

A STUDY ON ATTRITION RATE AND EMPLOYEE ENGAGEMENT IN A  
MULTISPECIALITY HOSPITAL

Dissertation Submitted to



**The IIHMR University, Jaipur**

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

By

Dandavate Reema Vinay

Under the Supervision and Guidance of

Dr. Varsha Tanu

2022

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### DECLARATION BY STUDENT

I hereby declare that this dissertation titled A STUDY ON ATTRITION RATE AND EMPLOYEE ENGAGEMENT IN A MULTISPECIALITY HOSPITAL 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.



(Signature)

Name of Student DANDAVATE REEMA VINAY

Date 19/06/2022



Date: 19<sup>th</sup> June, 2022

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Ms. Dandavate Reema Vinay** from **IIHMR University, Jaipur** has done her Internship and Dissertation (A Study on Attrition Rate And Employee Engagement in a Multi-specialty Hospital) in **Human Resources Department** from **23<sup>rd</sup> March, 2022 to 19<sup>th</sup> June, 2022**

She was found sincere & hard working during this tenure.

We wish her success and all the best for her future endeavors.

For Global Hospital

**Anil Kumar**  
Head- Human Resources



**GLOBAL HOSPITAL - SUPER SPECIALITY & TRANSPLANT CENTRE**  
(A Unit of Centre for Digestive and Kidney Diseases (India) Pvt. Ltd.)

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## CERTIFICATE

This is to certify that dissertation titled A Study On Attrition Rate And Employee Engagement In A Multispeciality Hospital is a record of the research work undertaken by Dandavate Reema Vinay 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

## ABSTRACT

Attrition is an important issue faced by healthcare organizations these days, with employees constantly looking for better opportunities. When an employee leaves the organization voluntarily or involuntarily for any reason which includes, resignation, death, retirement, or termination it is known as 'Attrition.' A sustained employee starts working as an asset, but if the rate of attritions goes as high as 20%, it becomes a challenge for institution to keep training the new workforce. There are different types of attritions viz, voluntary, involuntary, internal, demographic-specific. The reasons for attrition seen are usually poor management, lack of recognition, conflicts with co-workers, better salaries, marriage, higher education etc. although some of the reasons can be avoided but some may be out of control. An employee engagement tool used by HR departments helps understand how much an employee feels good about working at an organization. In human resource (HR), employee engagement is a concept that describes the level of enthusiasm and dedication an employee feels towards her/his job.

The aim of this study is to find out the attrition rate and employee engagement in a hospital. The objectives included were: i) To calculate the attrition rate from the month of January 2022 to May 2022 ii) To find out possible reasons of attrition by assessing the exit interview forms of the employees who have left between January 2022 to May 2022. Iii) To study the level of satisfaction in the currently engaged employee through the questionnaire. It is a descriptive study design involving respondents from different departments of the hospital. The duration of study was from March 23, 2022 to June 19, 2022 with a sample size of 561. Stratified random sampling technique was used and the data was collected from the hospital data source and through questionnaire. The study concluded that the rate of attrition was higher in the nursing as compared to the non-nursing staff in both the categories that included overall attrition and voluntary attrition. The study also analysed the reasons for attrition to be due to job change due to marriage, abscond, job opportunities in abroad, further education, better opportunities. The overall employee engagement determined by the questionnaire stated that in most of the questions more than approximately 85% of the respondents have answered positively towards company. The eNPS (Net Promoter Score) also shows almost equal number of promoters (18%) and detractors (17%) but has comparatively higher number of passives (65%) which can be taken as an opportunity to convert these passives into promoters. The overall study states that the employees are satisfied working with the organization.

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## ABBREVIATIONS

| Abbreviation | Full-form          |
|--------------|--------------------|
| <b>eNPS</b>  | Net Promoter Score |
| <b>HR</b>    | Human Resource     |

Any industry strives for profit. Apart from providing quality services, profit is one thing that is looked for by every company. There are many reasons behind any firm to face profit or loss, sometimes its internal and sometimes it is external. The staff working in the company is also an important asset to the company. The quality of skills they possess and the enthusiasm to work towards the goals of the company play a crucial role in the growth of the company. Healthcare institutions are very watchful while hiring the staff because the staff comes in direct contact with the patient, and the service provided to the patient has a direct impact not just on the financial goals but also on the reputation of the hospital. One major block faced by hospitals is the attrition. When an employee leaves the organization voluntarily or involuntarily for any reason which includes, resignation, death, retirement, or termination it is known as 'Attrition.' High rate of attrition is not good for any company as it leads to loss of efforts and money invested on an employee. Over the time a company invests into their employees right from joining, in activities like trainings, conferences, activities. A company spends time and efforts on moulding the employee to be capable of doing the work in the way that is desired. A sustained employee starts working as an asset, but if the rate of attritions goes as high as 20%, it becomes a challenge for institution to keep training the new workforce.<sup>[1]</sup>

Attrition can be calculated using below formula,

$$\text{Attrition rate} = \frac{\text{Number of employees that left during period}}{\text{Average number of employees for period}} \times 100$$

There is a range of factors that affect the employee attrition rate. These factors include employee's personal reasons, company decision, or entire group decides to leave. There are diverse types of attrition, below mentioned are the 4 distinct types of attrition:<sup>[2]</sup>

- Voluntary attrition
- Involuntary attrition
- Internal

- Demographic-specific

- 1 Voluntary attrition:

When any employee decided to leave the organization for their personal reasons it is called as voluntary attrition.

2. Involuntary attrition:

When an organization decides to part ways with the companies due to reasons like, company reorganization or layoffs for reasons (like stealing or fighting), inferior performance or termination when someone abandons their job, it is known as involuntary attrition.

3. Internal attrition:

When an employee quits her/his job from one department and joins another department it is known as internal attrition.

4. Demographic-specific:

When employees belonging to a distinct group such as women, veterans or older professionals, ethnic minorities, people with disabilities, veterans or older professionals are leaving the company in droves it is known as demographic-specific attrition.

### **Causes of Attrition:**<sup>[3]</sup>

There are numerous reasons people start seeing if there are better opportunities somewhere else. While few components might show its dependency on the nature of industry, the type of organization and the individual, yet there are some common reasons that people quit, these reasons include:

Poor management: Employees want managers who will encourage them, guide them and at times defend them. Most employees like to have the autonomy to work and like that their seniors trust them with the work. They dislike being micromanaged, disempowered or overlooked. Effective communication is an excellent quality that a manager can possess with the appropriate level of transparency and allowing the subordinates to give inputs in problem solving. Failing to which employees start looking for new opportunities.

A lack of recognition: Performance driven employees often expect their work to be recognized. They want to have information if they are progressing on the correct path and know that they have the ability to advance, and they want their work to be noticed.

Lesser growth opportunities: Employees who are high on performance wants to grow and move forward in their careers. They are not just driven by money but also by the role and the nature of work, how they can improve their skills and upgrade. When employees find no opportunity to grow further they start looking for other opportunities.

Toxic work environment: A toxic work environment is not only responsible for affecting the productivity but it also leads to damaging the relationships at various levels. Which in turn also has a negative impact on client relationship which can spoil the brand name and can even have the potential to cause a loss of business. Beyond workplace there can also be a damage to personal relationships which can make one lose good employees.

Marriage: employees leave the workplace due to change in city or state after marriage. This type of attrition is seen especially in female employees.

Higher education: Some employees leave the organization in order to get higher education. Especially when an employee joins a full-time course, they cannot give enough time to do full time job and study at the same time.

### **Employee engagement**

Employee engagement is a concept in human resource (HR) that talks about the level of enthusiasm and dedication an employee feels towards his/her job. When an employee is engaged in their work they care about their work and the performance of the company and feel that their work and efforts make a difference.<sup>[4]</sup> It is a fundamental concept which allows to get an idea and information on the nature of the relationship between the employees and the organization, both qualitatively and quantitatively. It is an essential for any organization to know whether their employees are happily working and interested in the job. When employee starts losing interest in work or starts showing insincerity in work it affects his/her performance which in turn affects the organization.

### **RESEARCH QUESTION:**

A study on attrition rate and employee engagement in Global hospital

**AIM:**

The aim is to find out the attrition rate and employee engagement in Global hospital.

**OBJECTIVES:**

Objective 1: To calculate the attrition rate from the month of January 2022 to May 2022

Objective 2: To find out possible reasons of attrition by assessing the exit interview forms of the employees who have left between January 2022 to May 2022

Objective 3: To study the level of satisfaction in the currently engaged employee through the questionnaire

As per a study done by Sofia Castro Lopes et al on "A rapid review of the rate of attrition from the health workforce", it is concluded that the definition of attrition is diverse and there are hardly other studies that differentiate between total attrition and voluntary attrition. Voluntary attrition is particularly lesser recorded and lesser studied. There is a requirement to develop definitions methods of measuring attrition that are standardized.<sup>[5]</sup>

A study done by Nang Mie Mie Htun et. al. on "Trends in attrition among medical teaching staff at universities in Myanmar 2009-2013" in this study data was collected to study rate of attrition of the staff involved in teaching from medical professional universities, the data was collected from period of 2009 to 2013. For all kinds of healthcare workers, the annual attrition rate was about 4%. From 2009 to 2013, among 494 attired staff, 357 staff (72.3%) reflected involuntary attrition, whereas 137 staff (27.7%) reflected voluntary attrition. It was seen that the annual rate of attrition was highest for doctors (6.7%) while that of nurses was lowest (1.1%). The significant difference between voluntary and involuntary attrition considered factors such as age of the participant, marital status of the participant, education of the participant, overseas degree of the participant, position of the participant, field of teaching of the participant, duration of services of the participant and duration of non-residential service of the participant. The end results directed the necessity to develop and adapt required policies for educational and administrative purposes to add some incentives professionally for the job to be retained.<sup>[6]</sup>

In another study done by Susan Yarbrough et. al. on "Professional values, job satisfaction, career development, and intent to stay" talks about the financial losses incurred by the institutes due to attrition of nurses. Attrition of mid-career nurses is considered as loss. As per this study done in 2016 it was seen that the turnover rate experienced by the hospitals was 16.5% which costs from \$44,380-\$63,400 per nurse. The findings indicated that a strong correlation is seen between development in career and professional values. Also, satisfaction with job and development in career showed a positive correlation with retention. The study concluded that nurse managers should be aware about the value conflicts that might be present among the nurses that might affect the retention adversely. The current environment encourages the nurses to take into

consideration whether to continue with the same job or look for other work opportunities.<sup>[7]</sup>

A study done by Graham Lowe on “How employee engagement matters for hospital performance” provided a systematic definition and measure of engagement that is applicable to healthcare. Along with correctly identifying the main drivers of engagement, findings showed that a prominent level of employee engagement is related to retention, patient-centred care, patient-safety culture, and employees’ positive assessments of the quality of care or services provided by their team. For healthcare leaders implications of these finding are briefly considered.<sup>[8]</sup>

This study is having a descriptive study design. The study was carried out at Global Hospitals, Parel. The study population is the employees from departments namely nursing, operations, medical support, and others. The employees who are working on contract or hired on temporary basis or appointed by third party are excluded from this study. The data for the first part of the study which is based on calculating the attrition rate has been collected from the hospital data systems which has data of left employees and currently working employees. The data to find out attrition rate has been collected from the hospital data source and the rate of attrition has been calculated using the formula,

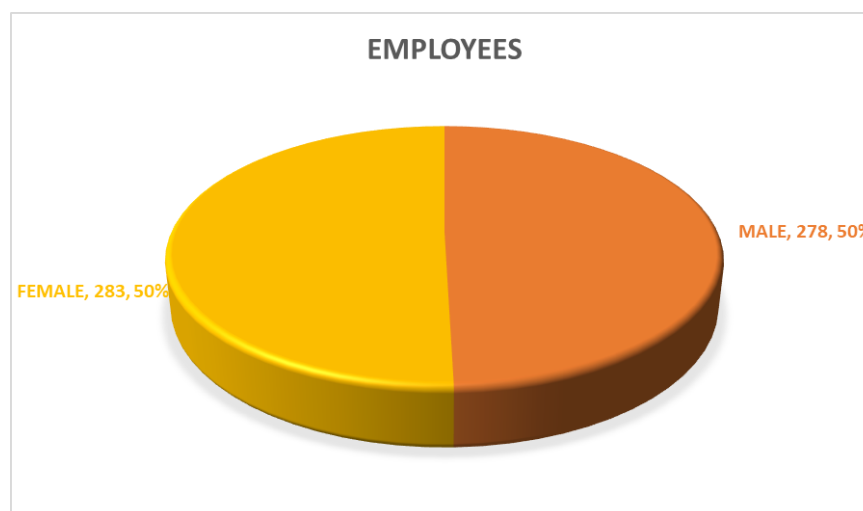
$$\begin{array}{ccccccc} \text{Employees} & & \text{Employees} & & \text{Number} & & \\ \text{by the end} & & \text{at the} & & \text{of} & & \\ \text{of the} & = & \text{beginning} & + & \text{joiners} & - & \text{Attrition} \\ \text{month} & & \text{of the} & & \text{for the} & & \\ & & \text{month} & & \text{month} & & \end{array}$$

$$\begin{array}{ccccccc} \text{Monthly} & & & & & & \\ \text{Attrition} & = & \text{Attrition} & \times & 100 & & \\ \%age & & & & & & \\ & & \frac{\text{Employees by}}{\text{the end of the}} & & & & \\ & & \text{month} & & & & \end{array}$$

$$\text{Annualized Attrition \%age} = \frac{\left( \frac{\text{Attrition}}{\text{Employees by the end of the month}} \right) \times 12}{\text{Number of months}}$$

In order to find out possible reasons of attrition, the exit interview forms of the left employees were evaluated and a qualitative analysis was performed. The third part of the study which is about employee's satisfaction and employee engagement, was done using a questionnaire which consists of 6 parts including Engagement plus, Leadership, Goals and strategies, Organizational capabilities, and Areas of opportunity, eNPS (Net Promoter Score). The duration of study was from March 23, 2022 to June 19, 2022. The sample size chosen for study was 561 based on the hospital staff out of which 462 participants answered the survey. Stratified random sampling method was used. The data was collected from hospital data source and through hospital provided questionnaire.

By the end of month of May 2022, there were total 561 employees out of which 278 were males and 283 were females.



Graph 4.1: Employee male-female percentage

### ATTRITION RATE

The table below shows the monthly attrition rate and annualized attrition rates from January 2022 to May 2022 of overall regular head count for nursing and non-nursing staff.

The data for employees at the beginning of the month (opening balance), number of new joiners and employees who left that month (Attrition) was collected from hospital employee data system. The monthly attrition %age is calculated using below formulae,

$$\begin{array}{ccccccc} \text{Employees} & & \text{Employees} & & \text{Number} & & \\ \text{by the end} & & \text{at the} & & \text{of} & & \\ \text{of the} & = & \text{beginning} & + & \text{joiners} & - & \text{Attrition} \\ \text{month} & & \text{of the} & & \text{for the} & & \\ & & \text{month} & & \text{month} & & \end{array}$$

$$\text{Monthly Attrition \%age} = \frac{\text{Attrition}}{\text{Employees by the end of the month}} \times 100$$

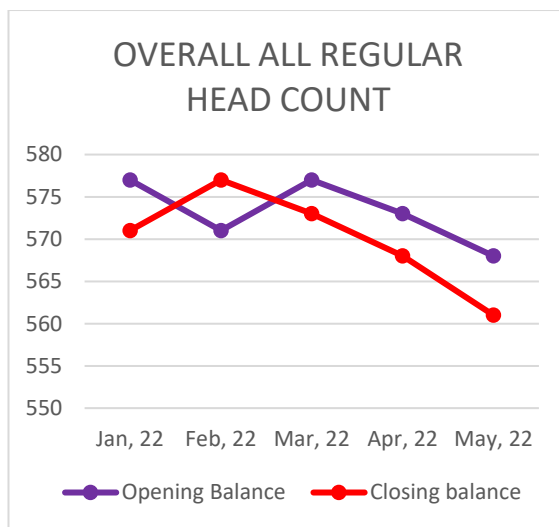
$$\text{Annualized Attrition \%age} = \left( \frac{\text{Attrition}}{\text{Employees by the end of the month}} \right)^{12} \times 12$$

Number of months

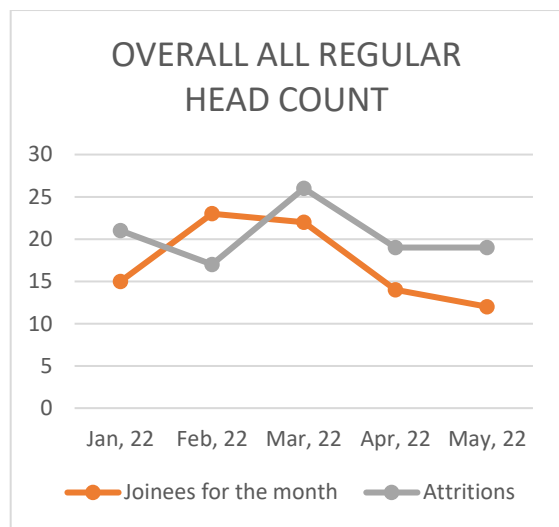
(\*Employees by the end of the month will be represented as closing balance and employees at the beginning of the month will be represented as opening balance)

Table 4.1: Overall all regular head count

| OVERALL ALL REGULAR HEAD COUNT |                  |                       |            |                  |                        |                           |
|--------------------------------|------------------|-----------------------|------------|------------------|------------------------|---------------------------|
| 2022 Month-wise                | Opening Balance* | Joiners for the month | Attritions | Closing balance* | Monthly Attrition %age | Annualized Attrition %age |
| Jan, 22                        | 577              | 15                    | 21         | 571              | 3.68                   | 44%                       |
| Feb, 22                        | 571              | 23                    | 17         | 577              | 2.95                   | 35%                       |
| Mar, 22                        | 577              | 22                    | 26         | 573              | 4.54                   | 54%                       |
| Apr, 22                        | 573              | 14                    | 19         | 568              | 3.35                   | 40%                       |
| May, 22                        | 568              | 12                    | 19         | 561              | 3.39                   | 41%                       |



Graph 4.2: Overall all regular head count (opening balance\* and closing balance\*)

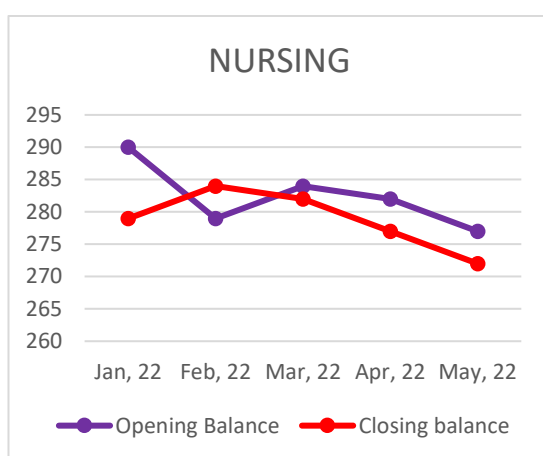


Graph 4.3: Overall all regular head count (joiners for the month and attrition)

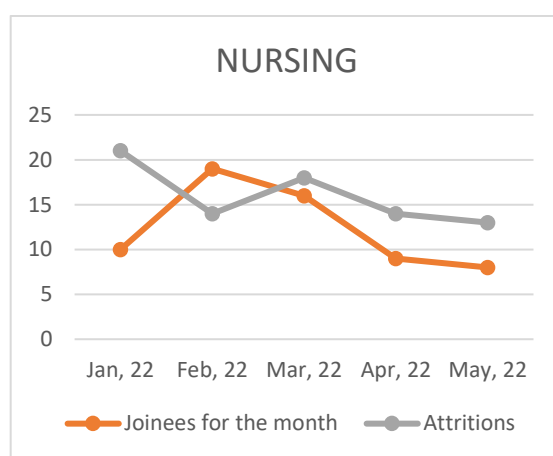
From the above table and graphs we can see that the percentage of attrition was lowered in the month of February (2.95%) which again shown a rise in the month of March (4.54%) after which a decline is seen in the month April (3.35%) and May (3.39%). The average monthly attrition of these five months is 3.58% and the average annualized attrition percentage from Jan 2020 to May 2020 is 42.8% for overall regular employees.

Table 4.2: Nursing head count

| NURSING HEAD COUNT |                  |                       |            |                  |                        |                           |
|--------------------|------------------|-----------------------|------------|------------------|------------------------|---------------------------|
| 2022 Month-wise    | Opening Balance* | Joiners for the month | Attritions | Closing balance* | Monthly Attrition %age | Annualized Attrition %age |
| Jan, 22            | 290              | 10                    | 21         | 279              | 7.53                   | 90%                       |
| Feb, 22            | 279              | 19                    | 14         | 284              | 4.93                   | 59%                       |
| Mar, 22            | 284              | 16                    | 18         | 282              | 6.38                   | 77%                       |
| Apr, 22            | 282              | 9                     | 14         | 277              | 5.05                   | 61%                       |
| May, 22            | 277              | 8                     | 13         | 272              | 4.78                   | 57%                       |



Graph 4: Nursing (opening balance\* and closing balance\*)

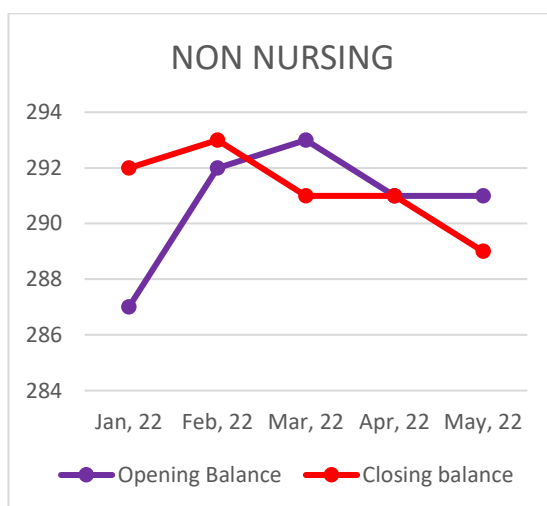


Graph 5: Nursing (joiners for the month and attrition)

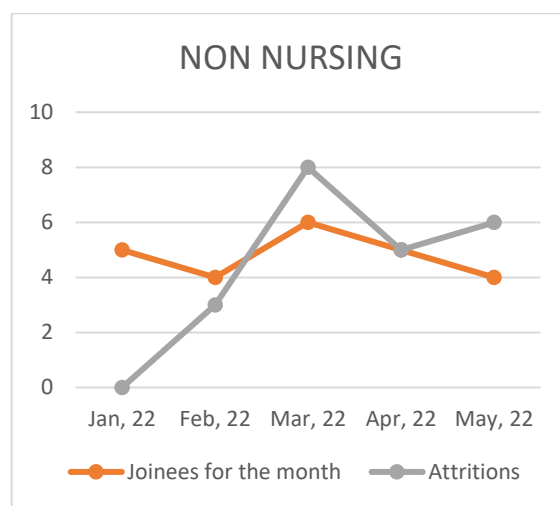
From the above table and graphs we can see that the percentage of attrition was lowered in the month of February (4.93%) which again shown a rise in the month of March (6.38%) after which a decline is seen in the month April (5.05%) and May (4.78%). The average monthly attrition of these five months is 5.73% and the average annualized attrition percentage from Jan 2020 to May 2020 is 68.8% for nursing employees.

Table 4.3: Non-nursing head count

| NON-NURSING HEAD COUNT |                  |                       |            |                  |                        |                           |
|------------------------|------------------|-----------------------|------------|------------------|------------------------|---------------------------|
| 2022 Month-wise        | Opening Balance* | Joiners for the month | Attritions | Closing balance* | Monthly Attrition %age | Annualized Attrition %age |
| Jan, 22                | 287              | 5                     | 0          | 292              | 0.00                   | 0%                        |
| Feb, 22                | 292              | 4                     | 3          | 293              | 1.02                   | 12%                       |
| Mar, 22                | 293              | 6                     | 8          | 291              | 2.75                   | 33%                       |
| Apr, 22                | 291              | 5                     | 5          | 291              | 1.72                   | 21%                       |
| May, 22                | 291              | 4                     | 6          | 289              | 2.08                   | 25%                       |



Graph 4.6: Non-nursing (opening balance\* and closing balance\*)

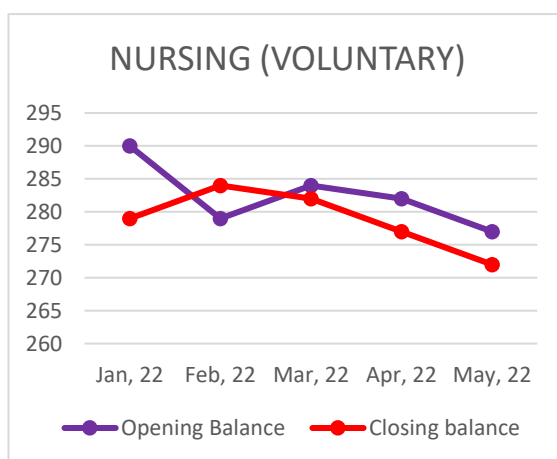


Graph 4.7: Non-nursing (joiners for the month and attrition)

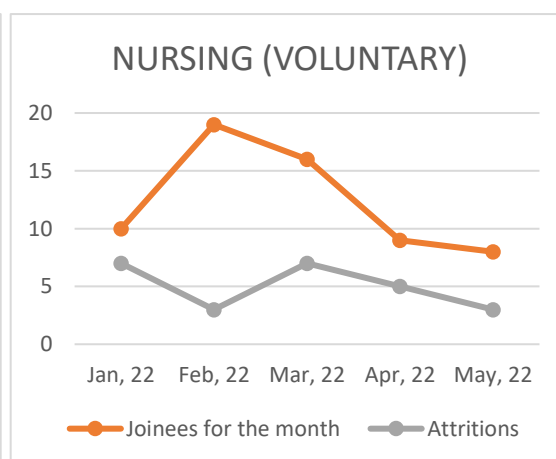
From the above table and graphs, we can see that the percentage of attrition shown a rise in the month of February (1.02%) and March (2.75%) which again shown a decline in the month of April (1.72%) after which a rise is seen again in the month May (2.08%). The average monthly attrition of these five months is 1.51% and the average annualized attrition percentage from Jan 2020 to May 2020 is 18.2% for non-nursing employees.

Table 4.4: Nursing head count (Voluntary)

| NURSING EXCLUDING ABSCONDERS AND ASKED TO GO HEAD COUNT |                    |                             |            |                    |                                    |                                       |             |                           |
|---------------------------------------------------------|--------------------|-----------------------------|------------|--------------------|------------------------------------|---------------------------------------|-------------|---------------------------|
| 2022<br>Month-wise                                      | Opening<br>Balance | Joiners<br>for the<br>month | Attritions | Closing<br>balance | Monthly<br>Attrition<br>percentage | Annualized<br>Attrition<br>percentage | ABSCON<br>D | ASKE<br>D TO<br>LEAV<br>E |
| Jan22                                                   | 290                | 10                          | 7          | 279                | 2.51                               | 30%                                   | 12          | 2                         |
| Feb22                                                   | 279                | 19                          | 3          | 284                | 1.06                               | 13%                                   | 10          | 1                         |
| Mar22                                                   | 284                | 16                          | 7          | 282                | 2.48                               | 30%                                   | 7           | 4                         |
| Apr22                                                   | 282                | 9                           | 5          | 277                | 1.81                               | 22%                                   | 8           | 1                         |
| May22                                                   | 277                | 8                           | 3          | 272                | 1.10                               | 13%                                   | 9           | 1                         |



Graph 4.8: Nursing-voluntary attrition (opening balance\* and closing balance\*)

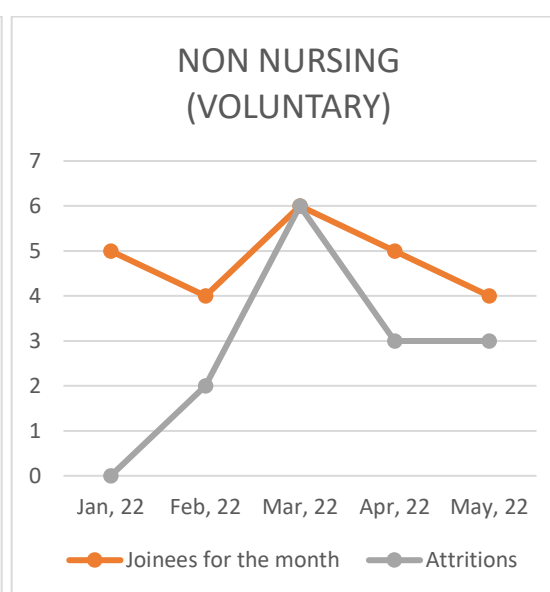
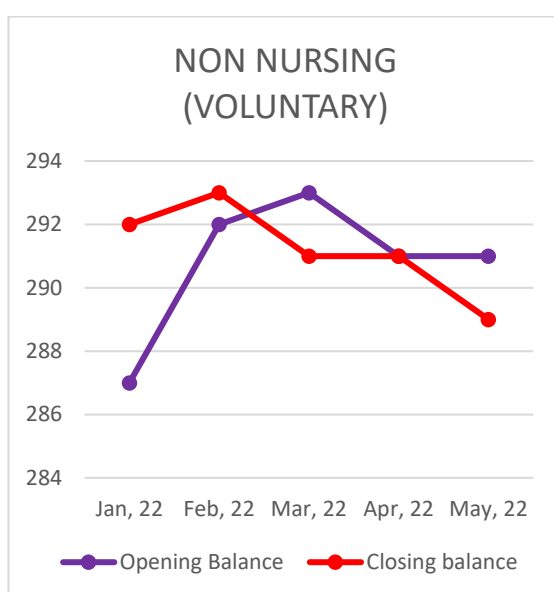


Graph 4.9: Nursing-voluntary attrition (joiners for the month and attrition)

From the above table and graphs we can see that the percentage of attrition was lowered in the month of February (1.06%) which again shown a rise in the month of March (2.48%) after which a decline is seen in the month April (1.81%) and May (1.10%). The average monthly attrition of these five months is 1.79% and the average annualized attrition percentage from Jan 2020 to May 2020 is 21.48% for nursing employees who left voluntarily.

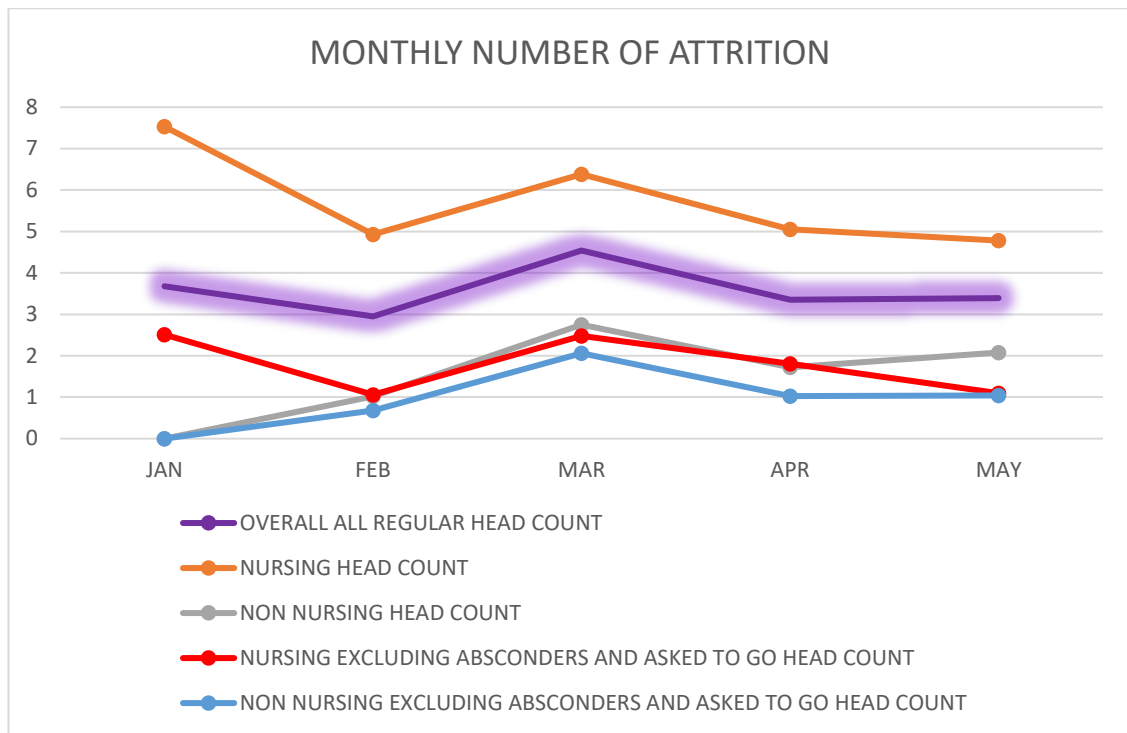
Table 4.5: Non-nursing head count (Voluntary)

| NON NURSING EXCLUDING ABSCONDERS AND ASKED TO GO HEAD COUNT |                 |                       |            |                 |                        |                           |           |                |
|-------------------------------------------------------------|-----------------|-----------------------|------------|-----------------|------------------------|---------------------------|-----------|----------------|
| 2022 Month-wise                                             | Opening Balance | Joiners for the month | Attritions | Closing balance | Monthly Attrition %age | Annualized Attrition %age | ABSCONDED | ASKED TO LEAVE |
| Jan22                                                       | 287             | 5                     | 0          | 292             | 0.00                   | 0%                        | 0         | 0              |
| Feb22                                                       | 292             | 4                     | 2          | 293             | 0.68                   | 8%                        | 0         | 1              |
| Mar22                                                       | 293             | 6                     | 6          | 291             | 2.06                   | 25%                       | 1         | 1              |
| Apr22                                                       | 291             | 5                     | 3          | 291             | 1.03                   | 12%                       | 1         | 1              |
| May22                                                       | 291             | 4                     | 3          | 289             | 1.04                   | 12%                       | 0         | 3              |



Graph 4.10: Non-nursing-voluntary attrition (opening balance\* and closing attrition (joiners for the month and

From the above table and graphs we can see that the percentage of attrition shown a rise in the month of February (0.68%) and March (2.06%) which again shown a decline in the month of April (1.03%) after which a slight rise is seen again in the month May (1.04%). The average monthly attrition of these five months is 0.96% and the average annualized attrition percentage from Jan 2020 to May 2020 is 11.54% for non-nursing employees who left voluntarily.



Graph 4.12: Comparative graph of all 5 categories of monthly number of attrition

The graph above represents number of attritions of different sub-categories from month Jan,2022 to May,2022. It shows the overall headcount of nursing department was greater than the non-nursing department. Also, the number of voluntary attritions in nursing were greater as compared to the voluntary attritions of non-nursing department. The highest percentage of attrition was seen in the month of march 2022 which was declined in the coming months.

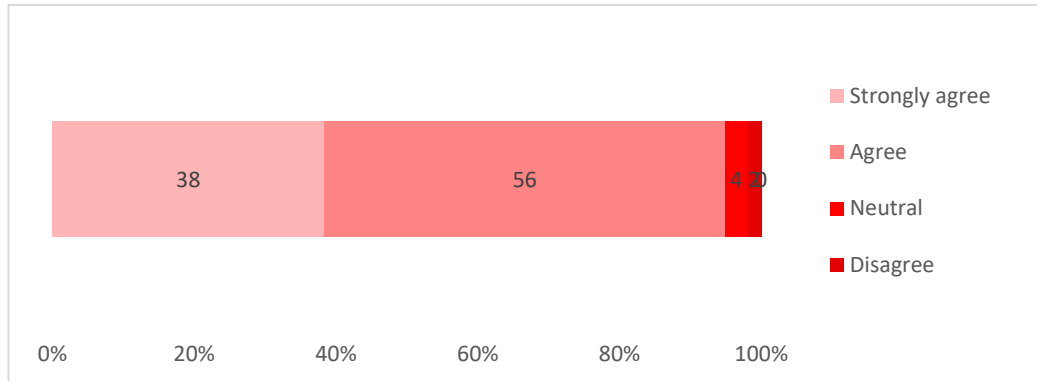
## REASONS OF ATTRITION

After evaluating the exit interview forms of the employees who left a qualitative analysis was done to find out the reasons for leaving the job, the major reasons that came in front were job change due to marriage, abscond, job opportunities in abroad, further education, better opportunities. Out of which job change due to marriage was majorly seen in female employees. Very few employees had mentioned about reasons like dispute with immediate manager, dispute with seniors, dispute with co-workers, poor work environment. From the rate of attrition it was seen that the voluntary attritions were high in nursing than in non-nursing staff.

## EMPLOYEE ENGAGEMENT AND SATISFACTION

### ENGAGEMENT PLUS

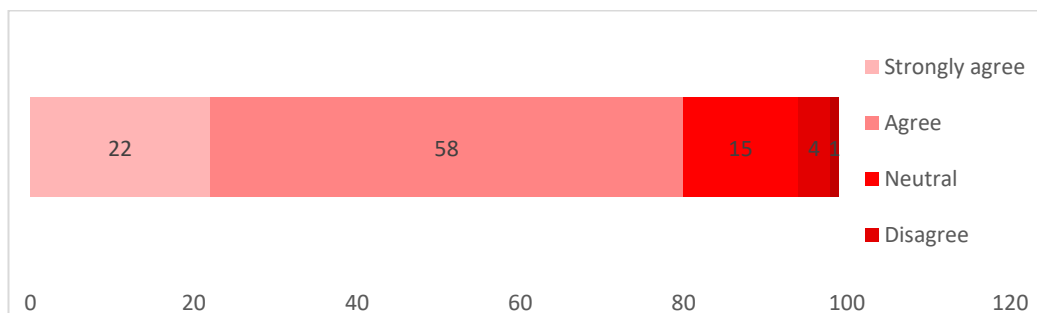
#### 1. My work gives me a sense of personal achievement



Graph 4.13: Sense of personal achievement from work

We can see that almost 94% of the employees were in the agreement that their work gives them a sense of personal achievement, 4% of them were neutral about the questions where as 3% disagreed with it.

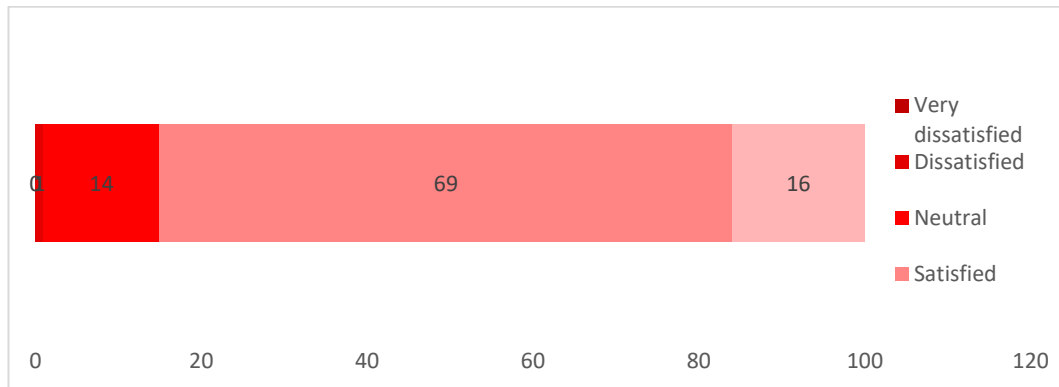
#### 2. I feel company adopts an open culture approach where I can voice my opinions without fear



Graph 4.14: Adoption of open culture by company to enable employee to voice his/her opinion

We can see that almost 80% of the employees were in the agreement that the company adopts an open culture approach where he/she can voice his/her opinions without fear, 15% of them were neutral about the questions where as 6% disagreed with it.

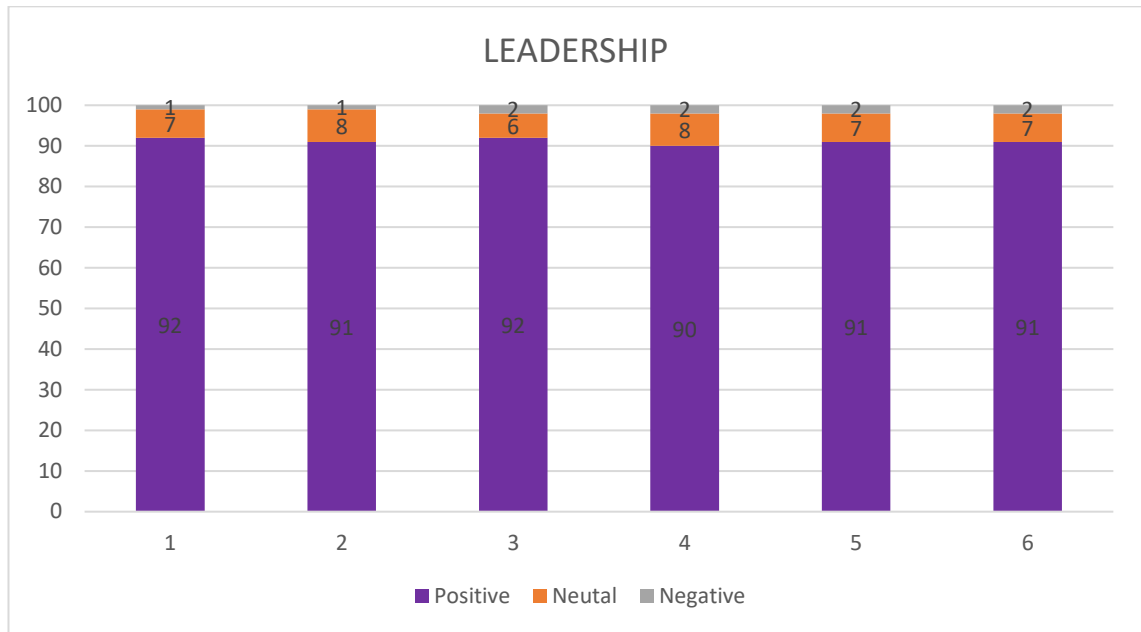
### 3. How satisfied are you with your employment at the company in general



Graph 4.15: In general satisfaction with the employment

We can see that almost 1% of the employees were dissatisfied with the employment at the company in general, 14% of them were neutral about the questions where as 85% were satisfied with their employment at the company.

## LEADERSHIP



Graph 4.16: Questions related to leadership

### Representation:

1. I am satisfied with my immediate manager's ability to help me with my job
2. I have trust in the senior management of the company
3. My immediate manager actively strives to improve efficiency in our team
4. I feel that I am trusted by my immediate manager
5. My immediate manager creates an atmosphere of openness and trust
6. I have trust in my immediate manager

The above numbers in the graph represents respective questions. The first question was asked about the satisfaction of employee with his/her immediate manager's ability to help with his/her job. 92% of employees replied positively, whereas 7% were neutral about it and 1% replied negatively. The second question was about the trust in senior management of the company, 91% replied yes, 8% were neutral and 1% replied negatively about it. The third question was if the immediate manager actively strives to improve efficiency in the team, to which 92% replied positively 6% were neutral about it and 2% replied negatively. The fourth question asked was if the employee feels trusted by his/her immediate manager to which 90% replied positively, 8% replied neutral and 2% replied negatively. The fifth question was if the immediate manager manages to create an atmosphere of openness and trust, 91% agreed to it positively 7% were neutral about it and 2% replied negatively about it. The sixth question was about having trust in the immediate manager to which 91% replied positively, 7% replied neutral and 2% replied negatively.

## GOALS AND STRATEGIES



Graph 4.17: Questions related to goals and strategies

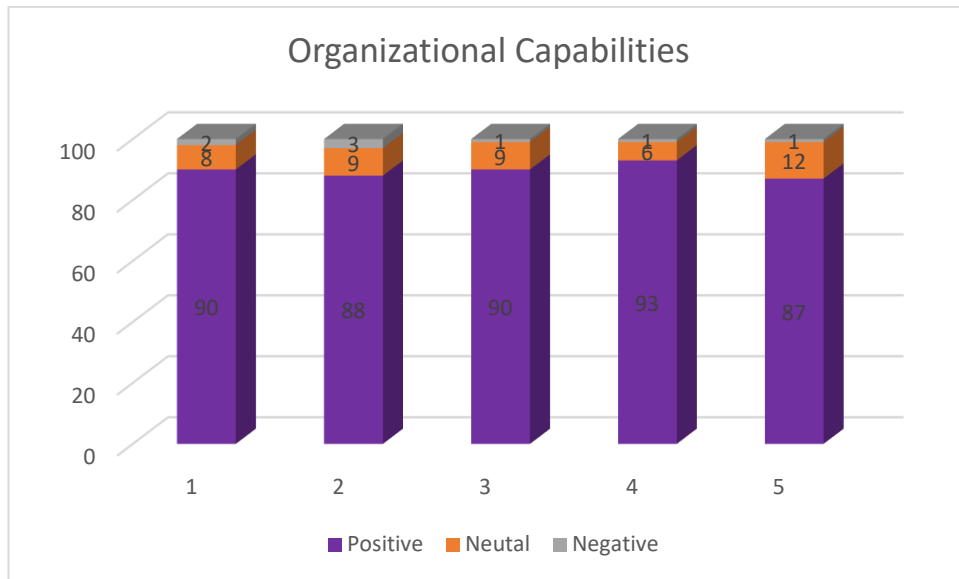
The third section was about the goals and strategies

Representation:

1. I am familiar with the overall goals and objectives of the company that has been communicated
2. I can clearly see how my own work contributes to the company goals and objectives

This question consists of 2 questions, first question was if the employee was familiar with the overall goals and objectives of the company that were communicated, to which 94% replied positively, 5% were neutral about it and 1% disagreed to it. The second question was if an employee can see how his/her work contribute to the company goals and objectives, to which 96% of them replied agreed, 3% were neutral about it and 1% replied negatively to it.

## ORGANIZATIONAL CAPABILITIES



Graph 4.18: Questions related to organizational capabilities

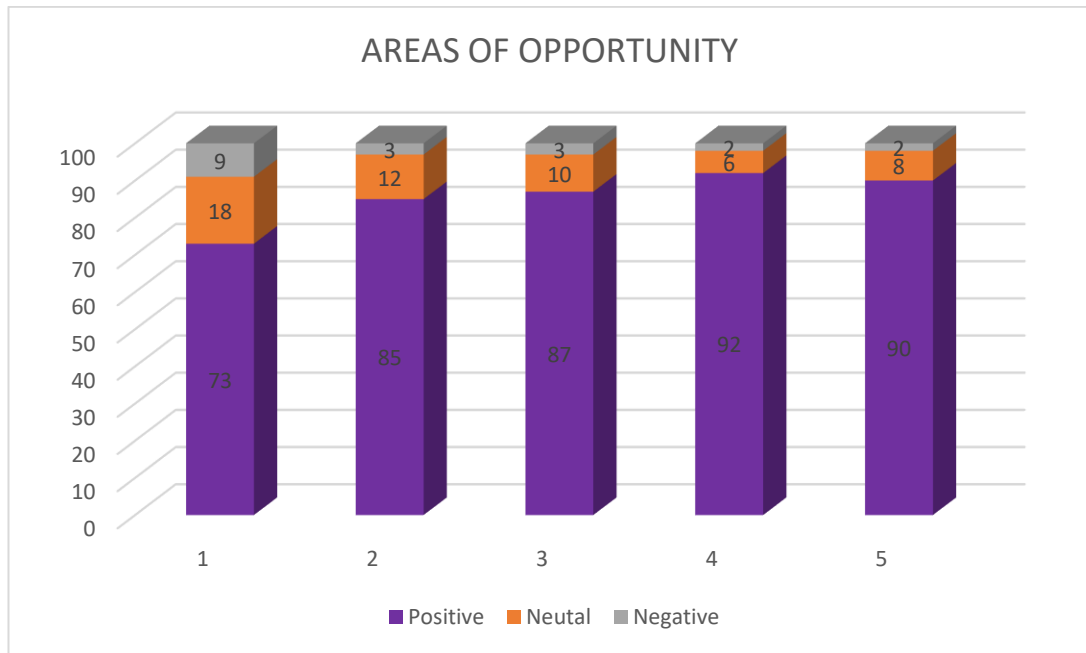
Representation:

1. I have opportunity for personal development and growth in this company
2. My work allows me to maintain healthy work life balance
3. How do you rate the cooperation between different departments within the company
4. I'm satisfied with my company's effort to maintain a safe work environment for the employee's identity
5. How would you rate the quality of the company's services

The fourth section was about the organizational capabilities in making an employees work environment better. The first question was about if the employee had an opportunity for personal development and growth in the company, to which 90% replied that they thought they had the opportunity to grow, 8% were neutral about it and the remaining 2% replied negatively. The second questions ask employee if his/her work allows him/her to maintain healthy work life balance, to which 88% replied positively, 9% were neutral and 3% replied negatively. The third question was to know how the employee rate would the cooperation between different departments within the company, to which 90% replied positively, 9% were neutral about it and 1% replied negatively. The fourth question was to know if the employee was satisfied with the company's efforts to maintain safe work environment for the employee's identity, to which 93% replied positively, 6% were neutral about it and 1% replied negatively. The fifth question was what the employee

thinks about the quality of company's services, to which 87% replied positively, 12% were neutral about it and 1% replied negatively.

## AREAS OF OPPORTUNITY



Graph 4.19: Questions related to areas of opportunity

Representation:

1. How good a job do you feel your company is doing in terms of matching salary or rewards to performance
2. I feel that the company adopts an open culture approach where I can voice out my opinions without fear
3. I have the equipment/ tools/ resources I need to achieve optimal performance
4. I have a reasonably good idea of my career paths in this company
5. I am satisfied with the training I received to better perform in current role

The fifth part of the questionnaire consists of section areas of opportunity. The first question asks about how good the employee feels about his/her company is doing in terms of matching salary or rewards to performance, to which 73% replied positively, 18% were neutral about it and 9% replied negatively. The second questions focuses on the employees opinion on whether the company adopts an open culture approach where he/she can voice out their opinions without fear, 85% of employees replied positively, 12% were neutral about it and 3% replied negatively. The third question asks if the employee has the equipment/ tools/ resources needed to achieve the optimal performance, 87% responded positively, 10% were neutral about it and 3% replied negatively. The fourth question focuses if the employee has good idea of his/her possible career paths in the company, 92% employees replied positively, 6% were neutral about it and 2% replied negatively. The fifth question focuses on the satisfaction with the training received to

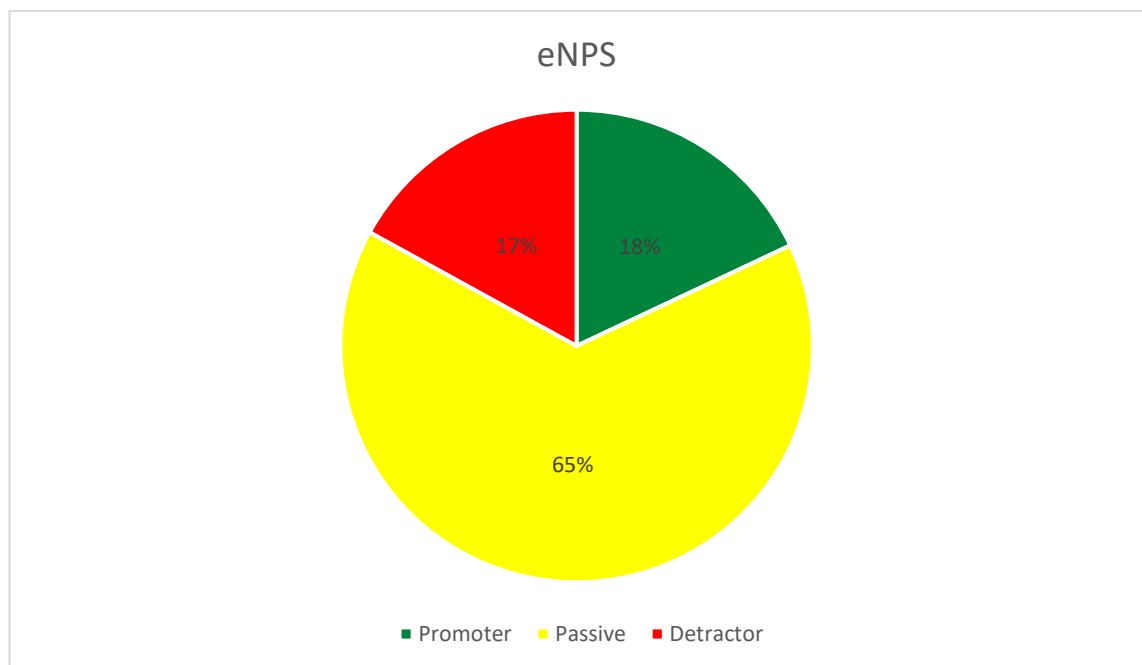
perform better in current role, 90% employees replied positively, 8% were neutral about it and 2% replied negatively.

#### eNPS

NPS is known as net promoter score. Usually, organizations ask their customers and employees to give feedback which can let them know how much an individual will promote the organization or its services further. The overall net promoters score recorded was as below:

18% promoters, 65% passive and 17% detractors.

Number of promoters and detractors were more or less similar, but the number of passives were high. This can be due to various reason, first is that the employee doesn't really think that the organization is bad but also do not think it worth recommending further, it can also be due to the lack of awareness amongst the employees about the organizational policies and services provided. This passive percentage can be taken as an opportunity to improvise, to spread awareness about the activities undertaken by the organization in order to acknowledge employees and have them promote it.



Graph 4.20: e-Net Promoter Score

The questions answered by the employees shown a majority of positive responses in most of the questions. Few questions that addressed questions like company able to match the salary and rewards or if the quality of services provided by company is satisfactory or not or if the company approaches a culture where the employee can voice his/her opinions without fear or if the employee has the adequate and appropriate equipment or resources needed to achieve optimal performance or if work allows the employee to maintain healthy work life balance showed the number of positive responses at less than 90% but the most of the positive responses were above 80% and the other were above 70%.

After the qualitative analysis of exit forms by the left employees the major reasons for attrition that came ahead were job change due to marriage and due to higher studies. Many studies in literature also stated reasons for attrition as demand of high pay, job on workplace is not what they expected, nature of job does not match the person, opportunities of growth are lesser, not receiving required appreciation, lack of trust by co-workers or seniors, poor work life balance etc. in the study conducted by us the major reason that came forward were change of place due to marriage and for pursuing higher education.

The study reflected that most of the employees were satisfied and engaged with the company in terms of work and services provided. The attrition rate of nursing staff was greater as compared to the non-nursing staff. The highest percentage of attrition was seen in the month of March 2022 which was declined in the coming months. Any organization grows when its employees put a positive word about it. The eNPS calculated showed majority of passives and similar percentage of promoters and detractors. This passive percentage can be taken as an opportunity to improvise, to spread awareness about the activities undertaken by the organization in order to acknowledge employees and have them promote it.

The study also reflected almost 85% of employees were satisfied with the employment and 14% were neutral about the question. This shows that there was a very less percentage of employees who were dissatisfied but this also reflect that there is still room for improvement when it comes to the percentage of employees who are neutral about it.

Although majority of employees have responded positively about the hospital and services provided. There is still a fair number of employees who although have not replied negatively but are neutral about many questions. These employees need to be converted into positive side along with the employees who replied negatively.

Some of the recommendations that can be incorporated include:

- 20% of the respondents do not completely agree that company adopts an open culture approach where they can voice their opinions. The awareness about company's open culture needs to be communicated to the employees effectively for them to realise that their opinions are heard and valued.
- 15% of the respondents fall under category of neutral or dissatisfaction when asked about the overall satisfaction with the employment at the company in general. Organization needs to make an effort to try and improve the employees experience at the hospital in order to make them feel satisfied with the employment.
- Although 87% of the employees have positively replied to the quality of services provided by company, but there are still 13% of employees who think otherwise. The organization can improve the quality of services provided to the employee.
- About 27% of employees do not think their performance is matched appropriately with their salary. The organization needs to communicate effectively about how they are matching salary or rewards with an individual's performance.
- Organization needs to improve the culture of training, for employees to attend it which will help them perform better in their current roles.
- Organization needs to create and increase awareness about various services provided by hospitals and about various activities and measures that are taken by hospital for the employees.
- 13% of the respondent do not think they have adequate or optimal equipment/ tools/ resources required to achieve optimal performance. The organization needs to take special care that nothing stops an employee from performing their job the best.
- In order to track the progress, timely feedbacks should be taken from the employees.

- Attrition rate caused due to staff left for higher studies can be tackled by providing the employee some monetary help under the contract that once higher education is completed the employee will work for the hospital for certain minimum years.

The study threw light on the rate of attrition from January 2022 to May 2022 for all the departments. The departments were majorly divided into two types i.e., nursing and non-nursing. It was seen that the rate of attrition was higher in the nursing as compared to the non-nursing staff in both the categories that included overall attrition and voluntary attrition.

The study also analysed the reasons for attrition by qualitatively reviewing the exit interview forms of the past employees, which showed that the major reason of attrition in the hospital included, job change due to marriage, abscond, job opportunities in abroad, further education, better opportunities.

The overall employee engagement determined by the questionnaire stated that in most of the questions more than approximately 85% of the respondents have answered positively towards company. The eNPS (Net Promoter Score) also shows almost equal number of promoters (18%) and detractors (17%) but has comparatively higher number of passives (65%) which can be taken as an opportunity to convert these passives into promoters. The overall study states that the employees are satisfied working with the organization.

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| QUESTIONNAIRE      |                                                                                               |                       |                       |                       |                          |  |
|--------------------|-----------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------|--|
| ENGAGEMENT PLUS    |                                                                                               |                       |                       |                       |                          |  |
|                    | <b>Strongly agree</b>                                                                         | <b>Agree</b>          | <b>Neutral</b>        | <b>Disagree</b>       | <b>Strongly disagree</b> |  |
| 1                  | My work gives me a sense of personal achievement                                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>    |  |
| 2                  | I feel company adopts an open culture approach where I can voice my opinions without fear     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>    |  |
|                    | <b>Very dissatisfied</b>                                                                      | <b>Dissatisfied</b>   | <b>Neutral</b>        | <b>Satisfied</b>      | <b>Very satisfied</b>    |  |
| 3                  | How satisfied are you with your employment at the company in general                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>    |  |
| LEADERSHIP         |                                                                                               |                       |                       |                       |                          |  |
|                    | <b>Positive</b>                                                                               | <b>Neutral</b>        | <b>Negative</b>       |                       |                          |  |
| 1                  | I am satisfied with my immediate manager's ability to help me with my job                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 2                  | I have trust in the senior management of the company                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 3                  | My immediate manager actively strives to improve efficiency in our team                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 4                  | I feel that I am trusted by my immediate manager                                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 5                  | My immediate manager creates an atmosphere of openness and trust                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 6                  | I have trust in my immediate manager                                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| GOALS & STRATEGIES |                                                                                               |                       |                       |                       |                          |  |
|                    | <b>Positive</b>                                                                               | <b>Neutral</b>        | <b>Negative</b>       |                       |                          |  |
| 1                  | I am familiar with the overall goals and objectives of the company that has been communicated | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |
| 2                  | I can clearly see how my own work contributes to the                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                          |  |

|                                    |                                                                                                         |                |                 |            |
|------------------------------------|---------------------------------------------------------------------------------------------------------|----------------|-----------------|------------|
| company goals and objectives       |                                                                                                         |                |                 |            |
| <b>ORGANIZATIONAL CAPABILITIES</b> |                                                                                                         |                |                 |            |
|                                    | <b>Positive</b>                                                                                         | <b>Neutral</b> | <b>Negative</b> |            |
| 1                                  | I have opportunity for personal development and growth in this company                                  | O              | O               | O          |
| 2                                  | My work allows me to maintain health work life balance                                                  | O              | O               | O          |
| 3                                  | How do you rate the cooperation between different departments within the company                        | O              | O               | O          |
| 4                                  | I am satisfied with my company's effort to maintain a safe work environment for the employee's identity | O              | O               | O          |
| 5                                  | How would you rate the quality of the company's services                                                | O              | O               | O          |
| <b>AREAS OF OPPORTUNITY</b>        |                                                                                                         |                |                 |            |
|                                    | <b>Positive</b>                                                                                         | <b>Neutral</b> | <b>Negative</b> |            |
| 1                                  | How good a job do you feel your company is doing in terms of matching salary or rewards to performance  | O              | O               | O          |
| 2                                  | I feel that the company adopts an open culture approach where I can voice out my opinions without fear  | O              | O               | O          |
| 3                                  | I have the equipment/ tools/ resources I need to achieve optimal performance                            | O              | O               | O          |
| 4                                  | I have a reasonably good idea of my possible career paths in this company                               | O              | O               | O          |
| 5                                  | I am satisfied with the training I received to better perform in current role                           | O              | O               | O          |
| <b>eNPS (Net Promoters Score)</b>  |                                                                                                         |                |                 |            |
|                                    | <b>0-1</b>                                                                                              | <b>2</b>       | <b>3</b>        | <b>4 5</b> |

|   |                                                              |                       |                       |                       |                       |                       |
|---|--------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | How much would you rate the employment with hospital overall | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|   |                                                              | 6                     | 7                     | 8                     | 9                     | 10                    |
|   |                                                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |