are solely for the purpose of the study and will not be used for any personal reason. Personal information will not be leaked out in any case and consents are taken for the use of information.

IMPLICATIONS OF RESEARCH:

This study will help to put the theoretical aspects of study into practice. It will help to understand the reasons of attrition of healthcare personnel and find out the challenges in retaining them.

Recommendations which will help the human resource department for improving their retention policies and provide better benefits to the employees

LIMITATION OF THE STUDY:

The study was aimed at studying the attrition rate and retention practices in Manipal Hospital Whitefield. The surveys and one to one interaction that was done, gave important insights, useful for the study undertaken. But, loopholes in the study should also be considered when the results are being discussed. Some of the reasons as to why the study wouldn't have given the desired result are:

- Convenient sampling was done in some cases which may not have been correctly represented the population that was aimed to be studied.
- Unwillingness of the respondents to provide information is another primary factor. They filled the questionnaire casually.
- Busy schedule of the employees made it difficult to have a satisfactory one to one interaction with them.
- Hesitation and bias of the employees affected the survey results as well.

REVIEW ON 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)”

MANIPAL HOSPITAL WHITEFIELD:

“Manipal Hospital Whitefield (MHW) is a tertiary care hospital providing high-quality medical and healthcare services in Whitefield and neighboring areas in Bangalore. It was launched in 2016 and is a unit of the esteemed Manipal Hospitals network.”It got accredited by NABH on February, 2019.

“The hospital is a multi-specialty hospital equipped with the latest in healthcare technology and world-class infrastructure providing top-notch emergency, recovery and rehabilitative care. Manipal Hospital Whitefield is one of the leading hospitals in Bangalore, with a team of experienced and skilled medical professionals providing comprehensive medical care ranging across 37 specialties, as well as round-the-clock laboratory and pharmacy services.”

“Manipal Hospitals are devoted towards clinical excellence, patient centricity and ethical practices. Keeping a pace with latest technologies in medical sciences and equipments as par with global standards Manipal delivers the most cutting-edge treatment.”

Manipal Hospitals Bengaluru enters GUINNESS WORLD RECORDS™ for addressing 311 people on preventing kidney diseases and a free screening test for 623 people on this world kidney day 13th March, 2019

HUMAN RESOURCE DEPARTMENT:

“Human resource management is a term used to describe the management and development of manpower resources in an organization. The term ‘human resources’ was first coined in the 1960s when the value of labour relations began to gain attention when social identity like motivation, organizational behavior, equity started taking its shape.”

It involves developing and administering programs that are designed to increase and monitor the effectiveness of the organization’s employee.

The human resource department is responsible for:

- Talent Acquisition: job recruitment, selection and promotion.
- Developing and overseeing employee benefits and wellness programs
- Developing, promoting, and enforcing personnel policies
- Promoting employee career development and job training
- Providing orientation programs for new hires
- Providing guidance regarding disciplinary actions



EXPERIENCE WITH MANIPAL:

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 has to 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:

“Sourcing is the proactive searching for qualified candidates for current and planned positions.” 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:

“Screening is the process of determining whether a candidate is qualified for a role based his or her education, experience, and other information captured on their resume.” 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:

It is a multi stage process for hiring a candidate, involving stages like writing a job description, scheduling interviews and conducting the preliminary, technical and final rounds of interview to

offering them. 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 also 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.

TRAINING AND DEVELOPMENT:

“Learning and development, a subset of HR, aims to improve group and individual performance by increasing and honing skills and knowledge. Often called training and development, forms part of an organization's talent management strategy and is designed to align group and individual goals and performance with the organization's overall vision and goals.”

Manipal Hospital conducts trainings every month on various topics like Healthcare Communication, Body Language, Infection Control, Fire Safety, Guest is God, Holistic Wellness Program. Apart from all these a candidate goes through Induction and Orientation program whenever it is required or there is any deviation from job responsibilities.

During the joining time the healthcare personnel goes through the Induction which covers 4 topics: All about Manipal, HR Policies, Infection Control and Protective Gear and Prevention of Sexual Harassment.

Pre and post test along with the feedback is being collected from the staffs who have attended the training session and it is being evaluated to check the effectiveness of the training.

DATA ANALYSIS AND INTERPRETATION:

1. Socio Economic and Demographic Factor along with Education Qualification and Experience of the Respondents:

CHARACTERISTICS OF THE RESPONDENTS		PERCENT DISTRIBUTION
Sex of the Respondents	Male	59
	Female	71
Marital Status	Single	66
	Married	60
	Widowed	2
	Divorced	2
Age	18-24	40
	25-34	55
	35-44	26
	45-54	6
	More than 54	3
Educational Qualification	High school graduate	9
	Bachelor's	69
	Master's	42
	Doctorate	10
Experience	Less than 1 year	38
	1-3 year	20
	3-5 years	31
	more than 5 years	11

Table 1 shows the socio demographic factors along with the qualification and experience of the respondents, 55 percent of the respondents were female and 45 percent were male. Further, analysis shows that around 51 percent were single and 46 percent were single. Analysis regarding age shows that most of the people age range between 18-34 and only 20 percent of the respondents were middle aged 35-44 and a very less population with more than 45 years of age. Analysis regarding to the qualification of the respondents shows there were very less population with doctorate degree, more than half of the population (53 percent) has a bachelor degree and 32 percent has master's. analysis regarding experience shows that there is mixed population for experience with almost equal weightage for every category of experience.

2. Employee's opinion about Salary:

A salary is a form of remuneration paid periodically by an employer to an employee, for the engagement of the employee in the organization's revenue generation, the amount and frequency of which may be specified in an employment contract.

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

Data from above table shows that 42 percent of the sample have marked that their salary compared with the competitor company as high, 35 percent said it is at par with other organization and 13.8 percent said it is low. And 37 percent of the sample said that the performance bonus they receive in Manipal is high compared to others, 32 percent marked it as medium. Regarding standard increment there was a 50-50 response.

3. Employee's opinion about Superior-Subordinate Relationship:

Superior- subordinate relationship refers to the behavior, communication and interaction between the organization staffs and their boss and their team work approach to achieve the organizational goals.

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%)

Analysis from the above table shows 36 percent of the sample said that they are highly encouraged by their superiors, 25 percent said it is medium. And 30 percent of the sample has an opinion that the superior's effort to help for job promotion is very high, 8 percent said that their superiors does not show any kind of effort for job promotion and 22 percent has marked their relationship with superiors at 22 percent.

4. Employee's opinion about Growth Opportunities:

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.

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%)

From the above table it was inferred that 33 percent of the hospital staff marked that Manipal offers them ample opportunities for their growth and 35 percent said Manipal recognize their abilities and promotes them. While 5% of the staffs are dissatisfied with Manipal and thinks they are not getting opportunities for growth. Around 30% of the population had a very high satisfaction level and they have said that they had a very high growth rate with Manipal.

5. Employee's opinion about Facilities:

Facilities management is very important whatever type of organization is considered. The following table shows the employee's opinion about facilities in various attributes:

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%)

29 percent of the sample has a opinion that they get enough benefits and welfare facilities from Manipal. 18 percent of the sample has said they get welfare which is enough to meet their needs and 15 percent said it is very less and does not meet their demands.

more than half of the sample population are happy with the working environment of Manipal and loves working here. Around 18 percent are not satisfied with the working culture and says there are loopholes in the system.

6. Employee's opinion about Policies and Procedures

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.

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. 7percent of staffs has claimed that other organization have much better policies than Manipal.

7. Employee's opinion about Recognition

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.

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%)

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.

8. Employee's opinion about Appreciation:

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

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

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.

9. Attrition level due to above mentioned facts:

Attrition level here describes how an employee reacts to when it comes to thought of leaving the organization or looking for an alternative.. The following table shows the employee's opinion about attrition level in Manipal Hospitals, Whitefield.

Attrition level due to above mentioned facts						
	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 the above table it was inferred that 29 percent of the sample have high chances of leaving the organization, 32 percent said they don't have any thought of leaving the organization right at this moment, 21 percent they may leave if they get a better opportunity than this.

FINDINGS:

- It was found that most of the attrition's reason was marriage, salary and moving out of India.
- Nurses are very likely to switch their job even if there is very low (5 percent) hike in their salary and for the single population it is more as they don't have any responsibilities with them, either they stay in hostel or in PGs.
- People's feelings about recognition were mixed, most of the respondents said that they have mixed experience and they get rewards and benefits for extraordinary work they have done.
- Attrition were more in the paramedical staffs than in non- medical staffs. And most of the reasons were linked to socio- economic and demographic factor.
- 35 percent of the population said their salary was medium at par with other organization.
- 33 percent of employees have the opinion that the welfare facilities provided to them by the company is very high.
- 29 percent of the sample has a high chance of leaving the organization, 32 percent said they don't have any thought of leaving the organization right at this moment, 21 percent they may leave if they get a better opportunity than this.

SUGGESTIONS:

- Employees are the backbone of the organization, and their well-being should be taken care of.
- Health care job is considered one of the most respected, responsible and stressful job. Thus, designing employee engagement practices that are aimed at reducing their stress at work, making them feel valued for their efforts is of utmost importance.
- The employees are sometimes hesitant and unwilling to share their experiences and views. The management should encourage the employees to be vocal about their problems. They should not fear being judged and prejudiced.
- Conducting various program like bonding programs, stronger career path, and communication sessions with sponsored education and ongoing learning for the workforce.
- Creating a environment in such a way that the workplace seems more entertaining with lots of fun, games and motivational workshops.
- Providing them with flexible work time, recognition and rewards, compensation and benefit system will encourage them to retain them in the current work.

CONCLUSION:

The main aim of any organization is to generate revenue, but at the same time it should not forget about the welfare of its employee, as they only add values to the organization. The organization 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 and recognition are the major factors which forces an employee to think for a change in their jobs. This study concludes that to reduce attrition in an organization the personnel team should create some opportunities within the organization for the employee's growth by adopting new Innovative Technologies and effective training programs. The company should also think of considering people who stays near to the organization or should have some easy mode of transportation, 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?
