

**A Study in the Attrition Levels in Max Super Speciality Hospital,
Bathinda**

**Internship Training
at
Max Super Speciality Hospital, Bathinda
(5th February, 2014 – 20th April, 2014)**

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**Under the guidance of
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**Post Graduate Diploma in Hospital & Health Management
2012–14**


**Institute of Health Management Research
Jaipur
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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr Navdeep Kaur** student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur has undergone internship training at **Max Super Speciality Hospital, Bathinda** from **3rd February 2014 to 20th April, 2014.**

The Candidate has successfully carried out the study designated 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 his future endeavors.

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

Certificate of Completion of Internship

The certificate is awarded to

Dr. Navdeep Kaur

In recognition of having successfully completed her Internship in the department
of Human Resources

And has successfully completed her project on

"A Study on the Attrition Levels in a Super Specialty Hospital"

5th February ,2014 to 21st April, 2014 at

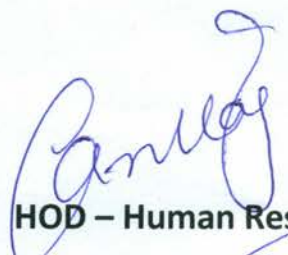
Max Super Specialty Hospital, Bathinda, Punjab.

She comes across as a committed, sincere & diligent person who has a strong
drive and zeal for learning.

We wish her all the best for future endeavors.



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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Attrition Levels in Max Super Speciality Hospital, Bathinda, Punjab** and submitted by **Dr. Navdeep Kaur** Enrollment No. **17-1345** under the supervision of **Col.(Dr.) Ashok Kaushik** for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from **5th February, 2014 to 20th April 2014** 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

ACKNOWLEDGMENT

I take this opportunity to express my gratitude to the people who have been instrumental in the successful completion of this project

I show my greatest regard to my guide Col.(Dr.) **Ashok Kaushik** (Dean Academics and Student Affairs, IIHMR, Jaipur) for helping me out and guiding me during my dissertation.

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A study on the attrition rate in a Super Specialty Hospital

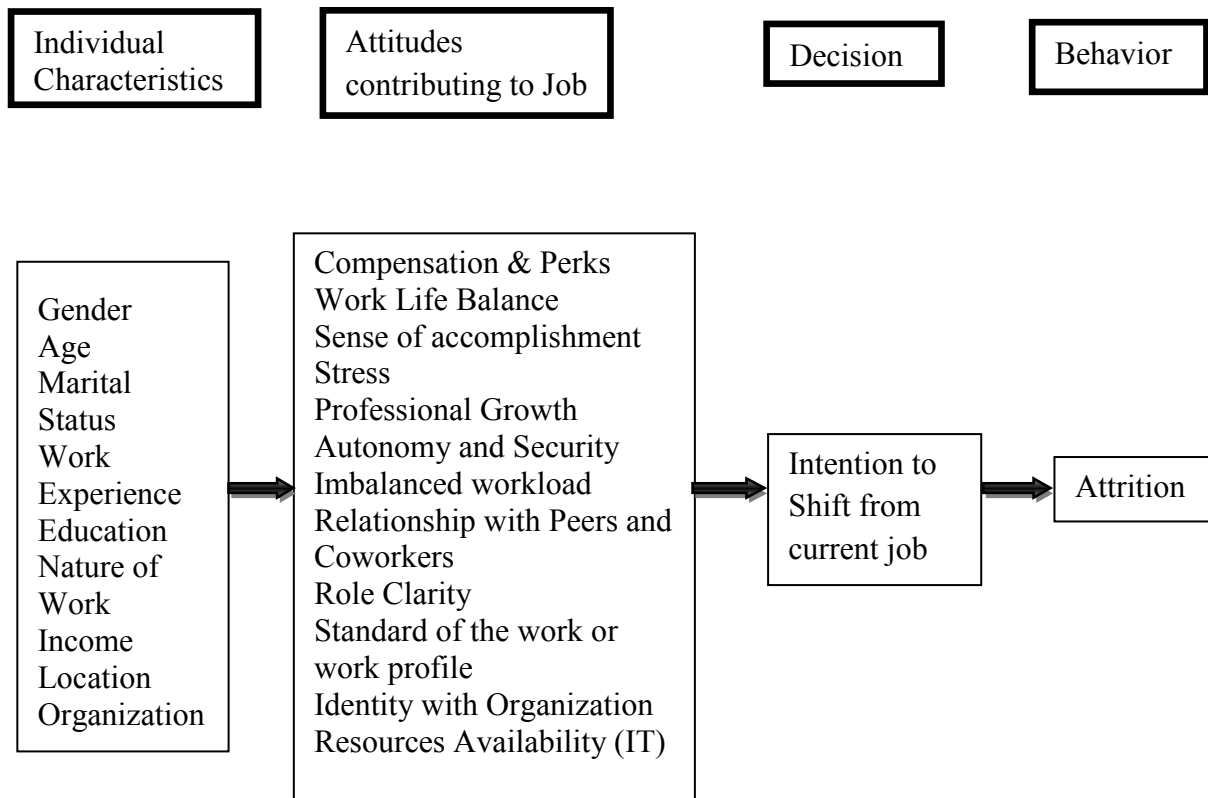
1. Introduction

For hospitals, the most important assets are not the buildings or the technology; it is the workforce, the individuals who directly or indirectly care for patients. HR costs are about 30 per cent of the total hospital cost. Salaries increase anything from 12-14 per cent every year. With increasing demand for talent both within the country and internationally, the challenge for any human resource department is attraction and retention of staff. A major challenge for the healthcare industry would be not only to retain the workforce but also to develop an environment which would attract those abroad to return. However, many hospitals these days are facing a problem with respect to the retention of the staff, the reasons for which could be multiple. This case study strives to identify the level of attrition in a super specialty hospital situated in Bathinda, Punjab and the prime reasons for such a staff turnover. The maximum turnover is usually seen amongst the nursing staff that find better prospects in relation to career opportunities abroad once they have adequate experience working in a multispecialty hospital such as this. Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled. Excessive turnover is costly, disruptive and self-perpetuating.

Staff turnover/Attrition can be described as the total movement of employees in and out of an organization (Grobler, Warnich, Carrel, Elbert & Hatfield 2006, p.123). The replacement of one worker is bound to disturb the rhythm and harmony of teamwork that plays a crucial role in the attainment of efficiency and productivity in the organization. The challenge is thus to reduce this level of attrition in order to minimize the effects of attrition on the total proper functioning of the organization and also to reduce the financial loss incurred by the hospitals as a result of this level of attrition.

Theoretical model assumed for intention to shift and attrition(Ref. 1)

Figure 1



2. Effects of high attrition/staff turnover

Apart from turnover costs, there are several other reasons why the process of employee retention will benefit an organization:

- **The Cost of Turnover:** Turnover leads to a lot of loss to the organization that loses a trained employee. This loss is not just the direct monetary cost i.e. the salary/remuneration being paid to the employee but also indirect monetary cost such as the cost of training. Turnover costs include hiring costs, training costs and productivity loss.
- **Interruption of Patient Care:** Attrition also leads to an interruption in the patient care as a lot of time goes into adequate training of the staff to be able to take proper care of the patients with empathy towards the patient. In addition, as

the individual resigns there is also a certain level of fall in the productivity of the resigning employees the employee may not contribute as efficiently and effectively before his/her resignation. Hence, the patient may lose out if not taken care of by the concerned employee.

- **Lost Productivity:** This is again true especially after the employee has resigned and in the notice period of the concerned employee. Also, a lot of time goes by in hiring new staff which is again a costly affair as the cost includes the hiring cost, induction cost, training cost etc. and even after this you cannot ensure the same efficiency from the new employee.
- **Attrition leads to more attrition:** An individual leaving the organization may directly or indirectly also affect his counterparts, his peers who may also decide to take a similar decision especially if the other employees are close to the resigning staff.
- **Loss of Internal Information:** An employee takes with him a lot of internal information when he leaves the organization that maybe crucial to the company.
- **Affects Goodwill of the Hospital:** An employee might have built a good rapport with the patients. As such when he/she leaves the hospital, he also takes along with him the rapport, the goodwill that he had built with the patients. Also, if an organization is able to keep its employees i.e. retain them for longer periods of time, other potential employees may also be encouraged to join the organization/hospital.

3. Research Question

What are the reasons of attrition at Max Super Specialty Hospital, Bathinda and what are the views of the present employees about their job at MSSH?

4. Aims

To measure the level of attrition, determining the reasons behind it and attributing the same to avoidable or unavoidable factors.

5. Objectives of the Study

1. To conduct a study to define staff turnover is, and investigate how staff turnover is measured.
2. To determine the level of attrition existing in Max Super Specialty Hospital, Bathinda.
3. To determine factors (individual, job, organizational, and environmental factors) that impact the staff turnover.
4. To identify the factor most responsible for this level of attrition.
5. To understand the exit process for an employee in the hospital.

6. Literature Review

1. Staff turnover at selected Government Hospitals by Sindiswa Victoria Mdindela:

An overview of theories related to staff turnover was conducted to identify what staff turnover is. Also the consequences of staff turnover, the classification and measurement of staff turnover and the broad theoretical explanation of staff turnover were investigated. The current brain drain experienced in the medical field was explored. A literature study was also conducted focusing on individual, job, organizational and environmental factors that influence staff turnover and strategies that manager can utilize to reduce staff turnover. Interviews were conducted with the chief executive officer and one doctor at Hewu hospital. Interviews were also conducted among senior nurses. An empirical study was undertaken to determine individual, job, organizational and environmental factors that impacted on staff turnover among doctors and nurses at

Bisho and Hewu Hospitals. The strategies that were utilized at these hospitals to retain doctors and nurses were also investigated.

2. Nursing Turnover: Costs, Causes, & Solutions by Steven T. Hunt, Ph.D., SPHR
Director of Business Transformation

This paper reviews the consequences and financial costs of nursing turnover, the primary causes of nursing turnover, and methods to increase retention in these pivotal healthcare jobs. The paper focuses on research conducted with registered nursing populations, although many of the findings in this research generalize to other healthcare jobs.

3. Attrition of Knowledge Workforce in Healthcare in Northern parts of India –
HealthInformation Technology as a Plausible Retention Strategy by Indrajit
Bhattacharya, Anandhi Ramachandran, R.K. Suri and S.L. Gupta

In this study we investigate the effects of the socio–demographic characteristics on attrition of healthcare knowledge workforce in northern parts of India that have a wide gradient of rural and urban belt, taking into account both public and private healthcare organizations. The data has been collected from a random sample of 807 to explore the relationships between various factors acting as antecedents in affecting the job satisfaction, commitment and intention of a healthcare professional to stay in the job. Structured questionnaires were utilized as the data collection tools. Descriptive statistics, factor analysis and path analysis were carried out using multiple regression and correlation to propose a model that best explains the theoretical assumption of factors leading to attrition. Six factors of attrition namely compensation and perks, work life balance, sense of accomplishment, work load, need for automation and technology improvement, substandard nature of work have been identified as the main factors.

7. Study design and methods

- a. Type of study: The study was descriptive study.
- b. Location of study: The study was conducted in Max Super Speciality Hospital, Bathinda, Punjab
- c. Study subjects: These comprised of the doctors, nursing staff, support and paramedic staff.
- d. Sample Size: A sample size of 132 filled questionnaires was received from the existing staff.
- e. Sampling: Sampling was convenience sampling.
- f. Time Frame: The study was conducted from 3rd February, 2014 to 20th April, 2014.
- g. Sources of data:

Primary data was collected by the administration of questionnaires. A total of 160 questionnaires were distributed depending upon the availability of the staff, out of which 132 filled questionnaires were received back indicating a response rate of 82.5%.

Secondary data was collected from the HRIS of the hospital to evaluate the major reasons given by the resigning staff in the exit interviews.

- h. Analysis: The data was the analyzed using SPSS and was found to have adequate reliability with Cronbach's Alpha value of 0.871. Cronbach's Alpha value is used to know whether all parameters/scale in the study are being used to measure the same construct.

8. Inclusion Criteria

- All doctors, nurses, paramedics and support staff employed at a permanent post in the various departments of the hospital.
- All doctors, nurses, paramedics and support staff that had either resigned or were dismissed by the organization (controllable factors).
- However, for the purpose of the study, only voluntary resignations were taken into consideration.

9. Exclusion Criteria

- All doctors, nurses, paramedics and support staff employed at a temporary post in the various departments of the hospital
- Any outsourced staff
- Termination of services because of other factors such as death, retirement or prolonged illness (uncontrollable factors)

10. Reasons for staff turnover/attrition

Table 1: Reasons for attrition

Reasons for leaving	No. of employees who gave this reason		
	February	March	April
Higher Studies	3		
Family/Relocation/Marriage	5	2	1
Going abroad	0		
Career Growth		2	
Contract Ending		4	
Any other		4	
Compensation			1
Any other			3

Hence, as seen, the majority of the employees who resigned gave the reason of family/relocation and marriage. However, the exit interview are being conducted online i.e. in the system itself. A more in-depth information can be received if personalized exit interviews are taken.

11. Calculations

The most important measures of staff turnover in the organization are the staff turnover rate (LTR), median length of service (MLOS) and percentage voluntary turnover (%V). Only voluntary resignations and dismissals are included in the measurement of staff turnover, as these forms of turnover are considered as controllable.

a. Labor Turnover Rate(LTR)

The most commonly used measure for staff turnover is the staff turnover rate (LTR).

The LTR gives an indication of the percentage of employees that leave the organization over a period of time.

The LTR is calculated by the means of the following formula:

$$\left\{ \frac{\text{Number of leavers during a period (V + D)}}{\text{Average of number in employment during period}} \right\} \times 100$$

The staff turnover rate is calculated on a yearly basis because if the data is calculated monthly, it will show huge fluctuations. Hence, even if data here has been calculated for the period of February to March, the data has been multiplied by 4 to get the complete picture of an year.

No. of separations from 1st February, 2014 to 30th April, 2014 = 6+13+11=30

Average Headcount from Feb to April = (286+286+304)/3 = 292

LTR = (30 / 292) * 100 = 10.27%

b. Median length of service (MLOS)

The MLOS indicates at what stage of employment employees leave. The MLOS is calculated by ranking the length of service, expressed in months, at which each individual has left the company and then to find the middle figure. A short MLOS indicates problems with employment, induction, training, socialization and also a lack of mentoring. A long MLOS indicates problems with advancement opportunities or resistance to changes that have taken place in the organization.

As calculated, the MLOS is 23.9 months in his hospital. The median length of service of 23.9 months tells you that half number of employees who left terminated employment before 23.9 months of service.

c. Percentage Voluntary Resignation (%V)

The formula for calculating the %V:

$$\left\{ \frac{V}{V + D} \right\} \times 100$$

The %V indicates the percentage of leavers who left voluntarily as opposed to being dismissed. A high %V indicates employee dissatisfaction with the job or organization, whereas a low %V indicates a high rate of dismissal, thus signifying dissatisfaction on the part of the organization.

According to Nel et al (2008) the %V indicates the percentage of leavers who left voluntarily as opposed to being dismissed. A high %V indicates employee dissatisfaction with the job or organization, whereas a low %V indicates a high rate of dismissal, thus signifying dissatisfaction on the part of the organization. Hence, as seen here all the separations in this case have been voluntary, the reasons for which have

been enumerated earlier indicating dissatisfaction on the part of the employee in relation to job security, career growth etc.

1. Analysis

A. Data analysis

The data collected from the HRIS was evaluated, the results of which are presented as follows:

Figure 2: Comparative analysis among categories to determine maximum attrition

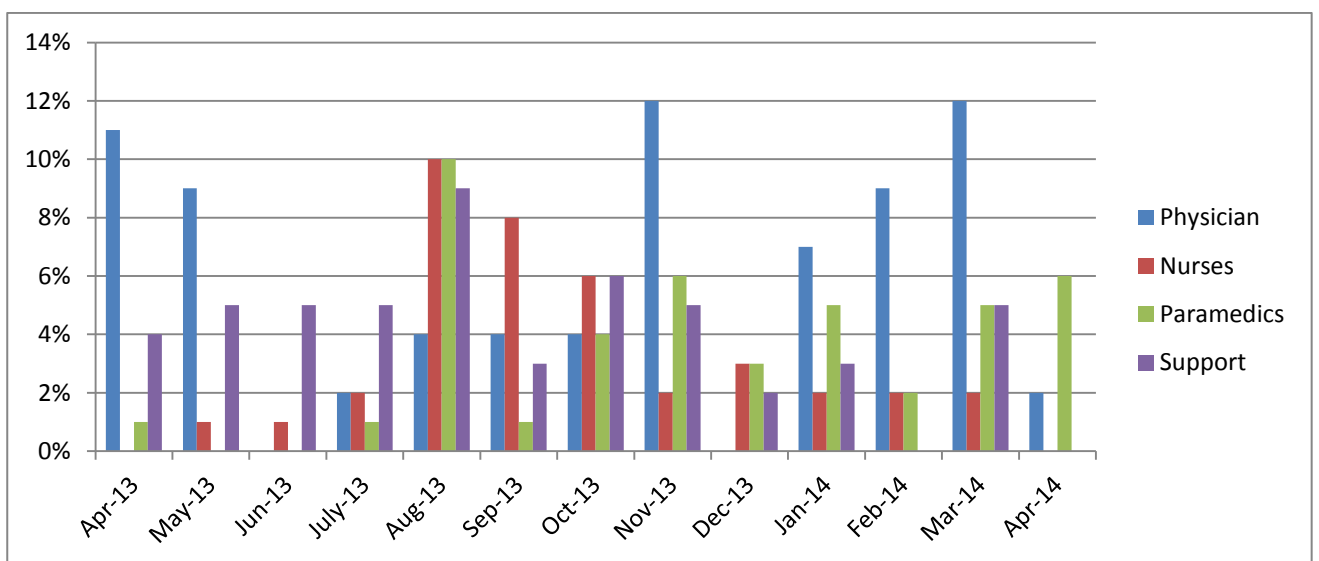
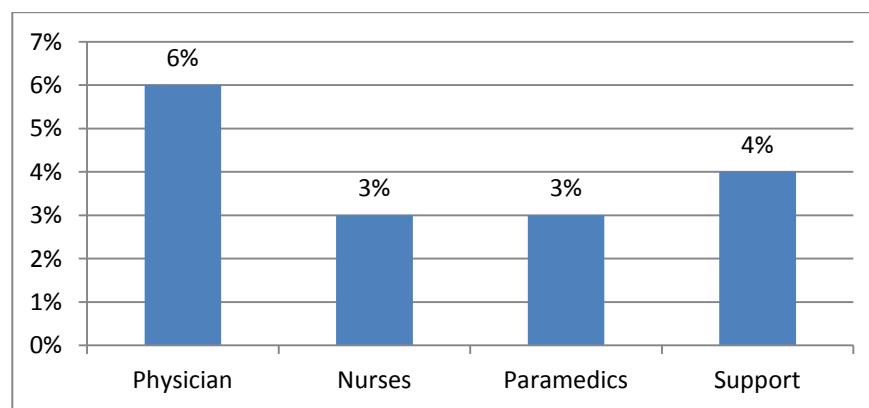


Figure 3 : Average attrition in each category(April, 2013- April, 2014)



Thus, on an average maximum attrition is seen in the physicians over the past one year mostly amongst the Junior Residents who join an organization for some experience and

the move out for higher studies which the main reason is given by them in the exit interviews.

However, if we compare the data over the past 3 months i.e. February, 2014 to April, 2014, the following trend has been observed.

Figure 4: Trend over the past 3 months

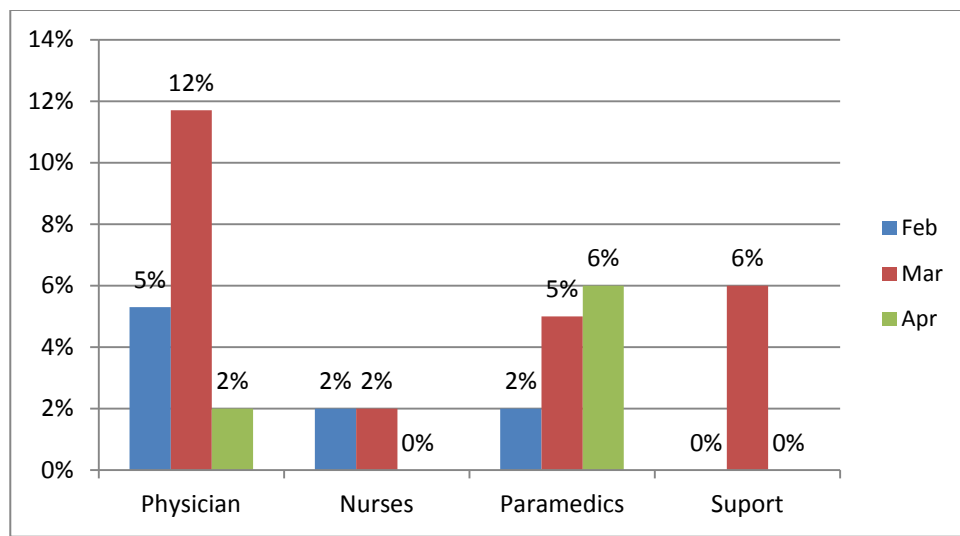
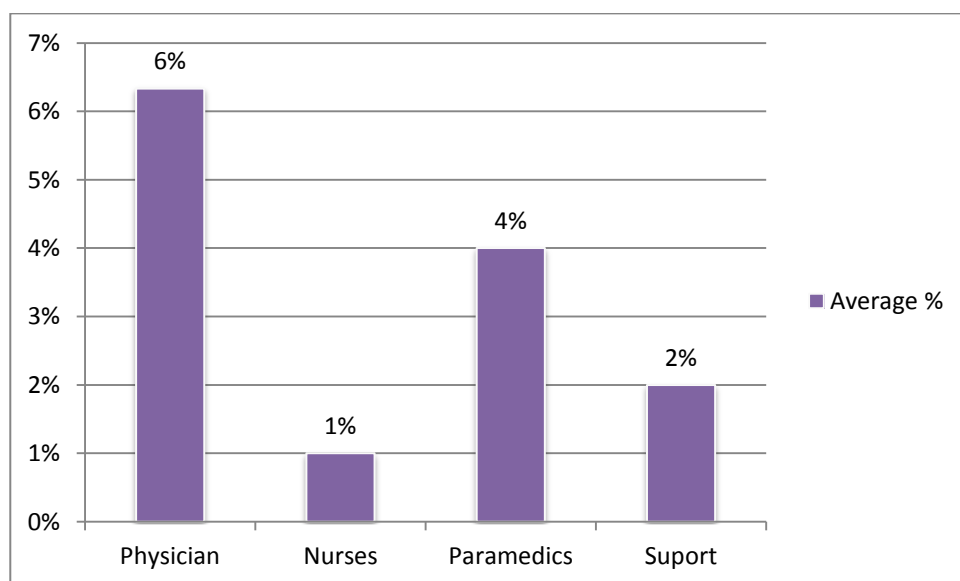


Figure 5: Comparison of categories over the past 3 months



This figure shows maximum attrition amongst the physicians over the past 3 months which is consistent with the previous year's trend.

B . Analysis of the data collected via questionnaire

12.1 Reliability of the data collected

Cronbach's Alpha:

In statistics, **Cronbach's α (alpha)** is a coefficient of internal consistency. It is commonly used as an estimate of the reliability of a psychometric test for a sample of examinees. The term item is used throughout this article, but items could be anything — questions, raters, indicators — of which one might ask to what extent they "measure the same thing." Items that are manipulated are commonly referred to as variables.

Interpretation of Cronbach's Alpha:

The theoretical value of alpha varies from zero to 1, since it is the ratio of two variances. However, depending on the estimation procedure used, estimates of alpha can take on any value less than or equal to 1, including negative values, although only positive values make sense. Higher values of alpha are more desirable. Some professionals, as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument.

Table 2: Interpretation of Cronbach's Alpha

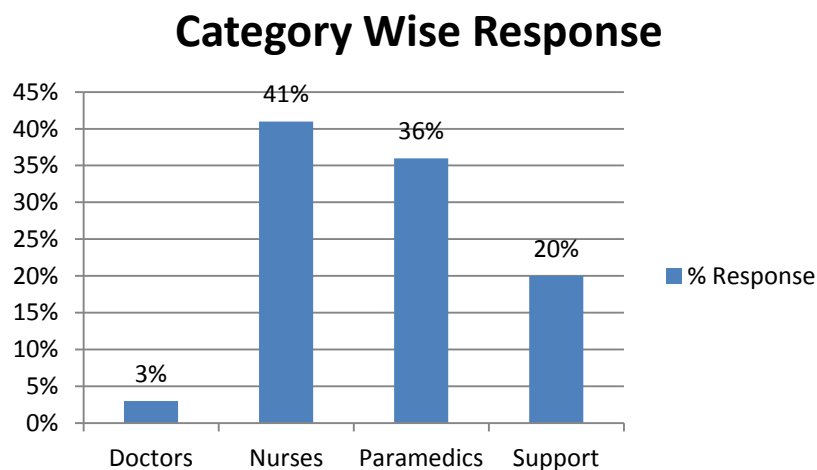
Cronbach's Alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

The closer the value to 1, the greater the chances that it is reliable.

A self administered questionnaire was administered as it ensures greater anonymity and also better or greater number of true responses compared to a direct face to face interview. A Likert type scale was used to record the responses indicating options from Strongly Agree to Strongly Disagree.

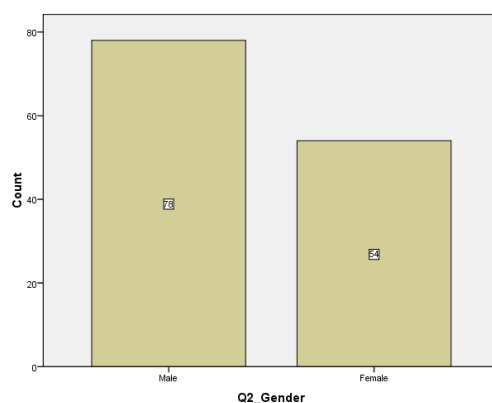
12.2 Category wise responses:

Figure 6



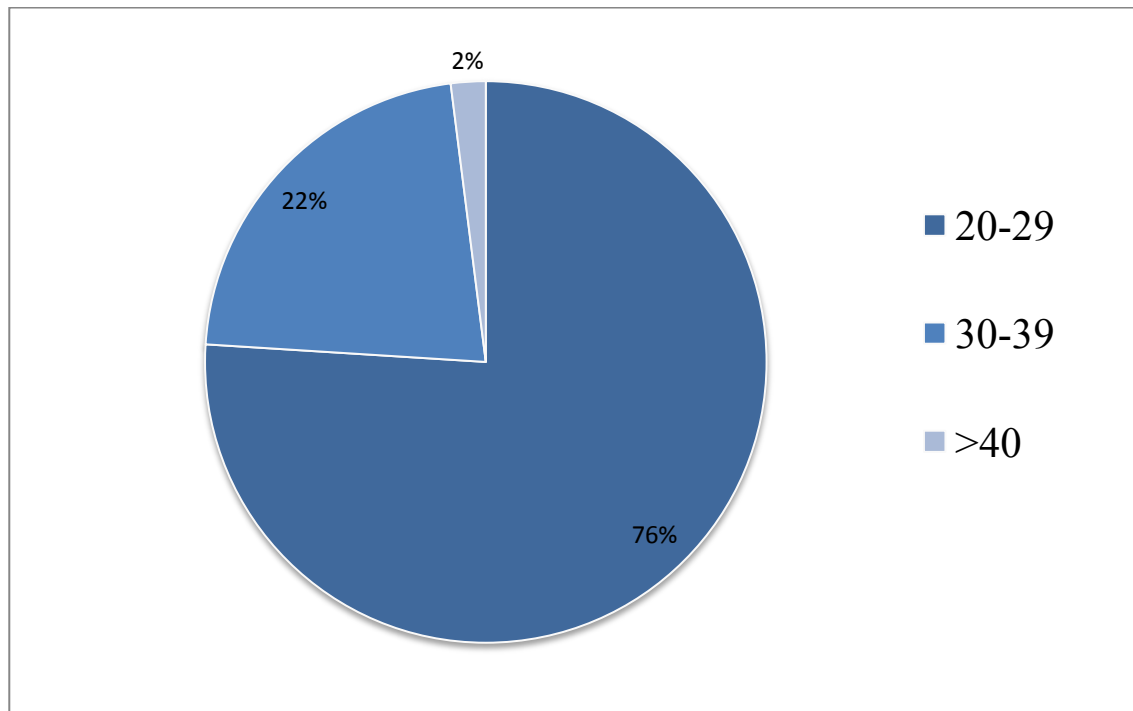
12.3 Gender wise responses:

Figure 7



12.4 Age wise responses

Figure 8



The age wise responses show that the majority of the respondents are in the age group of 20- 29 years indicating a relatively younger employee population. This might be significant because a higher attrition rate is generally seen in the younger employees who after gaining some experience may move out of an organization for greener pastures.

12.5 Most important in a workplace

The respondents were questioned as to what was the most important thing when they went searching for a job. A list of 8 responses were included and the respondents were asked to rank them from 1 – 8 with rank 1 being given to the response that was important for them.

These were then used to calculate a mean score to find out what the employees thought, the results of which have been displayed below.

Table 3: Most important in workplace

	Potential _for_gro wth_1	Cooperative_ Supervisors_1	Feedback_M echanism_1	Flexible_w ork_hours_ 1	Good_remu neration_1	Job_Rotat ion_1	Job_Secur ity_1	Motivat ion_1
N Valid	132	132	132	132	132	132	132	132
Missi ng	0	0	0	0	0	0	0	0
Mean	2.88	4.10	4.45	4.30	3.63	4.65	3.92	4.49

Thus, as the figures indicate, the most important factors for any employee in an organization are:

Table 4: Top 3 important factors in workplace

<u>Factor</u>	<u>Mean</u>
Potential for growth	2.88
Good remuneration/salary	3.63
Job security	3.92

These are the 3 most important reasons for the present employees when they look for a job.

12.6 Reasons for leaving the last job

The respondents were also questioned to find out what were the reasons that they left their last job. A list of responses was provided and they were asked to mark the one that they considered was most important reason for quitting their last job.

The responses were then used to calculate the percentage response to make a comparison. The results are displayed below.

	Frequency	Percent	Valid Percent
Valid Fresher	17	12.9	12.9
No potential for growth/skill development	22	16.7	16.7
Non-Cooperative Supervisors	6	4.5	4.5
Lack of recognition	5	3.8	3.8
Inflexible work hours	6	4.5	4.5
Remuneration/Salary not at par with the company standards	30	22.7	22.7
No Job Security	14	10.6	10.6
Lack of Motivation	3	2.3	2.3
Monotonous Job	1	.8	.8
High Pressure of work	4	3.0	3.0
Others	24	18.2	18.2
Total	132	100.0	100.0

Table 6: Top reasons for leaving their last jobs

Factor	Percentage Response
No potential for growth/skill development	16.7
Remuneration/Salary not at par with the company standards	22.7
No Job Security	10.6
Others	18.2

The observations in this table are in line with the earlier observations of factors that is most important when an individual is looking for a job. When asked about why an employee had quit their last job, the same 3 factors i.e. potential for growth, remuneration/salary and job security came into picture with a percentage frequency of 16.7%, 22.7% and 10.6% respectively. A response of “Others” was also included to know if there were any others reasons. These included mostly personal reasons such family/relocation/marriage

12.7 Factors missing in the last job

When questioned about the factors missing in their last job, the following responses were received.

Table 7: Factors missing in last job

	Potential_for_growth	Cooperative_Supervisors	Feedback_Mechanism	Flexible_work_hours	Good_Remuneration_Salary	Job_Rotation	Job_Security	Motivation
N Valid	132	132	132	132	132	132	132	132
Missing	0	0	0	0	0	0	0	0
Mean	2.67	2.99	2.52	2.77	2.60	2.76	2.83	2.88
Std. Deviation	1.506	1.570	1.373	1.516	1.397	1.457	1.559	1.529

A mean score of > 2 was received for all the factors indicating that the employees were neutral or slightly disagreed with the statements given. However, a standard deviation

of > 1 indicates that the employees varied significantly in the responses they had given i.e. there was little consensus or agreement amongst the employees for the statements mentioned.

12.8 Factors missing in the present job

Further, the respondents were probed to find out if there was anything that they found missing in their present job that might cause them to consider a change in their job or move out of the organization. These responses could be used to know the thinking of the employees about their current job profile and to maybe try and improvise over the things mentioned.

The results obtained are as following:

Table8: Factors missing in present job

	Potentail_ for growth	Cooperati ve_Super visors_2	Feedback _Mechani sm_2	Flexible_ work_hou rs_2	Good_re muneratio n_2	Job_Rotat ion_2	Job_Secur ity_2	Motivati on_2
N Valid	132	132	132	132	132	132	132	132
Missing	0	0	0	0	0	0	0	0
Mean	3.36	3.48	3.11	3.27	3.52	3.32	3.27	3.48
Std. Deviation	1.099	1.052	1.001	.980	.953	.902	1.118	0.961

A mean score of > 3 indicates that the respondents agreed on the factors given indicating that they believed that these factors were in fact missing in their current job which might be an indication of job dissatisfaction on their part. Also a standard deviation of < 1 in half of the factors given indicates a certain degree of agreement among the employees in relation to the responses given.

12.9 Job Factors

Table 9: Job factors

	N		Mean	Std. Deviation
	Valid	Missing		
Happy with job	132	0	4.12	.731
Contributing significantly	132	0	4.18	.675
Good Relation	132	0	4.03	.791
Variety in job	132	0	3.88	.772
Lot of opportunities for growth	132	0	4.10	.799
Hospital supports research project	132	0	3.51	.815
Safe, Friendly Peaceful environment	132	0	4.02	.801
Feedback on performance	132	0	3.55	.927
Supportive colleagues	132	0	4.11	.713
Necessary resources for job	132	0	3.80	.805
Recognition for work	132	0	3.35	.916
Clarity of job responsibilities	132	0	4.11	.768

As shown by the table, a mean score of > 4 in most cases or closer to 4 indicates that the respondents agreed to the statements given. Also, a standard deviation of < 1 indicates agreement amongst the employees for the statements given. Thus, most of the employees were happy with the work they were doing and felt that they were contributing significantly to the work of the organization.

12.10 Working conditions

Table 10: Working Conditions

	N		Mean	Std. Deviation
	Valid	Missing		
Love working at this hospital	132	0	4.24	.783
Clear sense of future direction	132	0	3.86	.839
Atmosphere	132	0	4.01	.843
Policies support staff	132	0	3.79	.820
Trustworthy leaders	132	0	3.68	.960
Others trust to perform	132	0	3.86	.696
Communication effective	132	0	3.67	.726
Adequate staff	132	0	2.17	.974
Colleagues supportive	132	0	4.15	.659
Latest Technologies	132	0	3.96	.814

The responses indicate that the respondents agreed with most of the statements mentioned in the questionnaire. However, for the statement of “adequate staff”, a mean score of 2.17 shows that they disagreed with this and that there was a shortage of staff in their department. Further, most employees seem to be in agreement which is indicated by the low standard deviation.

Also, in the open ended questions that were asked at the end of the questionnaire, a significant number of employees mentioned “shortage of staff” in their respective departments.

12.11 Nature of work

Table 11

	N		Mean	Std. Deviation
	Valid	Missing		
Supervisor supports appreciates	132	0	2.78	.917
Reasonable workload completion time	132	0	3.69	.700
Workload distributed equitably	132	0	3.52	.842
Sufficient roles	132	0	3.41	.771
Clear understanding of measurement of job performance	132	0	3.73	.864
Constructive feedback	132	0	3.54	.814
Regular staff meetings	132	0	3.51	.929

As seen, a mean score bordering around neutral and agree has been received for most of the statements mentioned in this section of the questionnaire. A low mean score of 3.41 for sufficient roles might be indicative of some level of job monotony for the employees in the hospital.

12.12 Organizational philosophy, salary and career progression

Table 12

	N		Mean	Std. Deviation
	Valid	Missing		
Thorough orientation to hospital	132	0	4.05	.760
Spirit of cooperation amongst staff	132	0	3.82	.590
Good incentives for staff	132	0	3.37	.877
Conflict managed effectively	132	0	3.52	.860
Promoting respect fair treatment	132	0	3.63	.903
Satisfied with pay scale	132	0	3.22	1.014
Can get more in other office	132	0	3.87	.833
Value work more than salary	132	0	3.99	.786
Skill development opportunities	132	0	3.85	.736
Scope for career growth	132	0	3.89	.744
Continuous feedback on performance	132	0	3.52	.977
Feel contributing significantly	132	0	3.97	.676

This shows that the employees were not sure with regard to the answers they had given in this section and there was a consistency in the response given by the employees here. Thus, there might be some unresolved issues that the hospital management may need to take up especially with regards to feedback given to the staff regarding their performance as that has a score of 3.52 and also the salary part with a score of 3.22. Also, a mean score bordering around near neutral i.e. 3.32 for “Incentives for staff” might also suggest some level of dissatisfaction among the employees. This is also

evident from the open ended questions at the end of the questionnaire where the employees seem to have a non- consensus about the appraisal system where they believe that there was a partiality in the way the incentives were distributed to the employees and Favoritism was being promoted.

13. Conclusion

Staff turnover is an important issue in today's scenario and needs to be dealt with at an individual's level.

It is important that the individual feel that he is respected for the work that he does and also that he is contributing significantly in the working of the organization.

As the employees were also questioned at the end of the questionnaire by giving them open ended questions about what they felt were the major reasons that the staff left the hospital, the following major responses were recorded.

1. Lack of job security
2. Non co-operative supervisors
3. Low compensation as compared to any other hospital of the same category
4. Inequality / Partiality among the staff in terms of treatment and appraisals.
5. Excessive work load
6. Inadequate staff

Hence, these are a few things which if dealt with can make an employee stay for longer periods.

Some suggestions given by the employees themselves include:

1. Appreciate the good work done by the employee

2. Improve compensation
3. Better and more co-operative supervisors
4. Give appraisals according to work performance
5. Treat the staff more respectfully.

14. Ethical considerations

The questionnaires administered will be anonymous to give confidence to the employees and also to ensure that the answers they fill in will be used only for this study purpose.

15. References

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Attrition of Knowledge Workforce in Healthcare in Northern parts of India – Health
Information Technology as a Plausible Retention Strategy by Indrajit Bhattacharya^{1,2}
Anandhi Ramachandran¹ R.K. Suri² and S.L. Gupta²

16. Annexures

The following questionnaire was administered to the staff.

1. Please select your current position.

Doctor	
Nurse	
Paramedic	
Support	

2. Gender

Male	
Female	

3. Age group

20-29	
30-39	
40-49	
50-59	
60+	

6. Qualification

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7. Department currently working in

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8. Please rank these options from 1 to 8 which according to you are most important in a workplace.

(1 Highest and 8 lowest)

Sr.No.	Options	Rank
1	Potential for Growth/Skill Development	
2	Cooperative Supervisors	
3	Feedback mechanism	
4	Flexible work hours	
5	Good remuneration/Salary	
6	Job Rotation	
7	Job Security	
8	Motivation	
9	Role Clarity	
10	Others (Please specify)	

9. Which of the following was the reason for leaving your last job? (Please mark 1)

Sr.No.	Options	
1	No Potential for Growth/Skill Development	
2	Non-Cooperative Supervisors	
3	Lack of recognition	
4	Inflexible work hours	
5	Remuneration/Salary not at par with the company standards	
6	No Job Rotation	
7	No Job Security	
8	Lack of Motivation	
9	Monotonous Job	
10	High Pressure of work	
11	Lack of Role Clarity	
12	Others (Please specify)	

10. Which of the following factors do you think were lacking (missing) in your last job?

Sr.No.	Options	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	Potential for Growth/Skill Development					
2	Cooperative Supervisors					
3	Feedback mechanism					
4	Flexible work hours					
5	Good remuneration/Salary					
6	Job Rotation					
7	Job Security					
8	Motivation					
9	Role Clarity					
10	Others (Please specify)					

11. Which of the following factors do you think are lacking (missing) in your current job?

Sr.No.	Options	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	Potential for Growth/Skill Development					
2	Cooperative Supervisors					
3	Feedback mechanism					
4	Flexible work hours					
5	Good remuneration/Salary					

6	Job Rotation					
7	Job Security					
8	Motivation					
9	Role Clarity					
10	Others (Please specify)					

12. Working Condition

Sr.No.	Working Condition	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	I love to work at this office.					
2	I have a clear sense of the future direction in this office.					
3	The atmosphere of this office is safe, friendly and peaceful.					
4	This office has policies that support its staff.					
5	There are leaders in this office I can trust.					
6	Others in this office trust me to perform my job. Communication between staff and this office's upper leadership is effective					
7	There is adequate staff available in my work unit.					
8.	My colleagues are supportive.					
9.	I have all the necessary resources to do my job.					
10.	I am recognized for the work that I do i.e. awarded/named employee of the month etc.					

13. Nature of Work

Sr.No.	Nature of Work	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	My supervisor understands me and appreciates my work.					
2	My workload and expected completion times are reasonable.					
3	The workload in this office is distributed equitably.					
4	There is sufficient job rotation for staff to avoid job monotony.					
5	I have a clear understanding of how my job performance is measured.					
6	The team leader and the managers give continuous feedback on my performance.					
7	This office has regular staff meetings to plan and coordinate work and to make announcements.					

14. Organizational Philosophy, Salary & Career Progression

Sr.No.	Options	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1	I received a thorough orientation to this office and my job when I started.					
2	There is a spirit of cooperation among staff in this office.					
3	There are good incentives for staff in this office.					
4	Conflict among staff in my office is managed effectively.					
5	Promoting respect and fair treatment among all staff is a high priority of this office.					
6	I am satisfied with my pay scale in this office.					
7	I know I can get more in other office for same level of work.					
8	I value my work more than salary.					
9	There are lots of skill development opportunities in this office.					
10.	This office has scope for career growth.					
11.	I feel I am contributing significantly to the working of the organization.					

In your view what are the reasons for nurses leaving the hospital?

In your view what are the reasons for doctors leaving the hospital?

In your view what can be done to retain nurses at the hospital?

In your view what can be done to retain doctors at the hospital?

Any suggestions for improvements in any particular area/your work station

EXIT PROCESS IN A SUPERSPECIALITY HOSPITAL

Exit of an employee from a hospital can usually be attributed to either controllable (resignation or dismissal) or uncontrollable (death, prolonged illness, retirement) factors. The same can also be classified as voluntary (resignation), involuntary (dismissal) or other (death, prolonged illness, retirement) factors. Most of the staff that exits the hospital is due to personal reasons, mostly associated with better opportunities or higher studies. Other reasons include dismissals which may be due to the incompetency of the staff or due to other disciplinary factors.

Whatever the reasons might be, it is always difficult for the hospital to lose the staff especially after all the time and investment that goes into making them efficient employees of the hospital who would help the hospital deliver value to its patients and thus help in achieving goodwill amongst the patients.

The first attempt of every hospital is to find out the reasons of such a separation from the hospital. Any hospital would try and prevent staff turnover as much as possible because of the reasons already mentioned above. However if the employee still intends to depart from the hospital, there is a certain protocol for an employee to exit from the hospital. For effective separation of the employee from the organization it is mandatory for the employee to follow the laid down procedure for the convenience of the employee as well as for the hospital to maintain an effective record of the departed staff. The first step when any employee decides to leave the organization is to address a formal resignation letter directed towards the head of their respective department which is then forwarded by the head to the Human Resource department which further processes the application and try to find out reasons that lead to such a separation.

The whole process is mapped down as under:

EXIT PROCESS

