



A study on the attrition rate in Max Super Speciality Hospital, Bathinda

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Hospital Stream

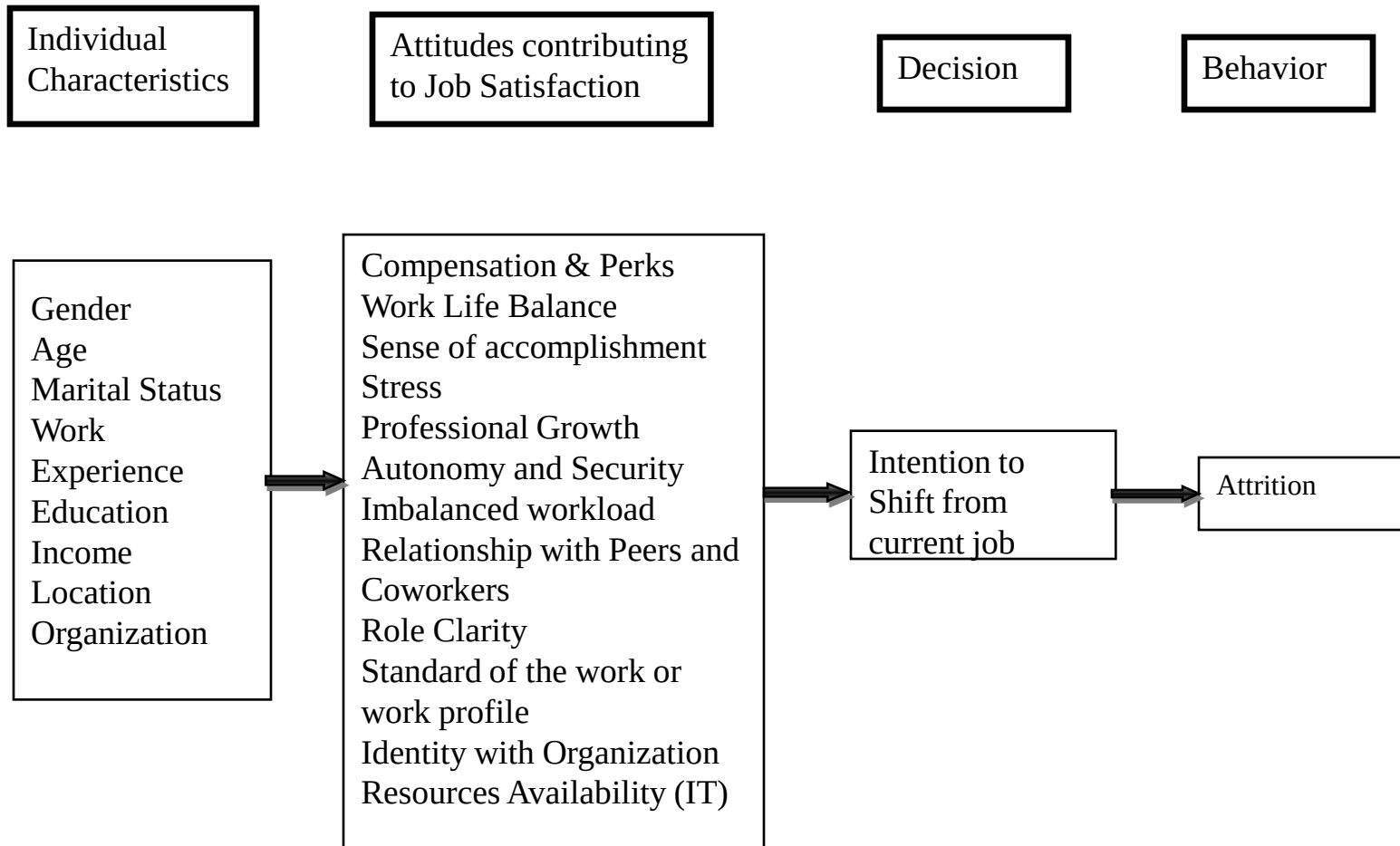
Introduction

- The most important assets in a hospital are not just the buildings or the technology but also the workforce, the individuals who directly or indirectly care for patients. HR costs are about 30 per cent of the total hospital cost.
- A major challenge for the healthcare industry
- Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled.

Definition

- **Staff turnover/Attrition** can be described as the total movement of employees in and out of an organization
- The replacement of one worker
↓
Disturbs the rhythm and harmony of teamwork
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Reduction in 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



Effects of high attrition/staff turnover

- The Cost of Turnover
- Interruption of Patient Care
- Lost Productivity
- Attrition leads to more attrition
- Loss of Internal Information
- Affects Goodwill of the Hospital

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?

Aim

- To measure the level of attrition, determining the reasons behind it and to know the views of the present employees about their current job

Objectives of the Study

- To determine the level of attrition existing in Max Super Specialty Hospital, Bathinda.
- To identify the factors most responsible for this level of attrition.

Study Design and Methods

- Type of study: Descriptive study.
- Location of study: Max Super Specialty Hospital, Bathinda, Punjab
- Study subjects: These will comprise of the doctors, nursing staff, support and paramedic staff.
- Sampling: Convenience sampling.
- Sample Size: A sample size of 132 filled questionnaires was received from the existing staff.
- Time Frame: 3rd February, 2014 to 20th April, 2014.
- Sources of data:
 - Primary data: By the administration of questionnaires
 - Secondary data was collected from the HRIS of the hospital.
- Analysis: The data was the analyzed using SPSS and was found to have adequate reliability with Cronbach's Alpha value of 0.871.

Reasons for staff turnover/attrition

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

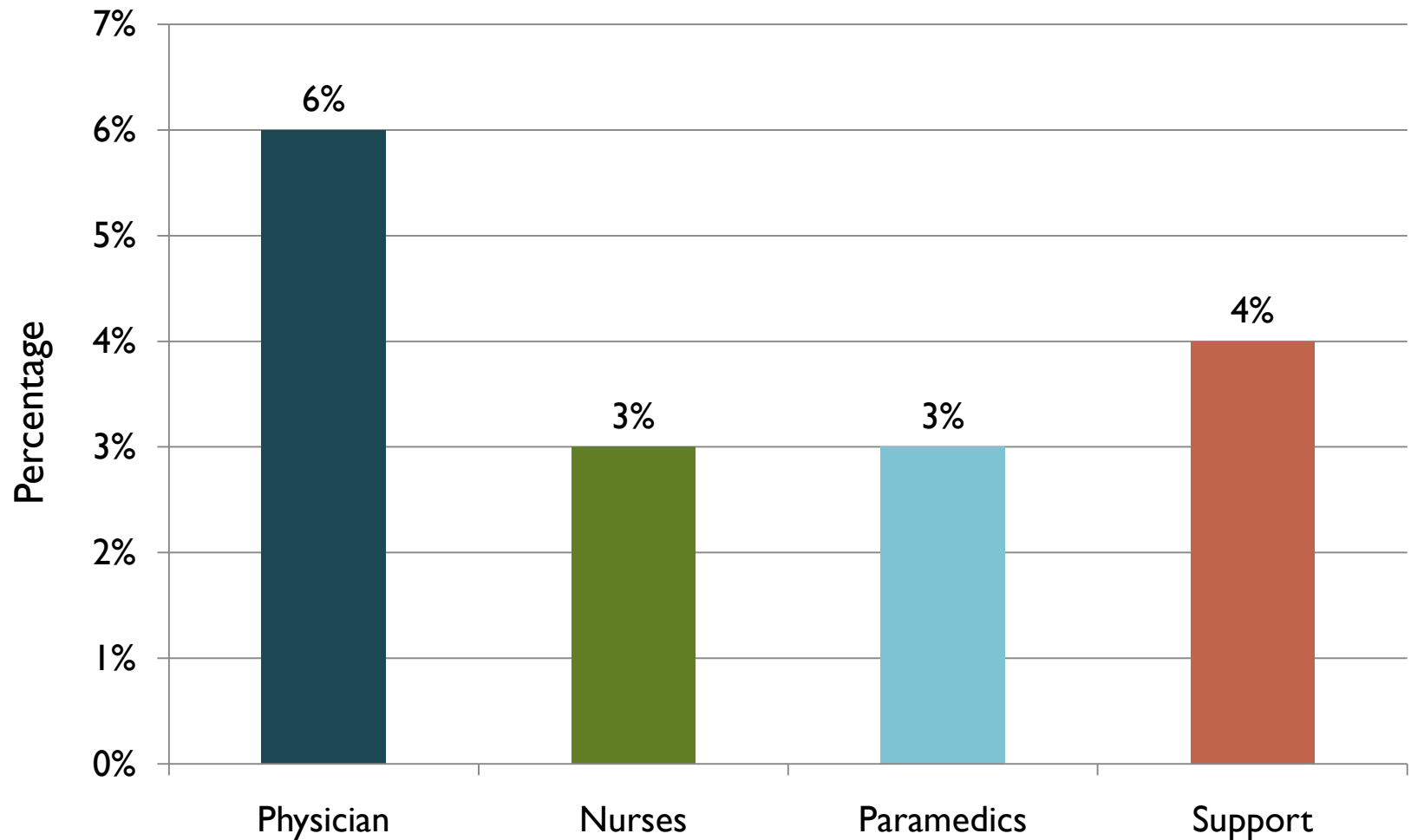
Calculations

- **Staff /Labor Turnover Rate(LTR)**

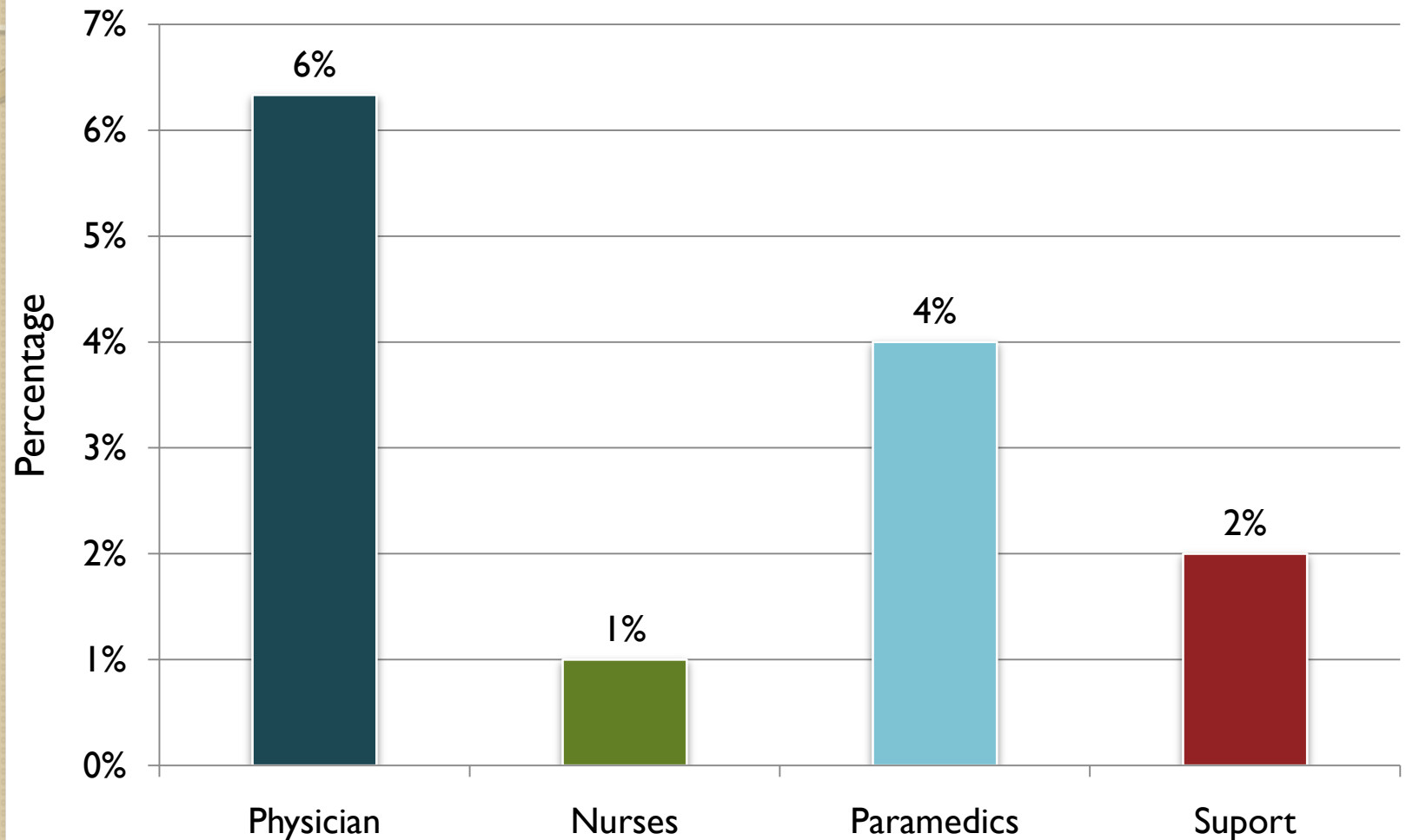
Gives an indication of the percentage of employees that leave the organization over a period of time.

$$\text{LTR} = (30 / 292) * 100 * 4 = 41.1\%$$

Average attrition in each category (April, 2013- March, 2014)

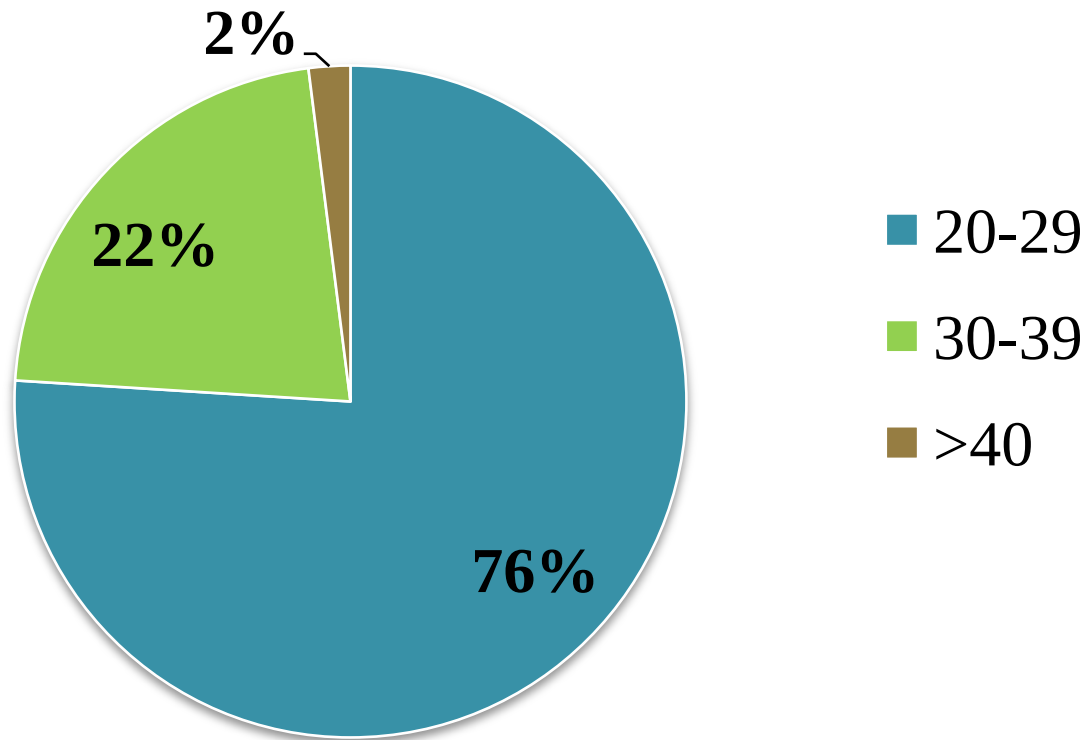


Comparison of categories over the past 3 months



Analysis of the data collected

Age wise responses



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

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

Results

- Factors missing in present job:
 - ❖ Good remuneration: 3.52
 - ❖ Co-operative Supervisors: 3.48
 - ❖ Motivation: 3.48
- Most employees agreed about the shortage of staff (Mean score of 2.17)
- Supervisor supports/appreciates received a low mean score of 2.78.

- However, the employees also agreed on:

- ❖ Latest technology in the hospital: 3.96
- ❖ Thorough orientation to the hospital: 4.05

- Response to open ended questions

- ❖ Non co-operative supervisors
- ❖ Inequality / Partiality among the staff in terms of treatment and appraisals.
- ❖ Excessive work load
- ❖ Inadequate staff
- ❖ Quoting an employee “No job security, lack of adequate and performance based appraisal of individuals, Bathinda city and travel options to Bathinda”

Limitations of the study

- Adequate number of responses could not be received from the doctors/consultants.
- The complete staff could not be covered.

Suggestions

- Some suggestions given by the employees themselves include:
 - ❖ Appreciate the good work done by the employee
 - ❖ Improve compensation
 - ❖ Better and more co-operative supervisors
 - ❖ Give appraisals according to work performance
 - ❖ Treat the staff more respectfully.
- “Best salary , best behavior and best security to be given to best staff so that all employees strive to be the best staff”

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- An agreement/contract to counter the attrition/turnover
 - Recognition: “Star of the month”
 - Training of the supervisors/team leaders to sensitize them about the reasons for attrition and how to reduce it.
 - Screening out candidates based on “job fit”(Expectations of the employee from the organization)

Conclusion

- Staff turnover is an important issue in today's scenario and needs to be dealt with.
- The major reason that the employees moved out of the organization was family/relocation, career growth/higher studies.
- Personalized exit interviews might be more helpful to know the exact reasons of their resignation.



Thank you