

Factors affecting Employee Attrition: A Study of Medicovert Fertility



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INTRODUCTION

Attrition

Attrition can be defined as a reduction in number of employees in a company through retirement, resignation or death. Attrition in a company is usually measured with a metric called attrition rate,.

Importance of studying attrition

Studying attrition is important for any organization, high attrition rate can be a cause of concern for organization, and high attrition can increase the cost of a company whereas low attrition rate help companies in maintaining coherence over the year.

CONTINUED

Attrition Rate: Attrition rate can be defined as the rate of shrinkage in size or number of the workforce of an organization.

Formula

Attrition: $(\text{No. of employees who left in the year} / \text{average employees in the year}) * 100$

Types of Attrition

1. **Voluntary attrition-** employment gets terminated with employee's will
2. **Involuntary attrition:** employment gets terminated due to other ethical issues in the organization
3. **Retirement-** Once an employee finishes his/her tenure at a company and retires.

Other types

1. Good Attrition: - Less productivity employees leaving
2. Bad Attrition: - High performers leaving
3. Market driven Attrition: - Influenced by market changes
4. Workload and stress attrition: - Low band- width of employees
5. Process driven attrition: - Organizational process

MAIN CAUSES OF ATTRITION

- **Lack of Job Satisfaction :-** Low satisfaction due to various factors in the organization
- **Work-life imbalance :-** Long working hours leads to imbalance between personal and professional life.
- **Low pay and no recognition :** - low employee benefits, pay and recognition
- **Poor Work Environment :** - Work environment is affected by factors including health and safety, working hours, caste discrimination, not being heard, difficult reporting structure etc.
- **Pressure of Work :** - It can lead to work stress which can result into job dissatisfaction, and high exertion.
- **Relationships with supervisors and co-workers :-** importance of belongingness at workplace, good relations with colleagues at work can lead to positive competitive environment
- **Not being heard:-** The feeling of not being heard in an organization can demoralize employees, and their ability for idea creation.

Costs involved with the Term: “ATTRITION”

Recruitment Cost

- Time spent on sourcing replacement
- Time spent on recruitment and selection
- Travel expenses
- Re-location costs
- Background and reference screening

Training and Development Cost

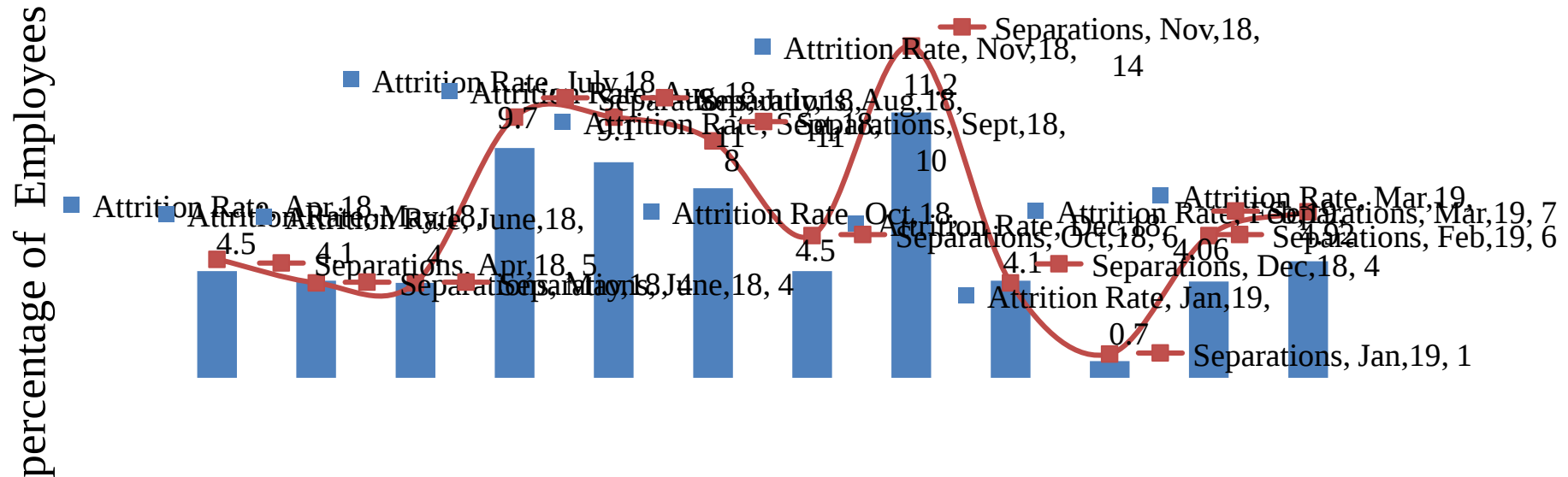
- Training Material
- Employee Orientation
- Technology
- Trainers Time

Administration Cost

- Set up communication system
- Add employees to the HR system
- Set up the new hire's workplace
- Set up ID-cards, access cards

BACKGROUND OF THE STUDY

Retrospective Data on Attrition Trends from April, 2018 - March, 2019



The above attrition trends shows a heterogeneous pattern in monthly attrition rate at Medcover Delhi- NCR region. Since the trends been fluctuating that is why it is important to analyze the causes of attrition.

RESEARCH QUESTION AND OBJECTIVES

- **Research question-** What is the prevailing attrition trends at Medicovert and factors contributing for high attrition?
- **Study objectives: -**
 1. To assess the attrition rate
 2. To assess job satisfaction level among employees
 3. To identify the factors which affect the attrition rate
 4. To suggest measure to control attrition.

RESEARCH METHODOLOGY

- **Sample size:** Out of the total strength of 175 employees in Delhi-NCR Region, 130 employees were surveyed and taken as a sample size as their stay period was more than 6 months.
- **Study design:** Descriptive cross-sectional study
- **Study Area:** Medico Fertility clinics Delhi-NCR
- **Study period:** 4th February, 2019 to 3rd May, 2019.
- **Sampling Technique:** Purposive sampling technique

➤ **Study population: -**

Inclusion criteria: -

- Study participants include employees who are working in the organization for more than 6 months.
- Study participants include Employees who are working in the centres and office residing in Delhi NCR Region.

Exclusion criteria: -

- Employees who are recently joined and have completed less than 6 months.
- Employees who are not working in Delhi NCR Region.

➤ **Mode of Data Collection**

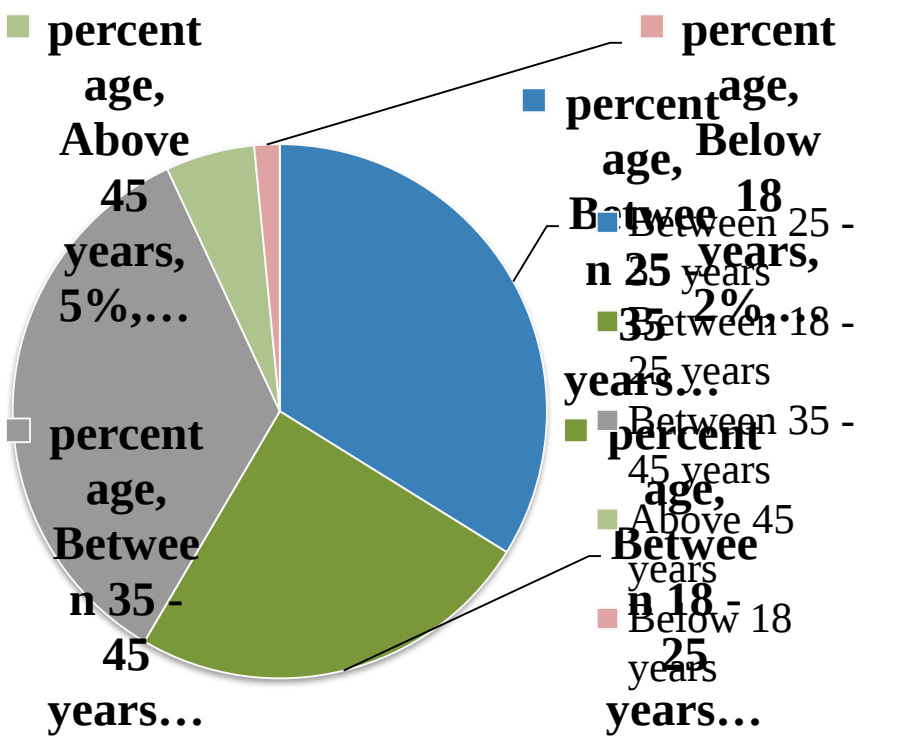
Primary: - Data was collected through structured questionnaire and interviews.

Secondary: - Resigned employee data and other relevant data provided by the company.

Format for Like scale was as follows: -

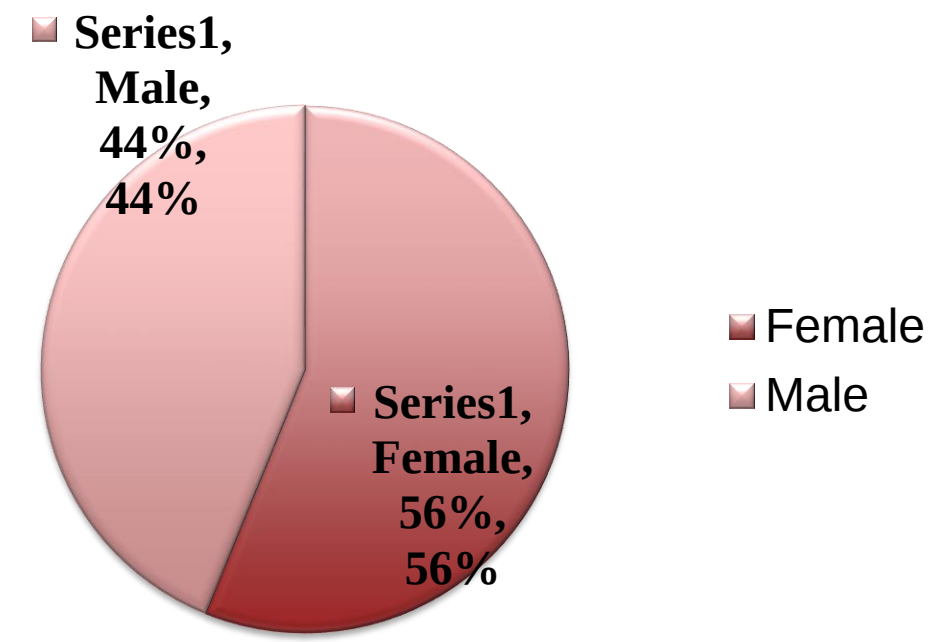
1. Poor
2. Average
3. Good
4. Very Good
5. Excellent

DEMOGRAPHICS OF THE EMPLOYEES CONTACTED



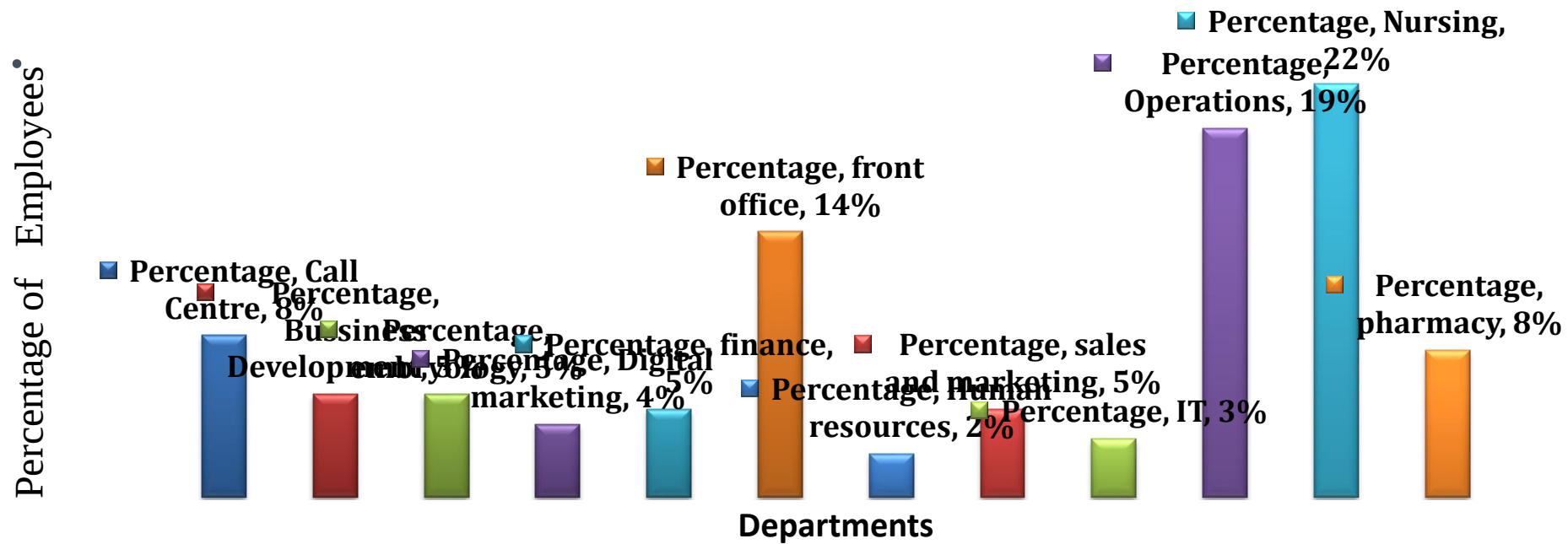
Inference: -This graph shows the age distribution of employees

GENDER DISTRIBUTION OF EMPLOYEES



Inference: The above graph shows the gender distribution of employees

DEPARTMENT-WISE SEGMENTATION OF EMPLOYEES

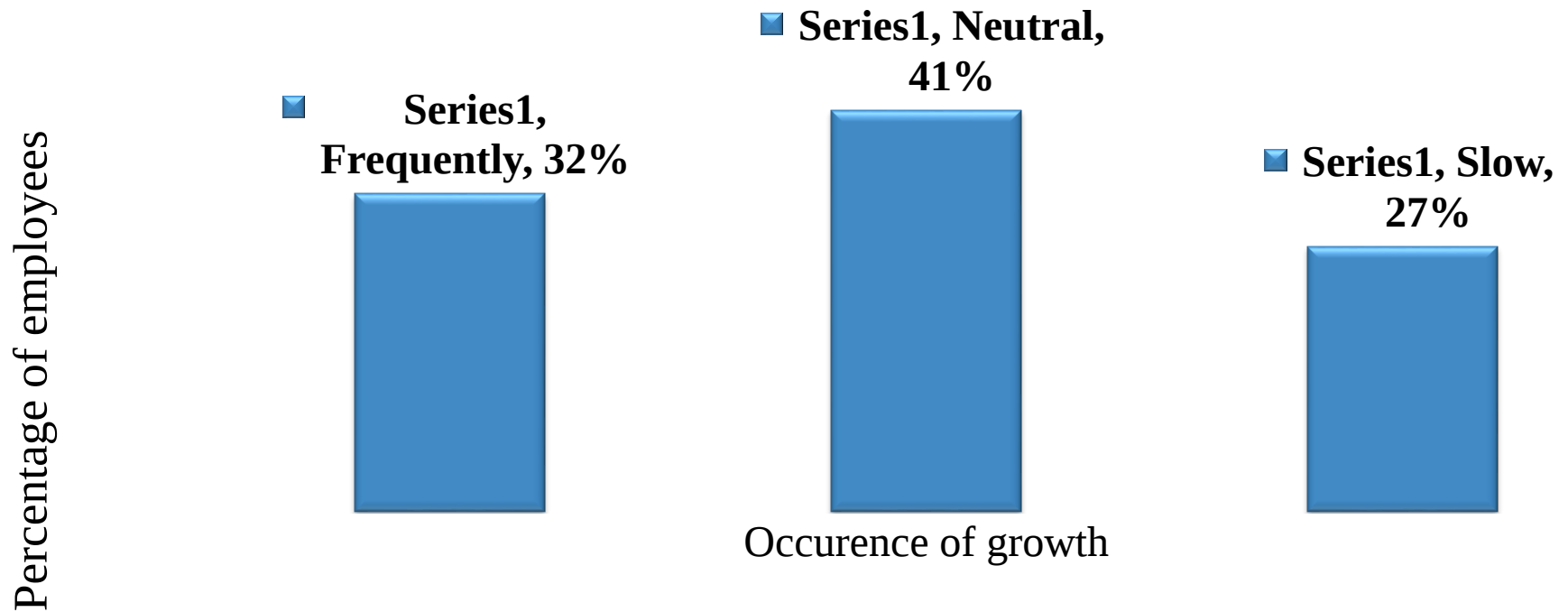


Inference- This graph shows the employee responses from different departments.

➤ **ASSESSMENT OF SATISFACTION LEVEL**

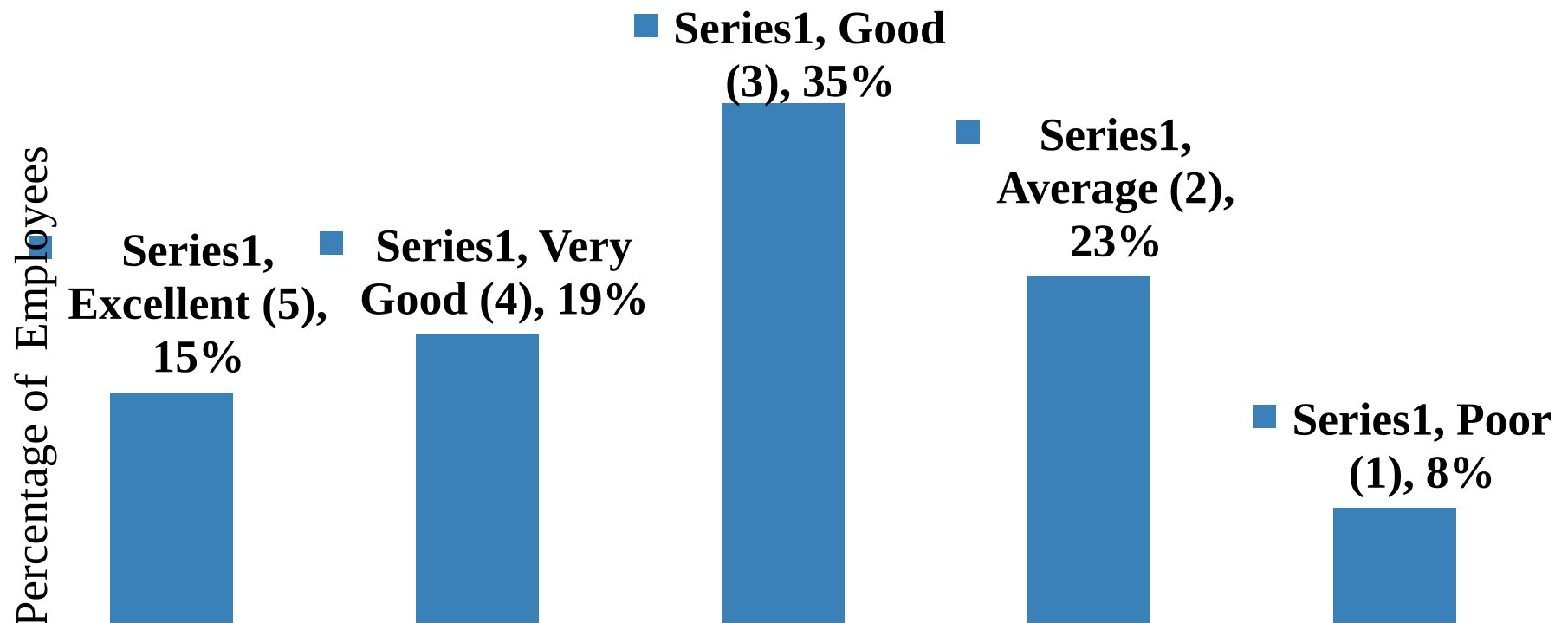
1. Occurrence of Growth Opportunities
2. Development Opportunities
3. Work Environment
4. Perceived organization Belongingness
5. Engagement Programs

SATISFACTION WITH OCCURRENCE OF GROWTH OPPORTUNITIES PROVIDED TO EMPLOYEES



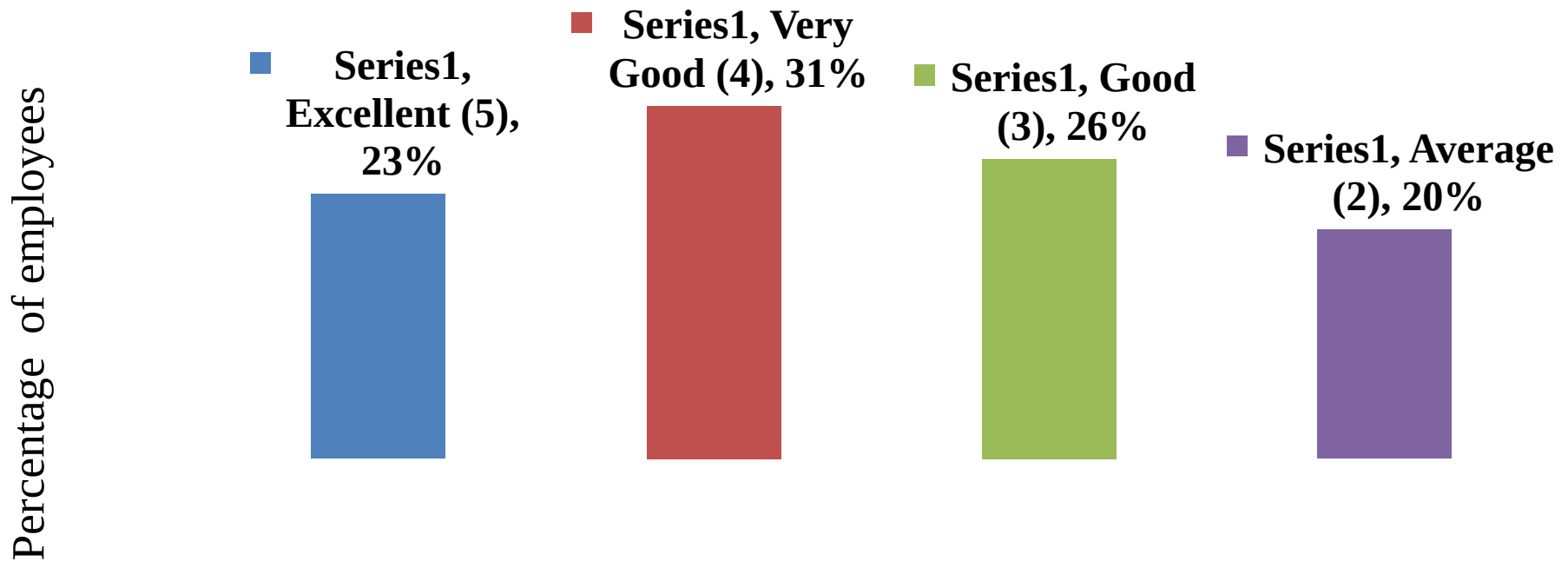
Inference: This graph shows the frequency of growth opportunities provided to Employees.

SATISFACTION LEVEL OF EMPLOYEES WITH DEVELOPMENT OPPORTUNITIES



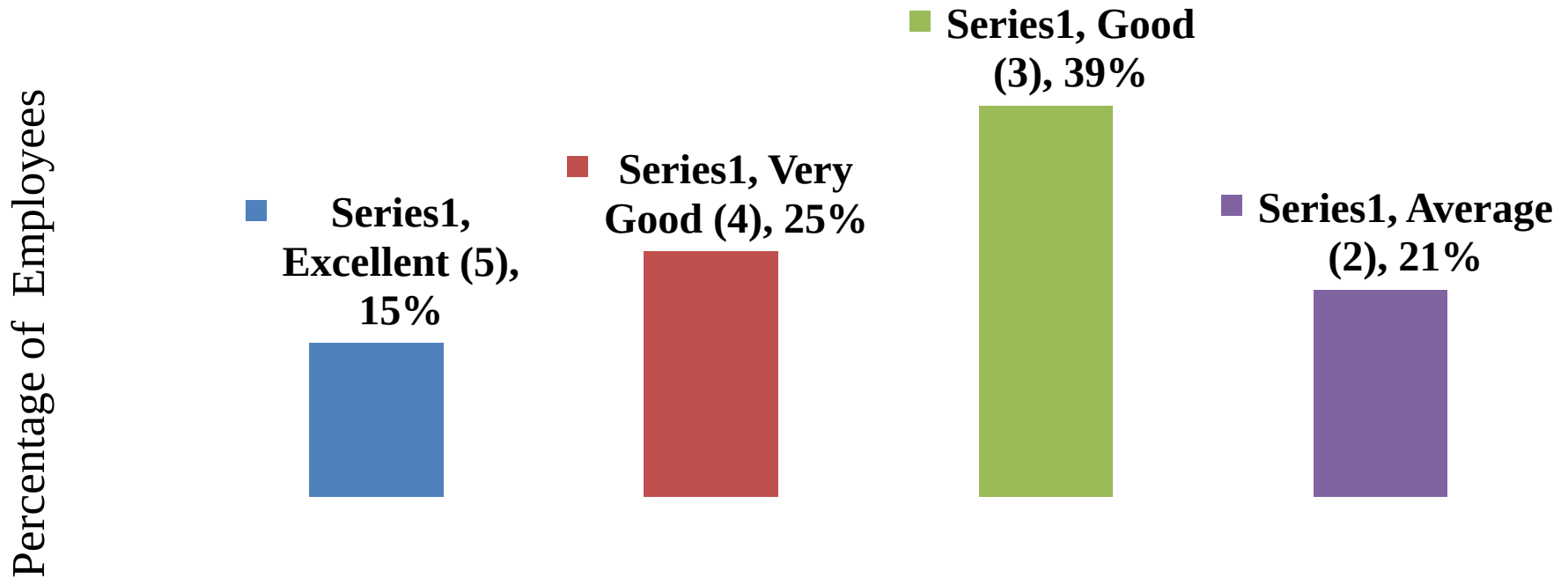
Inference- This graph shows the level of satisfaction among employees from growth opportunities and career development received from Medcover on the scale of (1 to 5)

SATISFACTION LEVEL OF EMPLOYEES WITH WORK ENVIROMENT



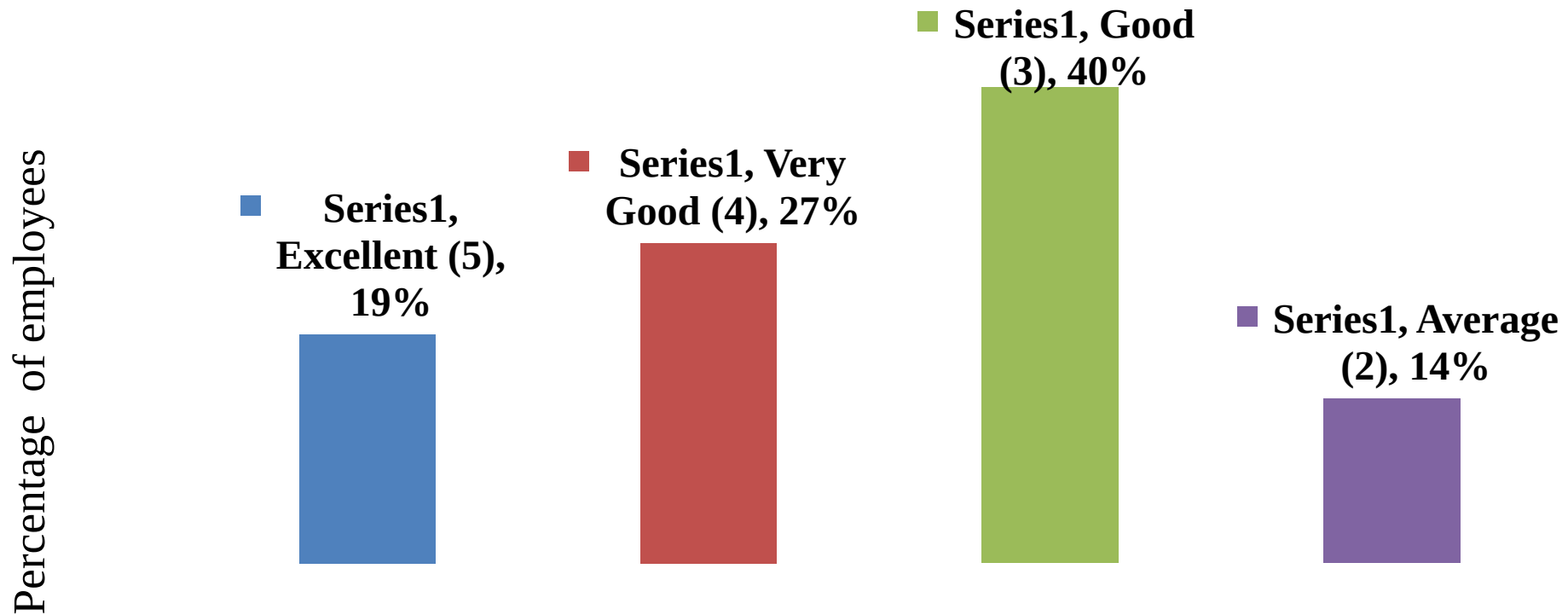
Inference: This graph shows the employee's satisfaction level on work environment provided by Medicovert

SATISFACTION LEVEL WITH ASSESEMENT OF PERCIVED ORGANISATION BELONGINGNESS



Inference: This graph shows the employee satisfaction level on belongingness needs received from Medcover.

SATISFACTION LEVEL OF EMPLOYEES WITH EMPLOYEE ENGAGEMENT PROGRAMS

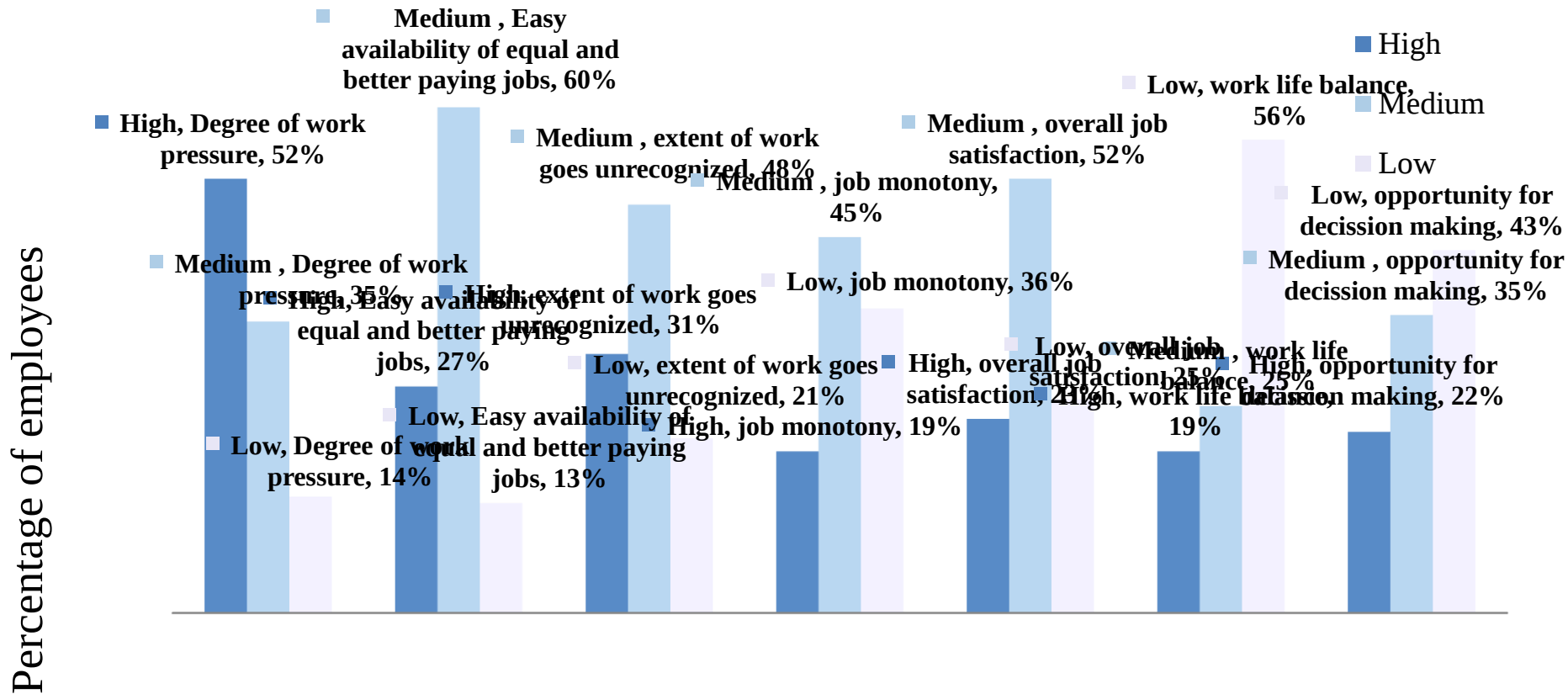


Inference: This graph depicts the level of satisfaction of employees with employee engagement program.

➤ **EMPLOYEE PERCEPTION ON CAUSES OF ATTRITION**

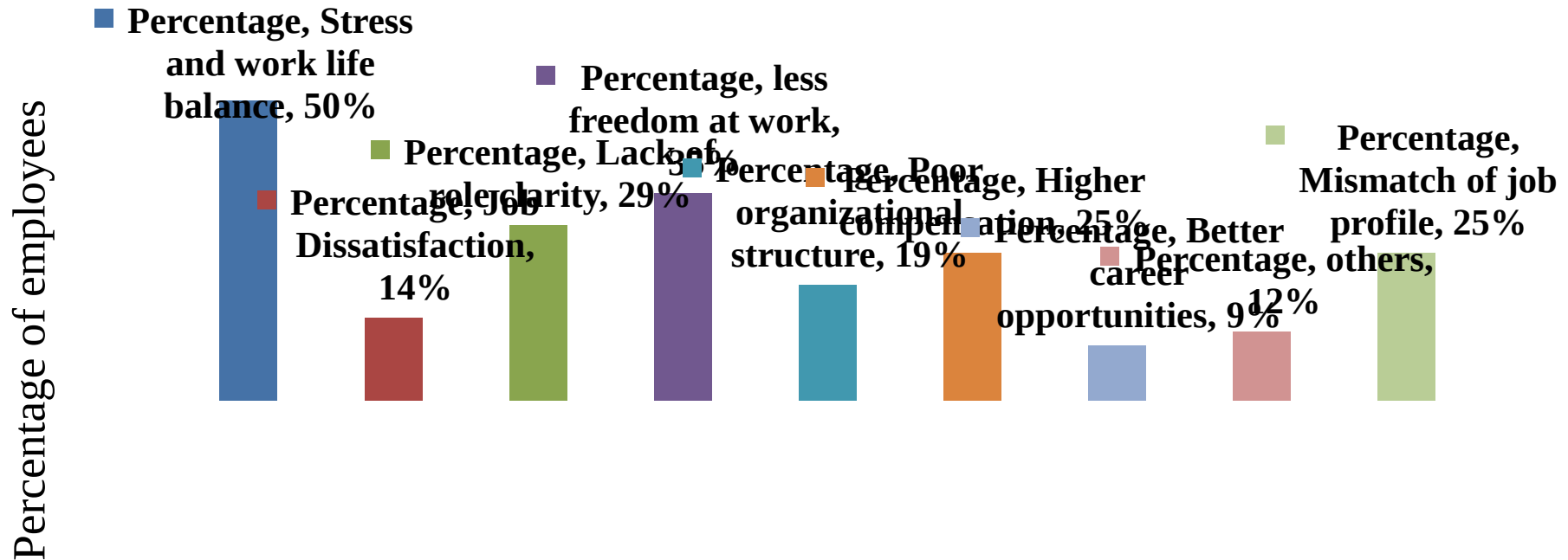
1. Employee perception on work environment factors as contributing cause of attrition
2. Employees perception on causes of Attrition
3. Employees opinion on HR policies as cause of Attrition.

EMPLOYEES PERCEPTION WITH WORK ENVIRONMENT FACTORS CONTRIBUTING TO JOB ATTRITION



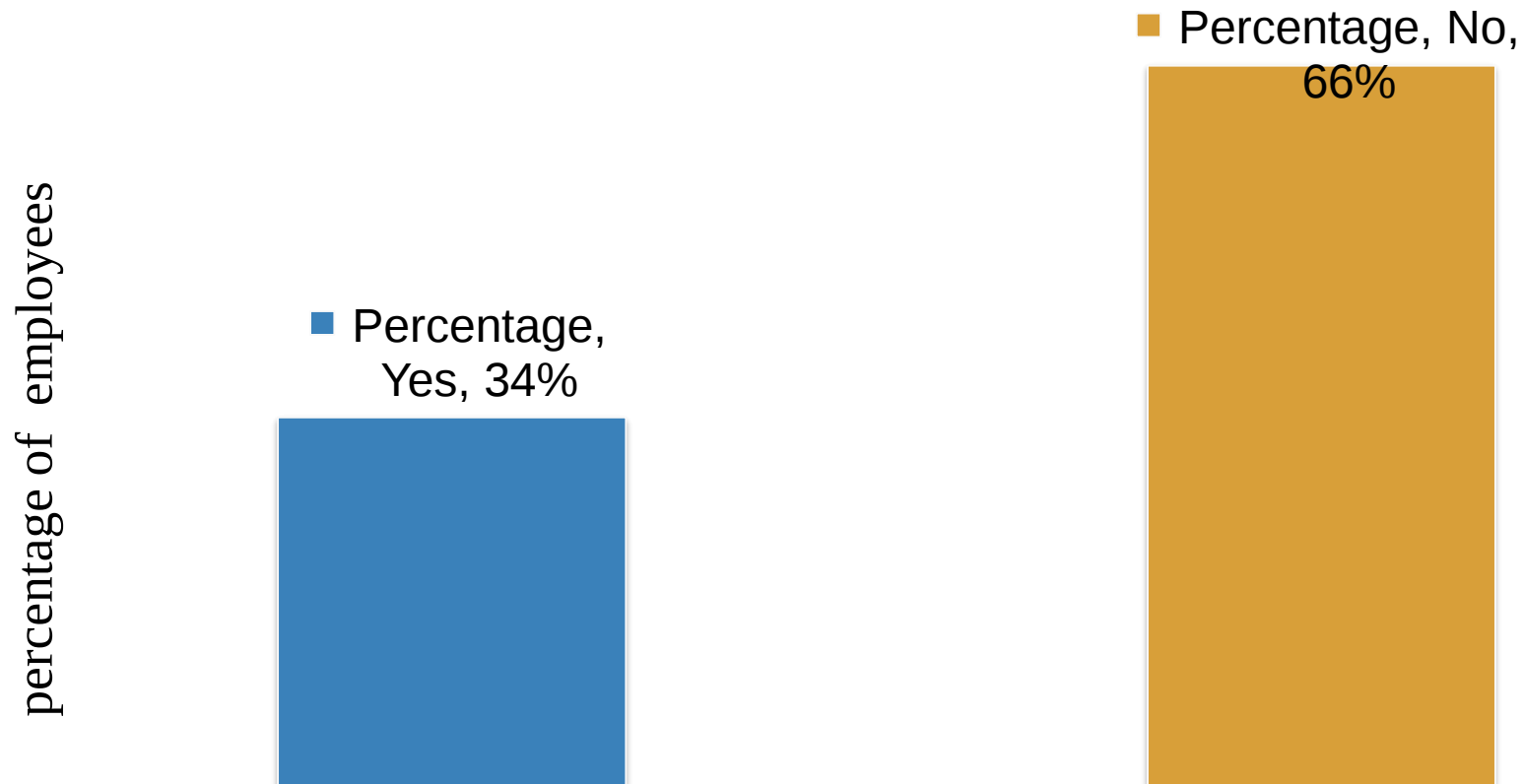
Inference: This graph shows perception of employees with work environment.

EMPLOYEES OPINION ON POSSIBLE CAUSES OF ATTRITION



Inference: This graph shows the employees opinion on various possible causes of attrition

EMPLOYEES OPINION ON HR POLICIES AS CAUSE OF ATTRITION

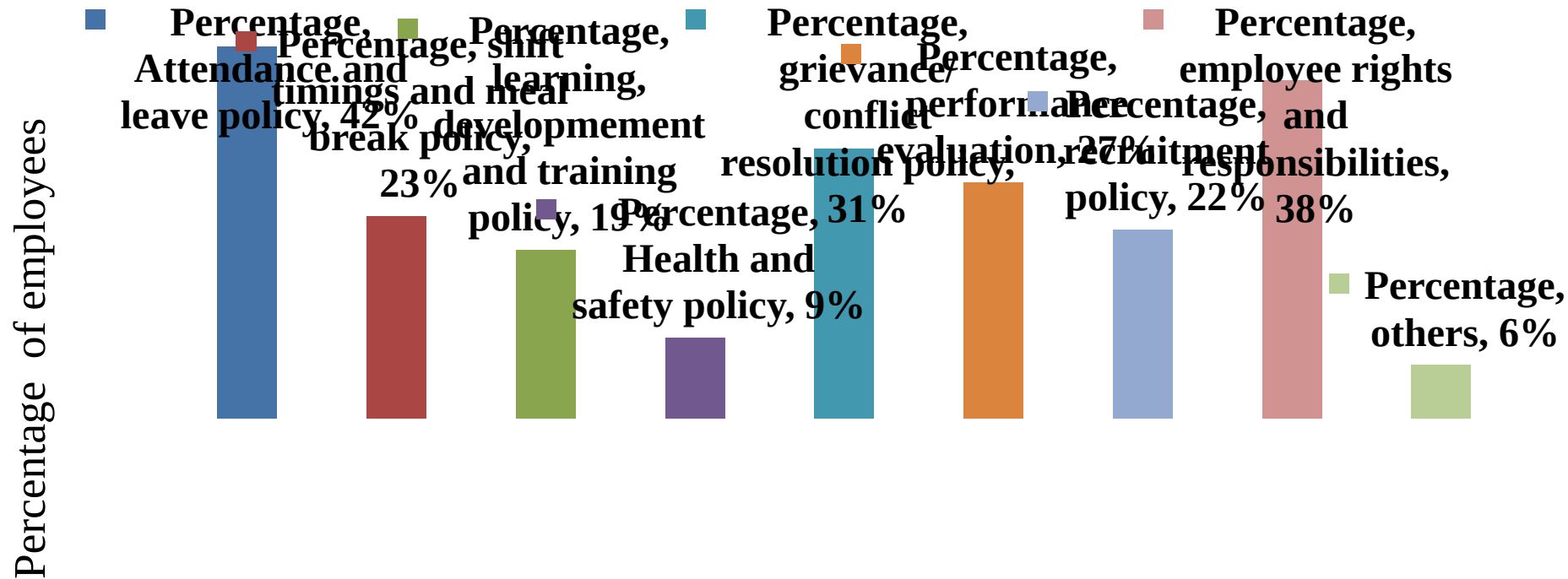


Inference: This graph reflect the employees opinion about HR policies as cause of attrition.

➤ **ASSESSMENT OF EMPLOYEES OPINION FOR IMPROVEMENTS**

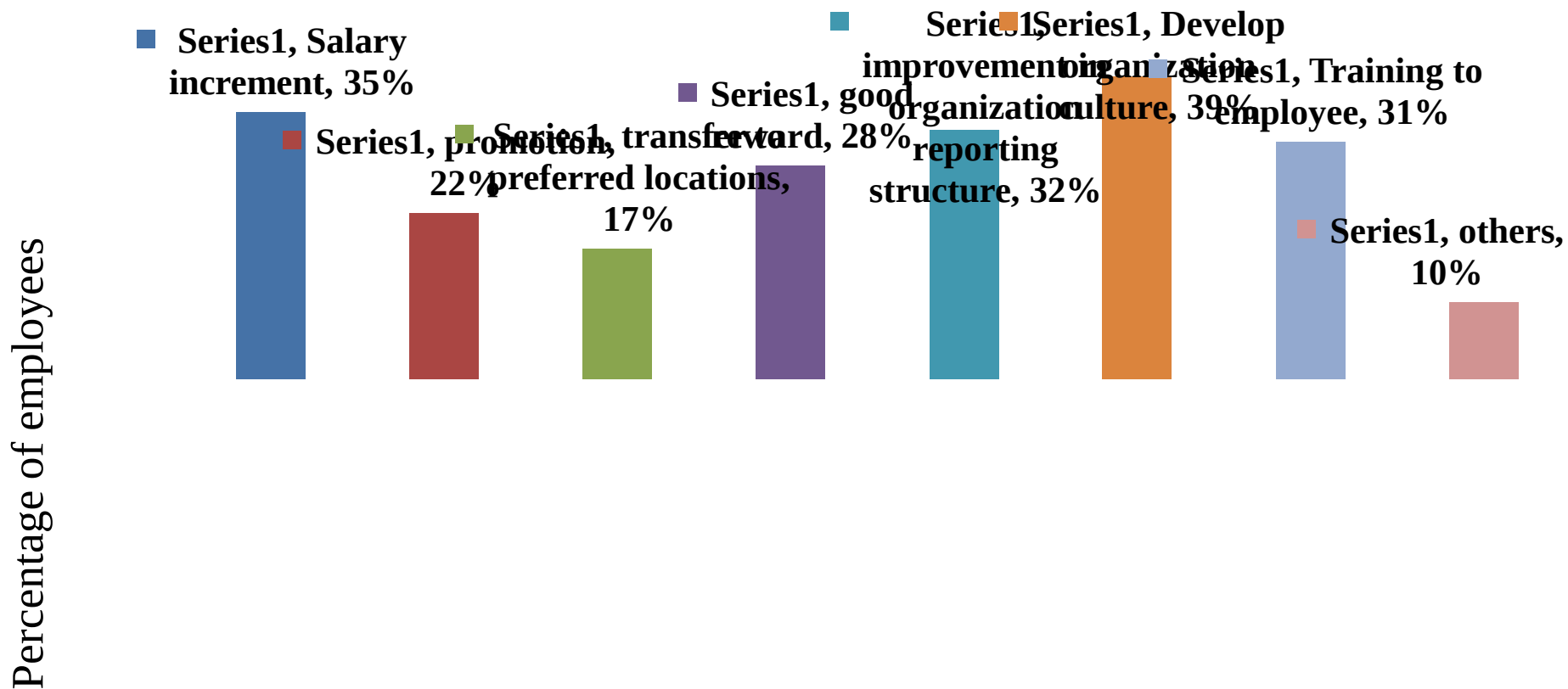
1. Opinion on HR policies and scope of improvement
2. Opinion on employee retention strategies

EMPLOYEES OPINION ON HR POLICIES AND LEVEL OF IMPROVEMENT REQUIRED



Inference: The graph shows the improvements required in HR policies according to employee's opinion.

EMPLOYEES OPINION ON RETENTION STRATEGIES



Inference: The above graph depicts the employees opinions on various retention strategies which can be adopted by Medicovert to reduce the attrition and increase employee retention.

FINDINGS

- Employees were not communicated well about their rights and responsibilities.
- Employees are less aware about the organization culture.
- Most prominent cause of attrition is work pressure and work life imbalance; more than 50% of employees believe that degree of work is high which induce them to leave.
- It was found that attrition rate is higher in the employees working in clinical department than those working in administration department.
- Employees feel that if given little authority and freedom of work can perform better in the organization.
- In employee opinion changes in HR Policies like- grievance , Attendance and Leave policy, policy on employee rights and responsibilities and performance evaluation policies.
- In employee opinion reward and recognitions are paid well but proper structure is required.

FINDINGS

- It was found that out of the total sample of 130 employees 90 % employees believes that Medcover provides better career opportunities to employees
- Level of growth satisfaction among employees is quite good, and 69% of the employees are satisfied with growth opportunities.
- Mismatch of job profile is also one of the causes of attrition which was rated by the employees as 25%
- With the data analysis it was found that 66% of the employees are satisfied with their relationship with team members and manager.
- It was found that 80% of the employees are satisfied with kind of work environment provided in Medcover.

SUGGESTIONS

- Employees should know about their rights and responsibilities, so for this a brief orientation should be provided to employees.
- It is suggested to introduce the buddy system in the organization for new employees.
- There is a need to reduce the work pressure of the employees and introduce a work life balance in their life.
- Alternate weekend off should be provided to all the employees so that there maintains a balance in the person and professional life.
- It is recommended that especially for the clinical team, proper manpower scheduling should be performed.

SUGGESTIONS

- Proper reporting structure should be introduced, and reporting lines must be clear and transparent.
- A certain level of freedom to work should be given to employees, it builds up the sense of responsibility on a employee.
- It is suggested to develop some retention strategies such as:
 1. Retention bonus after completing certain period of time in the organization
 2. Inclusion of employees in medical policy.
 3. Open door policy for employees
 4. Properly matching expectations, responsibilities and rewards.

Thanks!