

**A STUDY ON IDENTIFYING REASONS FOR HIGHER ATTRITION RATE OF
NURSES AT CK BIRLA HOSPITAL |RBH, JAIPUR**

Dissertation Submitted to



The IIHMR University, Jaipur

For the partial fulfillment for the award of the degree of
Masters of Business Administration (MBA)

In

Hospital and Health Management

by

Anshu Singh

under the Supervision and Guidance of

Dr. Neetu Purohit

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled **A study to identifying the reasons for higher Attrition rate of Nurses at CK Birla Hospital, Jaipur** is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.


Name of Student - Anshu Singh.
Date 3/7/21

CERTIFICATE

This is to certify that dissertation titled **A Study on identifying reasons for higher attrition rate of Nurses at CK Birla Hospital |RBH, Jaipur** is a record of the research work undertaken by **(Anshu Singh)** in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.

Faculty Guide
IIHMR University, Jaipur

Date

School Dean
IIHMR University,
Jaipur

Date
e

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**A Study on identifying reasons for higher attrition rate of Nurses at CK Birla
Hospital |RBH, Jaipur**

1. Introduction

There is a great importance of nurses in a hospital, and many factors rely on that. Nursing is the most significant aspect in patient hospitalization and recovery without issues, because nursing creates a loving environment that aids in rapid recovery and makes patients more comfortable. Nursing care provides a therapeutic Environment. There are various roles of nurses like, A caregiver, An advocate, leader, A comforter, A rehabilitator, collaborator and many more.

In Ck Birla hospital nurse's ratio is 1 nurse – 4 patients are implemented because of covid as well, critical care nurse's requirement is more. There is a huge shortage of nurses facing by the organization especially in Covid times. Less manpower constitutes more burdens to the existing nurses, this led to work overload, dissatisfaction & stressful work life balance. High Attrition affects the overall functioning of the hospital.

Nurses play a critical role in the health-care business and are often the first people who come to mind when we think of health-care professionals. Nurses, second only to doctors, are the most technical group of professionals involved in patient care in hospitals, accounting for almost one-third of total hospital costs. The efficiency of the workforce is critical to the effectiveness of patient care and the hospital's reputation. A shortage of nurses, on the other hand, jeopardizes several aspects of health-care delivery. It accepts that one of the key causes of the present nursing shortage is occupational stress.” Because workplace stress has a cost for individuals in terms of health, well-being, and job dissatisfaction, as well as for businesses in terms of absenteeism, it's vital to understand the effects of workplace stress on nurse work behavior and turnover, which can impact patient care quality.”

Attrition is a major issue in the industry these days, and it's at an all-time high. It is the most serious issue that all companies face. Though the term "attrition" is widely used, many people are unsure what it means. "Attrition refers to the gradual reduction in the number of personnel owing to retirement, resignation, or death." It's sometimes referred to as "Employee Defection" or "Employee Turnover." When a well-trained and well-adapted employee departs the company, a void is created. As a result, the company loses important skills, information, and business ties. Modern managers and people administrators are keenly interested in lowering attrition in the workplace so that it contributes to the organization's optimal performance, growth, and progress.

Attrition rate refers to the rate at which a company's size or number of personnel shrinks. It's also referred to as the churn rate. You divide the number of employees who depart in a given year by the total number of roles you have to calculate your company's attrition rate. For example, if you have 100 open positions and 30 people depart in a year, your attrition rate is 30%. This may be high or low, depending on the industry.

Attrition = $\frac{\text{Number of employees who left in a month}}{\text{Average employees in a month}} \times 100$

Average employees in a month

The rate at which organizations and/or companies hire and dismiss employees to either represent or depart their firms is referred to as nursing attrition. It also referred to the percentage of employees that leave the company. There are numerous ways for a company to lose personnel, the majority of which are normally considered to guarantee that the firm can operate properly. Attrition refers to the loss of employees for causes other than termination or other actions instigated by the employer. This indicates that an employer has no direct influence over the number of employees who leave due to attrition. "Employee attrition can be caused by a number of variables, including retirement, which can be anticipated and prepared for because people tend to retire at a specific age". Other types of employee attrition, such as those who leave due to long-term illness, discontent with the firm, or other factors, are more difficult to predict. Attrition can be voluntary or involuntary, while acts initiated by the employer, such as layoffs, are often excluded from the definition. Each industry has its own set of acceptable attrition rates, which might vary significantly between skilled and unskilled employment.

2. Review of Literature

Title/Year/Author	Study Area	Methodology	Outcome
“Job Stress Causes Attrition among Nurses in Public and Private Hospitals” Published- March-April (2014)(1) Author: Dr C.N Rawal et al	Pune	Data is collected in two ways: primary and secondary. For the purpose of acquiring representative data, the researcher chose public and private hospitals in various places throughout Pune City, Maharashtra, India. Around 850 nurses were chosen for the data gathering and analysis. “For the procedure, some 500 doctors, 300 patients, and 90 administrators/medical directors were interviewed. Secondary data collecting method: Books, journals, articles, theses, bulletins, reports, and relevant websites are all included. SPSS and MS Excel were utilized as data analysis tools “.	The study discovered that job stress had a considerable negative impact on nurses' work behavior. “It is critical to rearrange the workplace and remove as many stressors as possible, as well as train employees on how to manage job stress and achieve better adjustment, in order to increase employee health and safety”. It demonstrates that pay is a major factor in nurse attrition. At the same time, nurse attrition is only slightly affected by recognition.

“Characteristics of successful intervention to reduce turnover and increase retention of early career nurses: A Systematic review” (2) Published- December 31, 2018 Author-Judy Brook et all	London	There were a total of 11, 656 papers found, with 53 of them being eligible research. The review was carried out in accordance with the recommended reporting items for systematic reviews and meta-analyses. Quasi-experimental and randomized control trials were used in the research. The comparison between trials was guided by retention/turnover data, as well as suitable measures of central tendency and dispersion were calculated and presented.	“To promote nurse retention, a wide range of interventions and components within those interventions were found “. Internship/residency programmers or orientation/transition to practice programmers, both of which span between 27 and 52 weeks and include a teaching, preceptor, and mentor component, appear to be promising therapies “.
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“Dreams and disappointments regarding nursing: Student nurses’ reasons for attrition and retention”.(3) Published- July, 2017 Author- Yvonne ten et all	Netherland	The study took a qualitative phenomenological approach and used an exploratory descriptive design. Nurse students (n = 17) in their third year of a four-year bachelor's degree programme. From December 2013 to January 2014, data was collected at four Dutch universities of applied sciences. The data was collected using semi-structured interviews and an interview guide.	Students became nurses for a variety of reasons, including the caring aspect, personal experiences with healthcare, role models in their community, and professional prospects. Their attitudes of their vocation were both humanitarian and professional. “Attrition was closely linked to the training curriculum and clinical placements, particularly the reported lack of support for trainees. “More essential than the specific clinical sector, feelings of being welcomed and working in a great team proven to be more important reasons for completing the programme “.
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“A Longitudinal cohort study of burnout & attrition in Nursing students” (4) Published- June 11, 2003 Author- Lan J D et all	England	A longitudinal design was used, with a battery of questionnaires used to assess personality, intelligence, psychological illness, stress, coping, and burnout in a full cohort of nursing students. Data was collected at the start of the nursing programme, at 12 and 24 months, and at the end.	As the programme proceeded, students experienced higher levels of stress and used more negative coping methods, resulting in increased psychological morbidity. Positive personality characteristics were more likely to lead to burnout, and personality was a better predictor of attrition than cognitive capacity. It's possible that stress, burnout, and attrition are unrelated. Personality variables at the start of the course played a role in predicting burnout and programme completion, but the connections were not strong enough to be effective in practice.
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“A rapid review of the rate of Attrition from the health workforce” (5) Published – March 2017 Author -Sofia Castro Lopes et all	America	A fast assessment of studies published since 2005 on health professional attrition rates in various areas and situations was conducted; There were 1782 studies found, 51 of which were included in the research. “In the 79 nations that participated in the State of the World's Midwifery (SoWMy) 2014 study and a companion regional survey for Arab states, we looked at the annual voluntary attrition rate for sexual, reproductive, maternity, and neonatal health workers (mainly midwives, doctors, and nurses)”.	“Attrition is defined in a variety of ways, and few studies discriminate between total and voluntary attrition (i.e. choosing to leave the workforce)”. “Estimates of attrition rates were supplied for various time periods ranging from 3 months to 12 years, based on various methodologies and data gathering systems. Overall, the annual attrition rate ranged from 3 to 44%, with the highest percentage being 34%. The voluntary annual attrition rate ranged from 0.3 to 28%. In the SoWMy investigation, 49 countries supplied information on their SRMNH cadres' voluntary attrition rates”. Across all cadres, the average yearly voluntary attrition rate was 6.8%.
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“A qualitative and quantitative study of the reasons of attrition in an Indian hospital”. (6) Published- 2017 Author - Kasturi Shukla et al	Ahemdabad	During May-July 2015, a cross-sectional study was conducted in a 150-bed hospital in Ahmedabad, India. Data from forty leaving employees' exit interviews was collected and analyzed. “A hundred existing employees were interviewed utilizing quantitative and qualitative methods to learn about their views on attrition in the company”.	The study found a 26 percent attrition rate, with nurses accounted for 57 percent of those leaving. During leave interviews, 70% of employees claim "blanket reasons" such as a better opportunity or personal reasons. 72.5 % of employees thought exit interviews were primarily for documentation purpose, whereas 11 percent were unsure. Existing employees, on the other hand, gave a wide range of responses when asked qualitatively. “Salary issues, partiality/poor recognition, wrong task assignment, and monotonous work “were cited by 65 percent of current employees as reasons for attrition in the firm.
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“A Survey On Nursing Student's Opinions Toward Nursing And Reasons For Giving It Up” (7) Published- January 2001 Author – JOOLAE S. et all	Iran	A 300-student sample was chosen via stratified sampling, and they completed a questionnaire designed by the researcher. The SPSS statistical programme was used to analyses the data. “Only 18% of respondents have a positive opinions of nursing, and the majority of them mentioned that they had to change their major (64%) or attrition (52%) during their studies”. “Poor social setting, discrepancy between pre-entry perceptions of nursing and reality, negative attitudes and inappropriate clinical climate among staff and health-care team members, social gap between physicians and nurses”, and poor graduate salary or financial factors were the main reasons for attrition among Iranian nursing students in this study. There was no significant s in the sentence.	The findings suggest that potential students should be better prepared for what they will encounter in nursing before to entrance, and that students should be closely monitored during their studies to see how they are responding to the programme. Nursing requires substantial media coverage, including interviews with practicing nurses who describe various aspects of their jobs and the work they undertake as nurses.
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“What is behind high turnover: a questionnaire survey of hospital nursing care workers in Shanghai, China” (8) Published - 22 June , 2018 Author- Yan Wang et all	China - Shanghai	A total of 514 HNCWs from 11 Shanghai hospitals took part in the research. The following were the criteria for inclusion: (1) being a qualified HNCW, (2) working as an HNCW for more than one year, and (3) agreeing to participate in the survey.	“The overall turnover intention of the HNCWs was 41.3%. Influencing factors include education ($\beta = 0.201$, $P = 0.000$), wages ($\beta = -0.920$, $P = 0.000$), management satisfaction, ($\beta = -0.213$, $P = 0.000$), satisfaction with wages ($\beta = -0.612$, $P = 0.000$), satisfaction with working hours ($\beta = -0.270$, $P = 0.000$), satisfaction with their own work ($\beta = -0.066$, $P = 0.027$), work stress ($\beta = 0.726$, $P = 0.000$), enjoyment of the job ($\beta = -0.141$, $P = 0.000$) and hours of sleep ($\beta = -0.046$, $P = 0.037$)” In order to improve the quality of healthcare, HNCW turnover intentions and the general turnover rate must be reduced. More attention should be paid to this issue when health policy is enacted.
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“Nurse turnover and perceived causes and consequences: a preliminary study at private hospitals in Indonesia “ (9) Published- 19 December 2018 Author –Aryo Dewanto et all	Indonesia	“Secondary and primary data were collected from five private general hospitals in three administrative regions of East Java, Indonesia, using a survey method. Data on nurse turnover as well as demographic characteristics was collected”. “The influence of nurse attributes on nurses' decision to leave their work was studied using the Mann Whitney test and relative risk analysis”. “An online survey of twelve hospital executives was performed to learn more about the causes and consequences of nurse turnover”.	Nurse turnover is expected to be between 12 and 34 %, according to the data. Being between both the ages of thirty and thirty-three, single, and having worked in the hospital for at least three years increases the likelihood of turnover like “Personal reasons, external attractions, and unsuitable working conditions are the three most common reasons given by hospital management for nurse turnover”. Nurse turnover, according to hospital executives, disrupts hospital operations and has a negative impact on revenue and expenditures.
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“Attrition among nurses in selected public and private hospitals at Ludhiana Punjab”. (10) Published – Oct 4th 2009 Author – Suresh k Sharma et all	Punjab	Study was conducted in selected two public hospitals (Civil hospitals and ESI hospitals) and two private hospitals (CMCH and DMCH) at Ludhiana Punjab. These selected hospitals are the major public and private healthcare providing hospitals of the region. Data were collected through reviewing the records of nursing administrative office for last five years. Data were collected for number of nurses resigned from different position since each year. Qualitative data from selected nurses were collected through in-depth inter-views”. The data was examined using descriptive statistical methods and qualitative analysis approaches such as rank ordering and descriptive indexing.”	This trend was higher in CMC hospital (13.7 percent) as compared to DMC hospital (8.1 percent). The ESI hospital presented a higher trend (4.8 percent) in this regard as compared to Civil hospital (0.7 percent). Hence, it was clear that attrition rate was high in private hospitals (10.9 percent) as compared to government hospitals (2.8 percent). Furthermore, a case study was conducted on 80 nurses to assess the intent to leave the hospitals for other countries.
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Job stress has a considerable detrimental effect on nurses' work conduct, according to a review of past studies. Training of staff is necessary for the improvement of soft skill. It is also shown that the attrition rate is higher in private hospitals as compared to government hospitals. Salary is a major impact on attrition whereas recognition carry low impact on attrition of nurses. Motivation of the nurses is very important to sustain in the hospital. As the training continued and psychological morbidity increased, many nurses were forced to employ negative coping mechanisms. The overall annual attrition rate ranged from 3 percent to 44 percent. “The three most common reasons for nurse turnover are personal reasons, external attractions, and bad working conditions”.

3. Research Methodology

3.1 Research Question

What are the reasons responsible for higher attrition rate of nursing staff at Ck Birla Hospital |RBH, Jaipur?

3.2Research Objectives

1. To identify the reasons responsible for higher attrition rate of nurses
2. To suggest the measures to reduce the higher attrition rate of nurses.

3.3 Study Setting – CK Birla Hospital| RBH, Jaipur

3.4 Study Type – Observational Cross-sectional Study

3.5 Sample size –Total 135 Ex Nurses from last 1 year till May 2021 were taken, all 135 Ex-nurses were contacted but only 110 gave the consent to participate in the study.

3.6 Study Tool Used- Primary data- Semi-structured questionnaires’& telephonic interviews of (Ex - nurses and nurses who are in exit pipeline)

3.7Study Duration- 3 Months (22nd March 2021 to 19thJune 2021)

This Study was conducted in Ck Birla, RBH in the 3 months’ period and the study type was observational cross-sectional study. The study was conducted in the following ways: - Total 135 ex nurses who left the job from 1 last year was taken as a sample size, then they were telephonically interviewed with semi-structured questionnaire, Out of 135 ex-nurses, and 110 nurses participated in this study.

4. Result

- **Characteristics of respondents**

This is the demographic data of the respondents, total Ex- Nurses 135 of last one year was taken for this study. Total nurses approached is 135 total but nurses who participate in this study is 110. In this study the total strength of ex nurses from last 1 year was 135 out of which 110 nurses were surveyed which comprises of 63.6% females & 36.5 % male. Further details was given in Table 1

Table 1:Demographics of the nurses

Characteristics	Number & percentage of responses
Nurses Approached	135
Nurses who consented to participate in the study	110
Gender of the respondents	
Male	40 (36.5%)
Female	70 (63.6%)
Age of the respondents	
21- 25	23 (21%)
26-30	77 (70%)
31 & Above	10(9%)
Marital Status	
Single	58 (53.2%)
Married	51 (46.8%)
Distance of hospital to Resident	
<1	12 (11%)
2- 5km	71(64.5%)
6-10km	23 (21%)
11 & above	4 (3.7%)
Number of Years worked for CK Birla	
<1	63(57%)
2-4 years	45(41%)
5 & Above	2 (2%)

Reasons for High Attrition rate of nurses

1. Satisfaction with the Number of leaves

Table 2 depicts that out of 110 nurses most of the nurses responded that they get 5 days leave in week.

Table 2: Number of leaves in a month

No. of Leaves in a Month	Percentage
4 days	5%
5 days	91%
6 days	4%

The reasons for dissatisfaction with the leaves, 72% said that they need more leaves required during emergency. 14% nurses respond that workload is more according to the leaves they were given & 14% respond that there is less leaves, without quoting any reason as shown in Table 3.

Table 3: Satisfaction with the leaves

Satisfaction with the leaves	Percentage
Yes	92%
No	8%
Reasons for dissatisfaction	
More leaves Required during emergency	72%
Workload is more	14%
Very less leaves	14%

These are the reasons which shows the dissatisfaction with leaves as shown in Figure 1

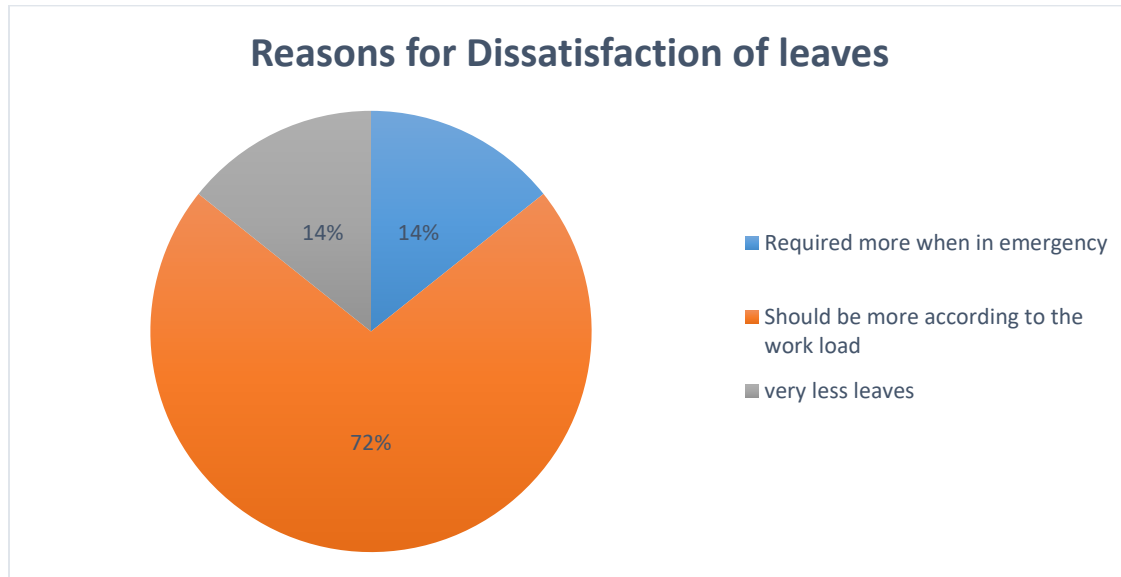


Figure 1:Reasons for Dissatisfaction

2. Responses on the satisfaction of the training sessions

95% respondents respond that they were satisfied with the training sessions & only 5 % said that they were not satisfied with Trainings as shown in Table 4

Table 4:satisfaction with training sessions

Satisfaction with training sessions	% of nurses
Yes	95 %
No	5%

3. Satisfaction with the salary

According to table 4.5, 87 percent of nurses were satisfied with their pay, whereas 13 percent were dissatisfied with their pay which is shown in Table 5

Table 5: Satisfaction with the leaves

Satisfaction with salary	% of nurses
Yes	87%
No	13%

- **Dissatisfaction with salary**

There are various reasons for the dissatisfaction with the salary 57% respondents said that workload is more, 22% nurses said salary is less which means that according to the nurses the pay should be high, 14% said that there is no increment in salary as shown in Figure 2

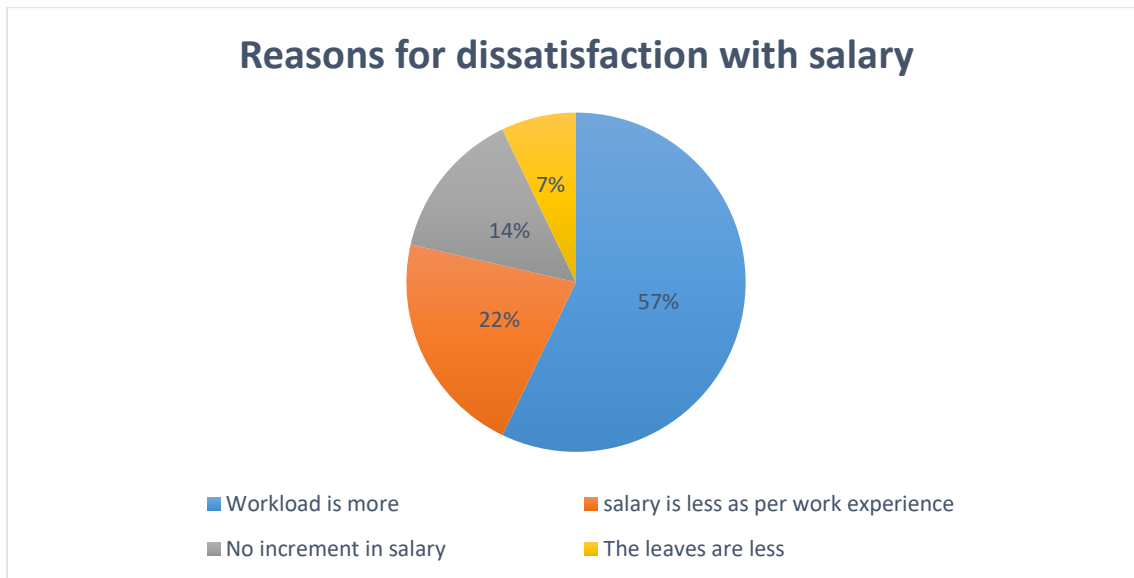


Figure 2: Reasons for dissatisfaction with salary

4.Satisfaction with the work shift

From the table 6, it shows that 96% nurses think that the work shift is well designed and only 4 % nurses were not satisfied with the work shift &they were juggling as shown in Table 6

Table 6: Responses on work shift

Well-designed work shift	% of nurses
Yes	96%
No	4%

5.Responses on supportive supervisors

From this study it was revealed that 91% nurses said that the supervisor were supportive & only 9% respond to the dissatisfaction with the supervisor as shown in Table 7

Table 7:supportive supervisor

Supportive Supervisor	Percentage
Yes	91%
No	9%

6.Responses on the Reasons of Leaving CK Birla

From the Table 4.8, it depicts that there are various reasons for leaving, 41.82% nurses leave the job due to CHO- Government Exam, out of 110 Nurses 46 nurses leave because of the same reason.

Around 11% responded that they leave the organization because of family Issues which is 13 nurses said that they have a family issue while they were leaving the organization. 10% responded that the poor work environment which means health & safety not being heard, difficult reporting structure etc, around 12 nurses said that they did not like the work environment, like various reasons come under they also somewhere explain the reason, there was a partiality between the staffs by their supervisor, as they favor more with their favorite staff due to reasons like they are relatives etc.

There are 9.09% nurses who put in the category of others had different reasons like due to coaching classes, partiality among the staffs , treatment /respect was not given , relationship with supervisor and coworkers, management ignorance etc are the reasons they left the organization, many nurses respond that the work life balanced was not suitable to them as they cannot manage both the things simultaneously. Distance traveled between hospitals to residence is more that they cannot bear that expense. 3% nurses respond that they were having the health issues for leaving the organization. 3.64 % nurses said that they were having less leaves.

Approx. 6% nurses responded that they got very less pay according to their work experience and work skills this is the reason for leaving the organization. 7% nurses responded that they leave the organization because of higher studies they want to pursue higher studies, this is one of the reasons of nurses for leaving the organization.

Table 8: Reasons for leaving CK Birla

Reasons for leaving CK Birla	Percentage %	Numbers
govt job	41.82%	46
Family Issues	11.82%	13
health issues	3.64%	4
less leaves	3.64%	4
Poor work environment	10.91%	12
Relocation	1.82%	2
work overload	4.55%	5
Others coaching classes, partiality, respect, management)	9.09%	10
Less Pay	5.45%	6
Higher Studies	7.27%	8
	100.00%	110

This sheet is taken from HR records, exit sheet of employees which is maintained by HR, From this record it is shown that some of the exit reason is Absconding which means nurses left the job without prior information

	A	C	E	F	G	H	I	J	K	L	M	N	O	
	S. No	Employee Name	Designation	DOJ	Resignation Date	Agreed Last Working date	Vintage(Months)	Vintage Group	Nature of Exit (Absconding/ Voluntary Exit/ Induced Exit)	Exit Reason	Detailed Exit Reason	Required Notice Period	Notice Period Given for	HR Category
4														
5	1	Kela Kumari Gurjar	Nursing Assistant	5-Feb-18	18-Jan-20	1-Apr-20	26.2	2-2.5 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
6	2	Lakshmi	Staff Nurse	3-Dec-18	3-Feb-20	3-Apr-20	16.2	1-1.5 yrs	Voluntary Exit	Personal Reason	Family Reasons			Nursing
8	4	Vandna Bairwa	Staff Nurse	24-Jan-18	22-Apr-20	22-Apr-20	27.3	2-2.5 yrs	Voluntary Exit	Personal Reason	Family Reason			Nursing
10	6	Suman Kumari	Staff Nurse	25-Mar-19	30-Apr-20	30-Apr-20	13.4	1-1.5 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
13	9	Pawar Puja Shankarlal	Staff Nurse	4-Mar-19	1-May-20	1-May-20	14.1	1-1.5 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
14	10	Ramkumar E	Staff Nurse	19-Nov-18	20-Apr-20	3-May-20	17.7	1-1.5 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
15	11	Sunita Kumari	Staff Nurse	20-May-19	3-Feb-20	3-May-20	11.6	6-12 months	Voluntary Exit	Govt. Job	Govt. Job			Nursing
18	14	Nikhil Saini	Staff Nurse	3-Jun-19	9-May-20	9-May-20	11.4	6-12 months	Absconding	Absconding	Absconding			Nursing
19	15	Laxmi Dhaker	Staff Nurse	23-Sep-19	9-May-20	9-May-20	7.6	6-12 months	Absconding	Absconding	Absconding			Nursing
20	16	Manish Kumar Sharma	Staff Nurse	16-Dec-19	9-May-20	9-May-20	4.8	0-6 months	Absconding	Absconding	Absconding			Nursing
21	17	Ashok Kumar	Staff Nurse	24-Feb-20	9-May-20	9-May-20	2.5	0-6 months	Absconding	Absconding	Absconding			Nursing
24	20	Jessin Charuvillathekathil Raju	Staff Nurse	19-Feb-18	12-Mar-20	12-May-20	27.1	2-2.5 yrs	Voluntary Exit	Personal Reason	Personal Reason			Nursing
26	22	Priyanka Choudhary	Staff Nurse	12-Mar-19	18-May-20	18-May-20	14.4	1-1.5 yrs	Absconding	Absconding	Absconding			Nursing
27	23	Sunita Kulhari	Staff Nurse	6-Aug-19	18-May-20	18-May-20	9.5	6-12 months	Absconding	Absconding	Absconding			Nursing
28	24	Sanjay Jogi	Staff Nurse	27-Jan-20	18-May-20	18-May-20	3.7	0-6 months	Absconding	Absconding	Absconding			Nursing
29	25	Rakesh Kumar Tanwar	Staff Nurse	24-Feb-20	18-May-20	18-May-20	2.8	0-6 months	Absconding	Absconding	Absconding			Nursing
33	29	Khamosh Yadav	Staff Nurse	15-Feb-18	26-May-20	26-May-20	27.7	2-2.5 yrs	Voluntary Exit	Personal Reason	Personal Reason			Nursing
35	31	Satnam Kaur	Staff Nurse	27-Jun-17	30-Apr-20	30-May-20	35.6	2.5-3 yrs	Voluntary Exit	Relocation	Had to relocate to Australia			Nursing
37	33	Abrar Ahmad	Staff Nurse	3-Dec-18	1-Jun-20	1-Jun-20	18.2	1.5-2 yrs	Voluntary Exit	Personal Reason	Personal Reason			Nursing
38	34	Ravi Prakash Sharma	Staff Nurse	1-Oct-16	2-Jun-20	2-Jun-20	44.7	>3 yrs	Involuntary Exit	others	Ask to leave			Nursing
40	36	Pankaj Bhaskar	Nursing Incharge	10-Jan-15	16-Jun-20	16-Jun-20	66.1	>3 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
43	39	Anita	Staff Nurse	19-Feb-18	20-Jun-20	20-Jun-20	28.4	2-2.5 yrs	Voluntary Exit	Personal Reason	Personal Reason			Nursing
44	40	Lokender Pal Singh	Staff Nurse	22-Jul-19	22-Jun-20	22-Jun-20	11.2	6-12 months	Voluntary Exit	Govt. Job	Govt. Job			Nursing
45	41	Shobha Chouhan	Staff Nurse	13-Aug-18	22-Jun-20	22-Jun-20	22.6	1.5-2 yrs	Voluntary Exit	Govt. Job	Govt. Job			Nursing
46	42	Anita Burdak	Staff Nurse	20-Jan-20	22-Jun-20	22-Jun-20	5.1	0-6 months	Absconding	Absconding	Absconding			Nursing
		Exit Pipeline	YTD HC	Sheet11	Monthly Attrition view	Exits Base sheet Wef. Apr'20			Data view					

5. Discussion

The result from the present study reveals that 41% nurses leave the organization due to government job, which cannot modify but few reasons like work culture/ environment about 10% nurses said that the reason of leaving the organization is the bad environment work culture we can overcome this issue by taking various measures. Partiality between the staff should not be encouraged as this is harming the other staff members, demotivate them and this is biggest reasons apart from government job. Result shows that there is a need of improvement in various things like work culture, some of the training sessions. Nurses who responded that they leave because of higher studies, the organization can implement some courses which will benefit for their career growth. 9% nurses said that they were not happy with the supervisor, or their mentor was not supportive, which needs to improve as an organization. The rate of attrition among nurses in hospitals is always high. Psychological issues such as attending to staff demand shifts, having children, and the need to obtain support from the workplace, such as in hospital childcare, have an impact on employees. Nurse retention and growth opportunities are critical for lowering nurse turnover, particularly among millennial nurses. Insufficient educational opportunities and support were given to nurses to reduce the turnover. The nurses would be more satisfy with the job if there are more educational opportunities. From the secondary data it is found that the some of them are (absconded) which means they leave the organization without passing any information. Only 2% nurses left because of relocation.

6. Recommendations

Regular Interviews and surveys can be done to see the future scope of the nurses and to understand the needs and core area of the nurses by which the absconding attitude must be stopped. Activities can be arranged by which the bond between nurses & administrative should be strong, and so that clear reasons are known by which the retention strategies can be formed. Regular meetings should be held by the organization to learn about their expectations. Exit Interviews should be a priority for every company.

Communication rich culture should be adopted. Respectful collegial communication & Behavior. There should be presence of adequate number of qualified nurses. It can make sure that communication and expectation are clearly coated.

Recognition must be given to the nurses for the meaningful contribution to the practice.

The recommended counseling would help and improves the quality of life of nurses and allow them to stay in the same hospital. Rewards & Recognitions motivates them, encouraging breaks can make the employee feels good that can do for regain the people feeling and control over it that they start enjoying the work again.

7. Conclusion

In conclusion the study reveals that highest % of nurses leave the organization due to the government job which not we cannot modify or change, but there are few reasons which can be modified and can implement in the hospital to reduce the nurse's attrition. 41% nurses leave because of government job, 10% nurses leave the organization because of poor work culture, which means communication between the staffs & superiors are poor not approachable, partiality between the staff's members. Some of them responded on work load is more which is an issue. Nurses who left the job without passing any information are absconded, which is found from secondary data.

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9. Annexure

Questionnaire

Q1. What is Your Age?

Q2. Gender – Male /Female

Q3. Marital Status at the time of Leaving

- Single
- Married
- Preferred not to say

Q4.How many years did you work in Ck Birla |RBH, Jaipur?

- 0-1 year
- 2-4 year
- 5& above

Q5. How many vacation/ PI Did you get in month?

- Were you satisfied – Yes / No
- If no Why?

Q6. How Much distance you travelled from residence to Hospital?

Q7. Were you satisfied with the Training Sessions?

- Yes/No

Q8. The Salary that you receive is appropriate with the job that you perform – Yes/No

- If No Why?

Q9.Do you think of the structured of the work shift is well designed?

- Yes
- No

Q10. Were your Supervisor are Supportive?

- Yes
- No

Q11. What were the reason for Leaving Ck Birla Hospital?

