



# **ATTRITION OF NURSING EMPLOYEES AT ONELIFE HOME HEALTHCARE: A STUDY**

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# INTRODUCTION TO ATTRITION IN HOME HEALTHCARE

- Disruption in the Human resource section of a healthcare organization especially the home healthcare sector has various impacts on the organizational efficiency. Furthermore, the reasons for such disruptions are not studied which this study wishes to unveil to understand the various reasons behind it.
- Attrition is of two types, Voluntary attrition and Involuntary attrition. Voluntary attrition can include attrition due to personal reasons or due to change of job location or due to professional reasons where the employee may be unhappy with the current employer. Involuntary attrition refers to that type of attrition where the employee is terminated due to some reasons or when the employee had attained the age of retirement. Here we can understand that involuntary attrition is not much in the employer's control.
- Attrition can be both good and bad for an organization. Attrition can be good in terms of removing or exit of under performers where new better talent can be required. Here on the opposite side attrition can cause severe underperformance in the organization which can have catastrophic results.
- Reducing attrition is the key aim in controlling it. Every Human Resource manager would aim at maintaining the attrition level.

# RESEARCH QUESTION

- What is the attrition rate for onelife home healthcare for the year 2020-2021?
- What are the causes for nursing staff attrition at Onelife Home Healthcare for 2020-2021?

# RATIONALE

- **ATTRITION OF NURSING EMPLOYEES AT ONELIFE HOME HEALTHCARE: A STUDY**

This study focuses on the factors causing attrition in home healthcare organization. No previous study has been done in home healthcare sector in respect to this research topic and to extensively explain about the factors of attrition. The previous studies have been done in context to different demography and has been studying in different verticals.

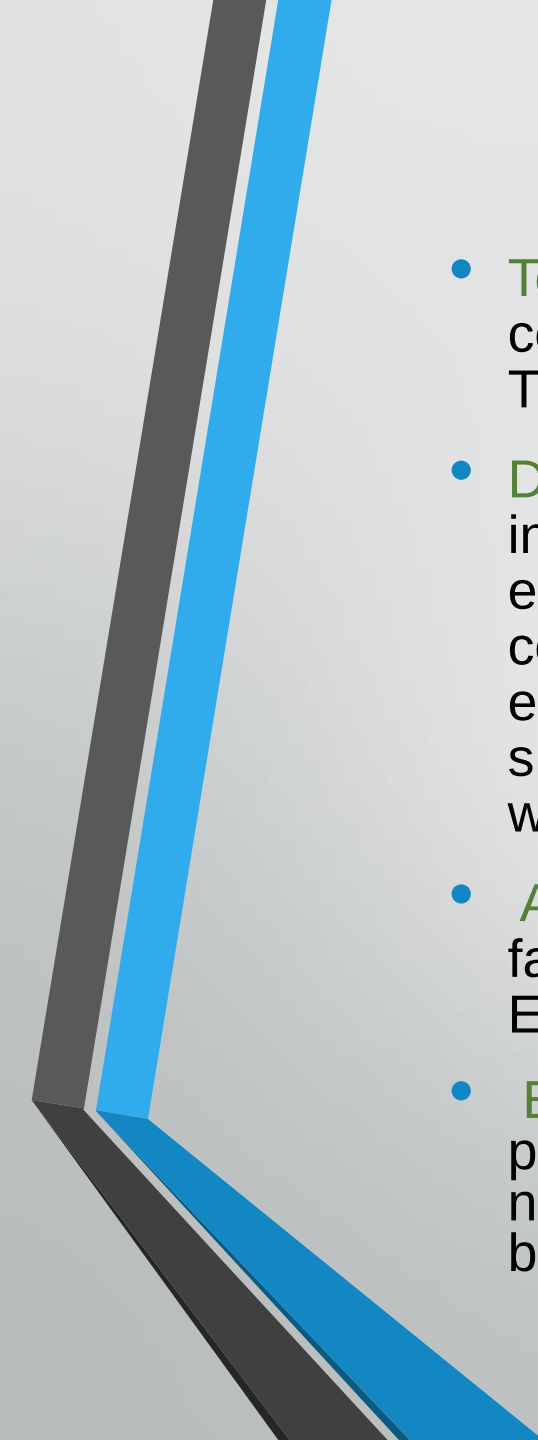
Therefore, this study is conducted with its focus on the attrition of nurses in onelife home healthcare organization focusing further on the trends and on the factors leading to it.

# OBJECTIVES

- To study about the attrition rate of nursing staff in Onelife home healthcare for the year of 2020-2021 and to study the factors of attrition and to suggest ways to reduce attrition.

# RESEARCH METHODOLOGY

- **Type of study:** Descriptive study, the study is retrospective in nature analysing the recorded data of the exit interview forms of ex nursing employees of Onelife home healthcare who had quit their job during the period of 2020-2021 the exit interview sheets are reviewed and further analysis was done
- **Period of study:** The study was conducted during the month of June 2022 from 13.6.2022 to 17.6.2022
- **Study area:** The study area is Onelife Home Healthcare
- **Study population:** Inclusion criteria:
  - Ex Nursing employees of Onelife Home Healthcare who exited the organization in the year 2020-2021
- **Sampling and sample size:** purposive sampling is done. A sample size of 91 was derived based on the exit interview sheets. Further 86 exit interview sheets were selected out of the 91 sheets based on its completeness. It was found that certain exit interview sheets were not filled.

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- **Tool for study:** The tool used for the study is the Exit interview sheets which contained the data of staffs who had left Onelife home healthcare from 2020-2021. The exit interview sheets were self-administered in nature.
  - **Data collection:** The data for this respective study was collected using the exit interview sheets available with the HR department at Onelife Home Healthcare. The exit interview forms of employees who had left the organization from 2021-2022 was collected from all the branches of Onelife Home Healthcare and was analysed. 86 exit interview sheets were selected out of 91 sheets due to omission of certain sheets as there were incomplete data. Sheets which were from the exclusion criteria was not included.
  - **Analysis:** The analysis was done focused on the specific objective to identify the factors associated with attrition. The exit interview questionnaire was reviewed for 86 Ex-employees of Onelife home healthcare. The analysis is done in percentage basis
  - **Ethical view:** prior consent from the organization was taken to analyse the data provided by them and a mutual understanding of trust was made that there would be no misconduct academically like plagiarism, data falsification, fabrication or privacy breach.

# LITRATURE REVIEW

| S No: | Source                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Authors                                 | Title                                                                                                                                                                                   | Methodology<br><br>Location &<br><br>Time of study                                                             | Key Findings/<br><br>Limitations                                                                   |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| 1.    | Gangopadhyay, S. and Ukil, A., 2022. Being resilient to deal with attrition of nurses in private COVID-19 hospitals: critical analysis with respect to the crisis in Kolkata, India. In Healthcare Informatics for Fighting COVID-19 and Future Epidemics (pp. 353-363). Springer, Cham.<br><br><a href="https://www.springerprofessional.de/en/being-resilient-to-deal-with-attrition-of-nurses-in-private-covi/19620074">https://www.springerprofessional.de/en/being-resilient-to-deal-with-attrition-of-nurses-in-private-covi/19620074</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Gangopadhyay, S. and Ukil, A., K.       | Being resilient to deal with attrition of nurses in private COVID-19 hospitals: critical analysis with respect to the crisis in Kolkata, India.                                         | Methodology: Cross sectional study<br><br>Location: Kolkata<br><br>Year of Publication: 2020                   | Fails to study the overall/comprehensive psychological health of the nursing professionals         |
| 2.    | Srivastava, P., Singh, S. and Husain, J., Using A 'Brick' System of Staffing and Duty Rotation for Optimal Utilization of Manpower and Reducing Attrition of Health Care Workers in An Isolation Ward During the Covid19 Pandemic. European Journal of Molecular & Clinical Medicine, 7(3), p.2020.<br><br><a href="https://www.researchgate.net/profile/Sankalp-Singh/publication/348870737_Using_A_'Brick'_System_of_Staffing_and_Duty_Rotation_for_Optimal_Utilization_of_Manpower_and_Reducing_Attrition_of_Health_Care_Workers_in_An_Isolation_Ward_During_the_Covid19_Pandemic/links/6013e1bf299bf1b33e314e1f/Using-A-Brick-System-of-Staffing-and-Duty-Rotation-for-Optimal-Utilization-of-Manpower-and-Reducing-Attrition-of-Health-Care-Workers-in-An-Isolation-Ward-During-the-Covid19-Pandemic.pdf">https://www.researchgate.net/profile/Sankalp-Singh/publication/348870737_Using_A_'Brick'_System_of_Staffing_and_Duty_Rotation_for_Optimal_Utilization_of_Manpower_and_Reducing_Attrition_of_Health_Care_Workers_in_An_Isolation_Ward_During_the_Covid19_Pandemic/links/6013e1bf299bf1b33e314e1f/Using-A-Brick-System-of-Staffing-and-Duty-Rotation-for-Optimal-Utilization-of-Manpower-and-Reducing-Attrition-of-Health-Care-Workers-in-An-Isolation-Ward-During-the-Covid19-Pandemic.pdf</a> | Srivastava, P., Singh, S. and Husain, J | Using A 'Brick' System of Staffing and Duty Rotation for Optimal Utilization of Manpower and Reducing Attrition of Health Care Workers in An Isolation Ward During the Covid19 Pandemic | Methodology: Cross sectional survey<br><br>Location: Command Hospital Lucknow<br><br>Year of Publication: 2020 | Limited demographic coverage, fails to identify the inbred reasons for attrition of nursing staffs |



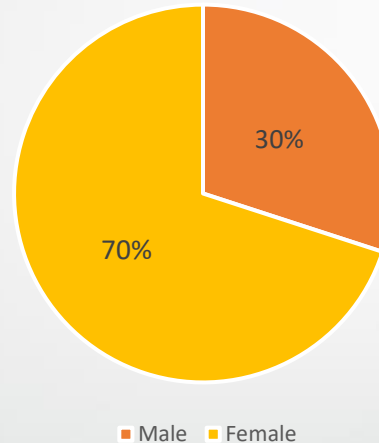
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| 3. | <p>Tomar, A. and Dhiman, A., 2013. Exploring the role of HRM in service delivery in healthcare organizations: A study of an Indian hospital. Vikalpa, 38(2), pp.21-38.</p> <p><a href="https://journals.sagepub.com/doi/10.1177/0256090920130202">https://journals.sagepub.com/doi/10.1177/0256090920130202</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Tomar, A. and Dhiman, A                                                      | Exploring the role of HRM in service delivery in healthcare organizations: A study of an Indian hospital.                           | <p>Methodology: Cross sectional survey</p> <p>Location of study: Hospital</p> <p>Year of Publication: 2013</p> | cross-sectional study precludes causal inferences, limited period of study sampling, and small sample size with limited demographic exposure |
| 4. | <p>Johnson, A.R., Jayappa, R., James, M., Kulnu, A., Kovayil, R. and Joseph, B., 2020. Do low self-esteem and high stress lead to burnout among health-care workers? Evidence from a tertiary hospital in Bangalore, India. Safety and health at work, 11(3), pp.347-352.</p> <p><a href="https://reader.elsevier.com/reader/sd/pii/S2093791120302948?token=42CAE1510C27478997DDEEC7719D91E69EF38EF34CBE383BA9B32A59240C05E539CD5064787F25A65B04D0090221A0504&amp;originRegion=eu-west-1&amp;originCreation=20220627064634">https://reader.elsevier.com/reader/sd/pii/S2093791120302948?token=42CAE1510C27478997DDEEC7719D91E69EF38EF34CBE383BA9B32A59240C05E539CD5064787F25A65B04D0090221A0504&amp;originRegion=eu-west-1&amp;originCreation=20220627064634</a></p> | Johnson, A.R., Jayappa, R., James, M., Kulnu, A., Kovayil, R. and Joseph, B. | Do low self-esteem and high stress lead to burnout among health-care workers? Evidence from a tertiary hospital in Bangalore, India | <p>Methodology: Cross sectional study</p> <p>Location of study: Bangalore</p> <p>Year of Publication: 2020</p> | The other factors were not covered.                                                                                                          |
| 5. | <p>Shukla, K. and Deb, R., 2017. A qualitative and quantitative study of the reasons of attrition in an Indian hospital. CHRISMED Journal of Health and Research, 4(1), p.6.</p> <p><a href="https://cjhr.org/article.asp?issn=2348-3334;year=2017;volume=4;issue=1;spage=6;epage=13;aualast=Shukla">https://cjhr.org/article.asp?issn=2348-3334;year=2017;volume=4;issue=1;spage=6;epage=13;aualast=Shukla</a></p>                                                                                                                                                                                                                                                                                                                                                  | Shukla, K. and Deb, R.                                                       | A qualitative and quantitative study of the reasons of attrition in an Indian hospital.                                             | <p>Methodology: Cross sectional study</p> <p>Location of study: Ahmedabad</p> <p>Year of Publication: 2016</p> | The exit interview responses fail to find the exact reasons of attrition                                                                     |

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| 6. | <p>Reuben, T.C., 2019. Attrition Analysis and Retention Strategies Among Staff Nurses--A Survey Study. Indian Journal of Community Health, 31(2).</p> <p><a href="https://web.p.ebscohost.com/abstract?direct=true&amp;profile=ehost&amp;scope=site&amp;authtype=crawler&amp;jrnl=22489509&amp;AN=138528314&amp;h=%2bhRSqy%2bOc%2bZTuXKCp%2bGq0yWt4bwGMzolsx74aBKQyYqT1OQT2UwBYDIZUmXoZYYxLXxRnPuYLN1R6Yc%2bDHx1lw%3d%3d&amp;crl=c&amp;resultNs=AdminWebAuth&amp;resultLocal=ErrCrlNotAuth&amp;crlhashurl=login.aspx%3fdirect%3dtrue%26profile%3dehost%26scope%3dsite%26authtype%3dcrawler%26jrnl%3d22489509%26AN%3d138528314">https://web.p.ebscohost.com/abstract?direct=true&amp;profile=ehost&amp;scope=site&amp;authtype=crawler&amp;jrnl=22489509&amp;AN=138528314&amp;h=%2bhRSqy%2bOc%2bZTuXKCp%2bGq0yWt4bwGMzolsx74aBKQyYqT1OQT2UwBYDIZUmXoZYYxLXxRnPuYLN1R6Yc%2bDHx1lw%3d%3d&amp;crl=c&amp;resultNs=AdminWebAuth&amp;resultLocal=ErrCrlNotAuth&amp;crlhashurl=login.aspx%3fdirect%3dtrue%26profile%3dehost%26scope%3dsite%26authtype%3dcrawler%26jrnl%3d22489509%26AN%3d138528314</a></p> | Reuben, T.C               | Attrition Analysis and Retention Strategies Among Staff Nurses--A Survey Study    | <p>Methodology: Cross sectional study</p> <p>Location of Study: chennai</p> <p>Year of Publication:2019</p>       | Cross sectional nature, cannot establish cause to effect, limited period of time |
| 7. | <p>Lakshman, S., 2016. Nurse turnover in India: factors impacting nurses' decisions to leave employment. South Asian Journal of Human Resources Management, 3(2), pp.109-128.</p> <p><a href="https://www.anzam.org/wp-content/uploads/pdf-manager/2587_082.PDF">https://www.anzam.org/wp-content/uploads/pdf-manager/2587_082.PDF</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Lakshman, S               | Nurse turnover in India: factors impacting nurses' decisions to leave employment. | <p>Methodology: Cross sectional study</p> <p>Location of Study: south Indian</p> <p>Year of Publication: 2015</p> | Fails to understand the perception of nurses towards their occupation            |
| 8. | <p>Sinha, P. and Sigamani, P., 2016. Key challenges of human resources for health in India. Global journal of medicine and public health, 5(4), pp.1-10.</p> <p><a href="https://web.archive.org/web/20180421094640id_/http://www.gjmedph.com/uploads/R1-Vo5No4.pdf">https://web.archive.org/web/20180421094640id_/http://www.gjmedph.com/uploads/R1-Vo5No4.pdf</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sinha, P. and Sigamani, P | Key challenges of human resources for health in India                             | <p>Methodology: Descriptive study</p> <p>Location of Study: Delhi</p> <p>Year of Publication: 2016</p>            | Fails to study the exact factors leading to attrition, retrospective in nature   |

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| 9. | <p><b>Bhattacharya, I., Ramachandran, A., Suri, R.K. and Gupta, S.L., 2012. Attrition of Knowledge Workforce in Healthcare in Northern parts of India–Health Information Technology as a Plausible Retention Strategy. Bharati Vidyapeeth’s Institute of Computer Applications and Management (BVICAM), p.411.</b></p> <p><a href="https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-015-0055-x">https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-015-0055-x</a></p> | <p><b>Bhattacharya, I., Ramachandran, A., Suri, R.K. and Gupta, S.L.</b></p> | <p><b>Attrition of Knowledge Workforce in Healthcare in Northern parts of India–Health Information Technology as a Plausible Retention Strategy.</b></p> | <p><b>Methodology:</b><br/>Descriptive study</p> <p><b>Location of Study:</b><br/>New Delhi</p> <p><b>Year of Publication:</b>2011</p> | <p><b>Attrition in responses and participants during study and small sample size</b></p> |
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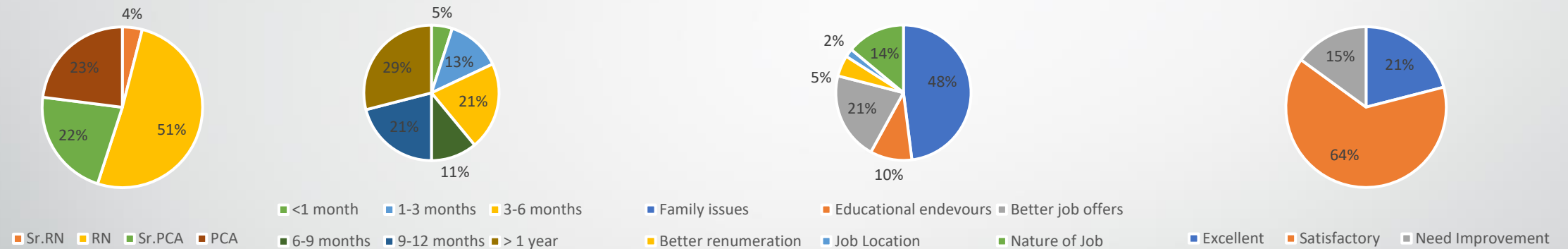
# RESULTS AND DISCUSSIONS

- **Attrition rate:** The attrition rate of the year 2020-2021 was first calculated to understand the rate of attrition of nursing employees at Onelife. All the branch nursing staffs were taken into consideration. With a total nursing staff strength of 220 staffs in the beginning of the year and with the end of the year count being 192 with the number of nursing staffs who left being 91 it was further calculated and the attrition rate was found to be 34.72%. It is understood that during the covid19 pandemic onset there was heavy attrition in all health sectors and home healthcare was no excuse. Here we also should note that the total number of exits were considered and not the sample size of this study. It is known that 91 nursing staffs had quit work during the period of 2020-2021



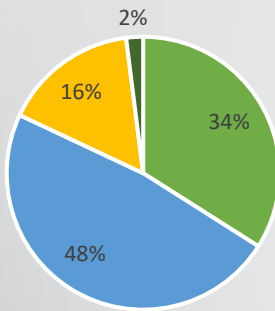
- **Demographic Variables:** With this study carried out where a general analysis of the attrition factors and trends are analysed, we are able to observe that the levels of several factors to be pointing towards the innate reasons that the employees at Onelife Home Healthcare had experienced. The only Demographic variable recorded was Gender, Gender as we know plays a vital role in professions involving physical demands or long working hours. Majority of our nursing staffs being females it is furthermore understood that the following variables analysed are also going to be reflecting the opinions of the same. Here as we perceive with the past and current trends, Nursing profession is known to be dominated or the majority of the working professionals are females compared to males. This can be due to the preconceived stigmatized perception or due to the comfort of female professionals in the job involved. Further when the number of male RN's were compared with female RN's it was understood that there was a difference of 6.8% of staffs where the males stood at 46.6% and females at 53.4%. The designation of the other nursing categories was also studied and was found that the female professionals were the major number.

- Professional Variables:** Further in this study the professional variables were well analysed as the exit interview questionnaire was pre- set. Here starting with the designation of the employees, it was observed that the majority of the nursing professionals who had resigned in the year 2020-2021 were the registered category of nursing professionals, further the reasons perceived from this output can be understood that the intake of the RN's was the majority amongst the four categories. It is further understood that the senior patient care administrators were the second highest designation. Here we have to understand that the qualification of Sr.PCA is no different from RN but the previous working professionals are not yet registered with the local nursing council. Further the statistics show us that in the third place it is the PCA who are professionals with a ANM degree The designation of the nursing staff was first recorded and it was seen that the majority were registered nurses with a percentage of 51.2% followed up by senior Patient care administrators at 22.1% and by patient care administrators at 23.3% with senior registered nurses being at the least with 3.5% of the cumulative responses collected.

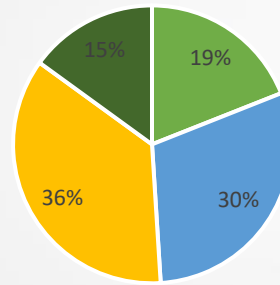


The months of active employment was analysed using the employees joining date and date of resignation, it was found out that the variables depended upon many external and internal factors like the least liked factor and the most liked factor for the employees and the factors which attracted the employees towards the organization. It was further noted that the reason for attrition was high due to family/personal issues or situations faced by the employees which cumulatively resulted to be 47.7%. furthermore 74% of the employees found the work to be entitled enough to be recommended to their peers. Moving on to the variables of job satisfaction and self-assessment of their own performance the majority were satisfied or neutral with least amounts dissatisfied with their performance, which denoted their self-involvement in their work.

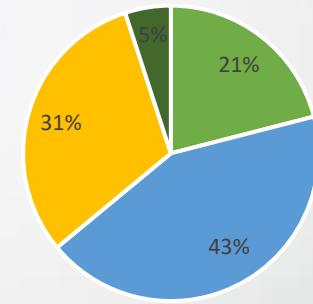
We can see that the majority of respondents responded that they experienced or believed that there is professional growth in the organization, this is one of the important factors for employees looking forward to work for a long time in an organization and we can observe that the margin of difference is not much with 45.3% of the respondents responding no as an answer. Here coupled with growth in the longitudinal axis staff motivation and recognition is of equal importance, it was seen that staff motivation was very good with the majority responding good and excellent as their choice of answer. With these factors learning/ further training of employees was also captured where we can see that the majority felt it to be affirmative with their expectations.



■ Excellent ■ good ■ fair ■ poor



■ Excellent ■ good ■ fair ■ poor



■ Excellent ■ good ■ fair ■ poor

Duty hours for nursing staff is usually lengthy, in onelife home healthcare there is a fixed duty hours/ timing of 12hour shifts. The perception towards this variable was captured and we can further observe that the majority of responses were fair and poor where we can understand that employees found the 12 hour shifts to be demanding, ironically 48.8% of the respondents found it to be excellent or good which is contradicting to the majority of responses with a negligible difference.

Freedom to operate was analysed and it was seen that the majority found it to be excellent and good which signifies their environment of work which was favourable for them to work in accordance with their decisions or where they felt their individuality or independence.

# RECOMMENDATIONS

Even as the study was conducted with only 86 respondents the observations were fruitful enough to suggest few recommendations to the organization and to the readers of this work. It was noted that 60% of the staffs irrespective of the designation resigned their positions even before completing 12months/ 1 year of service.

It is to be noted that the premature attrition here at Onelife stands at 5% were staffs resigned in the first month itself. Looking into the data further we can understand that the majority of nursing staff had faced family issues as the main concern, here we can understand that the stability of the nursing staffs is questionable and unpredictable based on their personal circumstances.

Through these observations the recommendations to the organization would be to review their HR policies pertaining to nursing staffs and review their leave and working hours. It is to be noted that the current recruitment process involves series of interviews where stability of the nursing staff is assessed but is limited due to the ambiguous reasons which are later known during their resignation. In addition to the policy revision, it is recommended that the staffs are selected with more rigorous process which can improve the quality of intake.



# CONCLUSION

Home Healthcare is a budding industry in the healthcare vertical where the masses are yet to get awareness about these services. Further it is observed with the growing market trends that the home healthcare industry will be growing exponentially where external demand for human resources apart from typical healthcare institutions will be created leading to a wider employment scope and more dynamic human resource arena in the field of healthcare.

The recent disruptions in the field of healthcare which has welcomed home healthcare to be an arising service will soon be considered as an integral part of comprehensive healthcare delivery system. This study was done with available data with the organization in the form of exit interview, many important factors leading to attrition or aiding the employees to stay in the organization is not captured as it was a pre-set questionnaire which was revised. Here this analytical study had a sample size of 86 participants within the organization limiting the scope of this study. With the current results we can understand that there are gaps which are yet to be filled in the field of human resources which are yet to be analysed in a larger scale. Moreover, the wake of the Covid19 pandemic must also be taken into account which could have directly or indirectly impacted on the nursing staffs. The nursing fraternity is growing as we speak and soon, we can see them in diverse levels and branches of healthcare with home healthcare being a bigger scope for them to work.

Through this study it is expected to be a point of initiation for further studies with different nature to clearly analyse and better understand the home healthcare industry to better infer and understand the various factors impacting the nursing staffs.