

A STUDY ON EMPLOYEE ATTRITION AND RETENTION IN MANIPAL HOSPITAL WHITEFIELD

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EMPLOYEE ATTRITION AND RETENTION

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 tough task to maintain a permanent and promising workforce as service sectors are confronted with high attrition rate. Currently Health sector is facing a 23⁰%- 25⁰% 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 may result from a number of employee actions such as resignation, discharge, termination or job abandonment.

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.

Even with greater number of health care professionals i.e., doctors, nurses, pharmacists, paramedics getting trained the Indian healthcare sector is suffering from acute shortage of healthcare professionals and facilities delivering quality healthcare services to the citizens.

There is linkage between key individual attributes (e.g., age and occupation) and attitudes towards the workplace that potentially influence turnover (satisfaction with workload, pay and rewards). Attributes that reflect their social orientation and are assumed to differentially affect job satisfaction: age, gender, work experience, marital status, level of education, and type of work group.

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 semi-structured questionnaire, scheduled interview and observation.

SETTING OF THE STUDY:

- The study was conducted in Manipal Hospital Whitefield, Bangalore over a period of 3 months.

NATURE OF THE SAMPLE:

INCLUSION CRITERIA:

- The sample population 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

SAMPLE SIZE:

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

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:

- 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.

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 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

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

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

INTERPRETATION:

- Table 1 shows the socio demographic factor 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 sample 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 sample 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.

EMPLOYEE'S OPINION ABOUT SALARY:

SALARY				COUNT IN NUMBER		
	Very High	High	Medium	Low	Very Low	TOTAL
Compared to Competitor Organization	15	54	35	26	0	130
Performance Bonus	14	48	42	25	1	130
Increment	24	32	45	23	6	130

INTERPRETATION:

42 percent of the sample employees have the opinion that their salary compared with the competitor company as high, 11 percent of sample population has an opinion that the performance bonus they getting is very high, 18 percent of sample has an opinion that the standard of increment in the company is very high.

EMPLOYEE'S OPINION ABOUT GROWTH OPPORTUNITIES:

<i>GROWTH OPPORTUNITIES</i>						COUNT IN NUMBER
	Very High	High	Medium	Low	Very Low	TOTAL
Opportunities	51	43	26	10	0	130
Promotion	38	43	20	24	5	130

INTERPRETATION:

33 percent of the hospital staff (sample) 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 sample population had a very high satisfaction level and they have said that they had a very high growth rate with Manipal.

EMPLOYEE'S OPINION ABOUT RECOGNITION RECEIVED:

<i>RECOGNITION</i>						
	COUNT IN NUMBER					
	Very High	High	Medium	Low	Very Low	TOTAL
Recognition Received	42	30	48	10	0	130
Awards and Benefits Received	16	39	42	20	13	130

INTERPRETATION:

Healthcare staff in Manipal has mixed feeling, around 37 percent of the sample 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.

EMPLOYEE'S OPINION ABOUT FACILITIES PROVIDED:

<i>FACILITIES</i>						
	COUNT IN NUMBER					
	Very High	High	Medium	Low	Very Low	TOTAL
Benefits and Welfare	38	43	23	19	7	130
Satisfaction with Physical Working Condition	43	45	18	17	7	130

INTERPRETATION:

29 percent of sample have the opinion that the welfare facilities provided to them by the company is very high, 18 percent said it is medium and 5 percent said it is very low. And 33 percent of employees has an opinion that the physical working conditions are very high, 14 percent said it is medium and 5 percent said it is very low

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 earn profit. But to attain the maximum profit, 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 force employees to change their jobs. This study concludes that to reduce attrition industries should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and Effective training programs. 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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