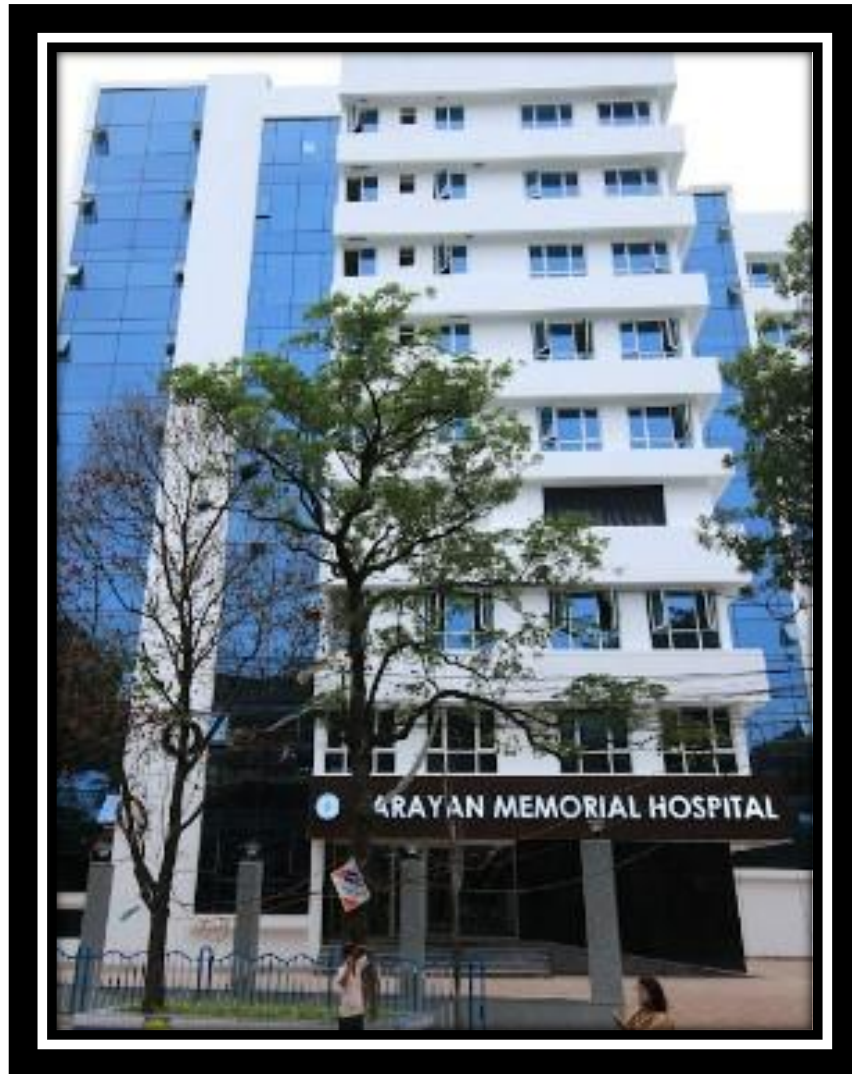




**A STUDY ON THE HUMAN  
RESOURCES DEPARTMENT,  
NARAYAN MEMORIAL HOSPITAL,  
KOLKATA**

- By Dr Pradipta Bhattacharya

# **A study on identifying reasons for the attrition of Nurses at Narayan Memorial Hospital, Kolkata**

Dissertation Synopsis Submitted  
to



for the partial fulfilment of the award of the degree of Master of  
Business Administration (MBA)

in

Hospital and Health Management

By

Dr Pradipta Bhattacharya

Under the Supervision and Guidance of

Dr Anupam Mehrotra

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## **ACKNOWLEDGEMENT**

A project is never the sole work of the researcher. It is only with the guidance of mentors that a project finally comes into shape. Any project would be incomplete without expressing gratitude for all those mentors who gave me the opportunity, resources and enlightened me with their wisdom to be able to complete the project.

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I'd also like to thank my friends and parents for their support and encouragement as I worked on this assignment.

I gratefully acknowledge the efforts of everyone who have assisted me in successfully completing my project work.

## Narayan Memorial Hospital

(A Unit of Narayan Health Services Pvt. Ltd.)



Date: 31.05.2023

### TO WHOM IT MAY CONCERN

This is to certify that **Dr. Pradipta Bhattacharya**, a student of **MBA In Hospital And Health Management** from **IIHMR University, Jaipur** has successfully completed her Three Months (**06<sup>th</sup> March 2023 to 31<sup>th</sup> May 2023**) her physical Internship in our organization.

As part of her internship she has done a study on the **Human Resource** department.

During the tenure with us, her conduct was found to be satisfactory.

We wish her best wishes for future endeavour.

For, Narayan Memorial Hospital

**Simran Sarkar**

**Junior Executive - Hr & Admin**



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## **ABSTRACT**

The nursing workforce comprises one-third of the workforce in a healthcare organisation. The hospital I have pursued my dissertation in, Narayan Memorial Hospital, has been experiencing high attrition rates among nursing staff. On calculating, a yearly attrition rate of about 75% was observed, which can be detrimental to the growth of any organisation. In the research undertaken, 99 nurses have been questioned about their perception on salary, work timing, relationship with senior, recognition and hospital policies and have been probed about how these factors influence their intention to leave, using a semi structured questionnaire. Open ended questions like exact reason of quitting the hospital and suggestions to improve attrition have also been asked. A chi-square test has also been done to assess the association between the said factors and the intention to leave. Apart from hospital policies, all the other above -mentioned factors have been observed to have a significant association with the intention to leave. Based on the observation and feedback from the nurses, few recommendations have been suggested that might help improve the retention among nurses.

## **INTRODUCTION**

Every hospital needs nurses since they are the ones who provide patients with the majority of their daily care. They make up roughly one third of all HR expenses, just behind physicians. Any hospital that employs a contented and effective nursing staff has increased turnover. One of the main problems facing the human resources division and more senior companies alike is employee retention. It is a prevalent misconception that the attrition rate in any business is solely influenced by financial concerns. Environment, work-life balance, recognition, praise, a good working relationship with the department head, and other factors can all affect retention. Today's recruiters are searching for different strategies to keep staff, such as a stronger career path, bonding activities,

## **ORGANIZATION PROFILE:**

With world-class facilities and cutting-edge services, The Narayan Memorial Hospital, which opened on July 16, 2019, is one of Greater Kolkata's top multispecialty hospitals.

The 200-bed hospital wants to use its innovative approaches and committed services to better serve Kolkata's residents. With renowned consultants visiting the hospital and offering services like 24x7 Emergency & Critical Care with 48 isolated pressurised ICU beds, 5 positive pressure operating rooms, and laminar flow well equipped with all modern technology for all complicated surgery, the hospital has managed to carve out a niche for itself in just 4 years.

Five operating theatres with positive pressure, laminar flow, and 200 beds are all part of the medical infrastructure besides a 30-bed intensive care unit, a 15-bed dialysis unit, a 5-bed level III NICU with open care system, an isolated pressurised ICU with modern equipment, six super deluxe suites with an attached guest room, sitting room, and a small pantry, as well as specialised doctors and technicians who are always on hand.

## **Mission:**

“Committed to serve the cause of millions who seek dedicated quality and affordable healthcare through our Multi – speciality facility, latest diagnostic services and state-of-the-art technology focused on medical specialities as the Centre of Excellence.”

## **Vision:**

“Affordable, Accessible and Quality health care for all.”

## **FLOOR PLAN:**

### **Administrative building**

#### GROUND FLOOR

- Pharmacy

#### 1<sup>ST</sup> FLOOR

- Office of facility manager
- Canteen

#### 2<sup>ND</sup> FLOOR

- Chairman's office
- CEO's office
- Purchase Manager's office
- Accounts department

#### 3<sup>RD</sup> FLOOR

- HR Department
- Office of Business Development head
- Medical records department
- Branding
- Conference room

#### 4<sup>TH</sup> FLOOR

- Store

### **Main building**

#### GROUND FLOOR

- Reception
- Waiting area
- Emergency
- Admission
- Cash and billing

- Blood collection room
- Radiology
- Office of Operation's Head

### 1<sup>ST</sup> FLOOR

- Office of Medical Superintendent
- OPD
- Transcription
- Dental department
- Cardiology department
- Neurology department
- Gastroenterology department
- Vaccination room
- Sasthya Sathi department

### 2<sup>ND</sup> FLOOR

- Operation theatre
- I.T.
- Dietetics
- Maintenance office

### 3<sup>RD</sup> FLOOR

- ICU

### 4<sup>TH</sup> FLOOR

- Office of Nursing Director
- Paediatric department
- NICU

### 5<sup>TH</sup> FLOOR

- General ward (Economy)
- HDU

### 6<sup>TH</sup> FLOOR

- Executive ward
- Laundry
- Patholog

## **INTRODUCTION TO THE HUMAN RESOURCE DEPARTMENT:**

The performance of any organisation rests merely on the performance provided by the employees. And this is where the HR department has a major role to play. It optimizes company performance through better management of human resources. It acts a bridge between the employee and the employer while ensuring overall well-being of an employee at the workplace. Functions of the HR department as observed by me are:

- Being up to date with the state's employment rules and regulations while enlightening the employees about the same. Adapting the employees to procedural, technological or societal shifts within an organisation is a prime responsibility of the HR.
- Talent acquisition and induction by different tools like interviews, reference checks etc.
- Performance management of the employees based on whether an employee has failed to meet, almost met, completely met or exceeded the job responsibilities bestowed upon her. It can be a 360-degree feedback, one on one review coupled with self-assessment etc. The outcomes of performance management could be promotion, increment, a combination of the two or nothing. It is a shared responsibility of the top management and the HR Department.
- Performance management also helps in another key function of the HR Department, which is succession planning. This is to prepare for a contingency in case any key employee leaves the company. It creates a talent pipeline and good people management.
- Providing fair compensation is a key for motivating and retaining by ensuring equity and fairness. HR also has to balance the compensation with the budget and profit margins of the company.
- Addressing grievances of the employees related to working condition, interpersonal relationships at workplace or even cases of sexual harassment.
- Maintaining an updated Hospital Management Information System with all relevant employee details that can be referred to as and when required.
- Empanelling doctors.
- Carrying out exit interviews of all staffs
- Providing internship opportunities to students from different institutions by offering them a platform to learn
- Ensuring discipline among employees by publishing strict code of conduct at workplace.

## **Work history and responsibilities at the HR Department:**

In the Human Resource Department, I gained expertise in a wide range of fields, but my primary responsibilities as an intern were analysing the causes of nurses' higher turnover rates as well as recruiting and hiring new employees.

## **IDENTIFYING FACTORS FOR HIGH ATTRITION RATE:**

The data collection procedure, methodology, data analysis and findings of the same are discussed in detail in the subsequent section.

## **TALENT ACQUISITION:**

It can be quite challenging to find healthcare applicants with the desired skill set, the necessary knowledge, and the suitable experience. Certain candidates can be competent in one area while lacking in the other. While it is not always possible to find a candidate with the best of everything, the next best thing to do is to find one with the best amalgamation of the most desired qualities. The first step in meeting the need for healthcare workers is to find an alternative or additional provider.

### Finding applicants:

The initial stage is to find potential individuals using various resources, such as submitted CVs, Naukri.com, social media sites, references, and various networking techniques. Finding the ideal individual and gathering pertinent information, such as name, age, experience, present or previous employer, etc., are the objectives of sourcing.

### Selection of candidates:

When selecting whether to advance a candidate forward to the interview or not, the purpose of evaluating candidate profiles is helpful. Profiles are screened based on qualifications, relevant work experience, and other criteria specific to the profile. Based on the résumé, this is done.

### Conducting interviews:

This procedure puts a candidate through a demanding interview process that aids both parties in evaluating one another and gaining a grasp of the culture and values of the organisation. A candidate assessment sheet is filled and is first sent to the respective head of the department where the hiring is being done. Post selection in this first round, a second round of interview is conducted by the HOD, HR where salary negotiation is also done. If and when a candidate successfully clears both the previous rounds, he/she is interviewed by the Chairman and the CEO.

### Offering and acceptance of the offer:

Post getting selected, an offer letter is mailed to the candidates mentioning the offered designation, CTC, code of conduct etc. Nurses can be offered designation of an intern, a trainee or a staff nurse based on results and registration certificate. The candidate is instructed to join on a date on which they are supposed to report to the HR Department and submit the relevant documents. Finally, they are taken to the respective department for joining.

## **PERFORMANCE APPRAISAL:**

How successfully a worker is doing their job is evaluated and documented through the performance appraisal process. A company's performance management system includes it. Performance reviews are based on how well an employee is doing in relation to goals that were jointly set with his or her management once a year. Employees and managers typically check in periodically during the year, and the manager gives an overall assessment at the conclusion.

Employees receive feedback on their work throughout the assessment process, which also helps managers decide whether to provide bonuses and raise compensation as well as pinpoint problem areas. Reprimands or termination may result from persistently subpar performance. Performance reviews are difficult for employees since they have an impact on their future employment.

At Narayan Memorial Hospital, performance appraisal is done for employees who have been payroll staff for more than a year. In case an employee was on retainership, performance appraisal wouldn't be done for that employee. It will only be done after the employee has been confirmed as a payroll staff and has been on payroll for more than a year.

The performance appraisal form has namely 3 sections:

I. Performance rating summary (to be filled by the appraiser):

- This is prepared by the HR department and is approved by the CEO.
- Herein, the appraiser gives an overall rating to the appraisee and gives recommendation regarding promotion, increment, special increment, probation with increment or hold increment.
- Areas wherein the appraisee has shown outstanding performance and wherein he/she requires improvement are also elaborated.
- Point worth noting is that an appraisee can have more than one appraisers based on departmental hierarchy.

II. Employee evaluation criteria:

- This is also prepared by the HR Department and approved by the CEO.
- This section has several subsections.
  - A. Behavioural perspective: Here interpersonal skills like attitude, personality, communication is evaluated on 1 to 5.
  - B. Jobs perspective: Here job knowledge, work quality, meeting deadline are evaluated on 1 to 5.
  - C. Growth perspective: Here problem solving, decision making, team management are evaluated on the same scale as above.

The marks assigned in the above 3 categories are added up.

- D. A fourth subsection is mentioned called 'Training' where the challenging areas for the appraisee are mentioned.

III. Self-appraisal form (to be filled by Appraisee):

- This is filled by the appraisee for knowing their awareness about their job and understanding their perspective.
- The employee has to write about their key roles & responsibilities, their performance last year along with justified points, most important achievements, difficulties faced, inspiring elements in their job etc.

The entire process of performance appraisal is executed by the HR Department. Individual booklets for each employee with their name, employee code, designation and department are prepared.

These are then handed over to the HODs of the respective departments. The HODs then get the third section of the booklet filled by the respective appraisee and Section A & B are filled by one or more appraisers.

After allotting the marks and mentioning the recommendation, the booklets are sent back to the HR department.

The departmental head, along with the CEO, then take the necessary actions as per recommendations and hospital policies.

Based on the overall rating of Excellent (>75%), Good (61-74%) or Satisfactory (<60%), the appraisee gets an increment of 5-15% on his gross salary which might or might not be couple with a promotion.

## ATTRITION

Employee attrition is the process through which workers leave a company for whatever cause (voluntarily or involuntarily), such as retirement, termination, death, or resignation. Employee turnover outpaces new hires, which causes the workforce's size to gradually decline. Although it isn't always awful, it's frequently unavoidable because of retirement, layoffs, and resignations. A strong corporation can weather minor workforce cutbacks and is unlikely to look for worker replacements right once. However, in our analysis, we primarily concentrate on attrition owing to resignation and a significant decrease in the workforce size.

Attrition rate is given by the following formula:

$$\frac{\text{(Number of employee departures)}}{\text{(Average number of employees)}} \times 100 = \text{Attrition rate (percentage)}$$

It gauges how fast and effectively your company can fill vacant positions.

According to the data, there are 185 staff nurses working on an average at Narayan Memorial Hospital since last year.

The number of nurses resigned during this period is 149. Hence the rate of attrition will be:

$$\begin{aligned} & (149/199) * 100 \\ & = 75\% \end{aligned}$$

This is a really very high rate of attrition and in my project, I aim to find out the reasons behind this while also suggesting possible recommendations which might bring the rate down.

## LITERATURE REVIEW

| TITLE/YEAR/AUTHOR                                                                                                                                           | STUDY AREA  | METHODOLOGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Job stress causes attrition among nurses in Public and Private Hospitals.</p> <p>Published: March-April 2014</p> <p>Author:<br/>Dr C.N. Rawal et al</p> | <p>Pune</p> | <p>The two methods of gathering data are primary and secondary. The researcher selected both public and private hospitals throughout the entire city of Pune in order to gather representative data. For the study, over 850 nurses were recruited. A total of 500 doctors, 300 patients, and 90 administrative staff members provided primary data. Secondary data was gathered from publications such research papers, books, articles, theses, and periodicals. SPSS and MS Excel were used for the data analysis.</p> | <p>The study discovered that nurses' work conduct was significantly impacted negatively by workplace stress. According to the study, "in order to increase employee health and safety, it is critical to re-arrange the workplace and remove as many stressors as possible, as well as train employees on how to manage job stress and achieve better adjustment." While it was discovered that recognition had the least impact on attrition among nurses, pay is another important issue.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                       | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                 | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“A longitudinal cohort study of burnout and attrition in nursing students”</p> <p>Published- June 11, 2003</p> <p>Author- Lan J D et al</p> | England           | <p>An entire cohort of nursing students underwent a longitudinal design with a battery of questionnaires to evaluate personality, IQ, stress, psychiatric disease, and burnout. Data was periodically gathered at 12 months, 24 months, and at the conclusion.</p> | <p>Students utilised more harmful coping mechanisms and more stressful coping mechanisms as the programme went on, increasing psychological morbidity. Burnout was more likely to result from positive personality traits than from cognitive ability, and personality was a better predictor of attrition. Stress, burnout, and attrition might not be connected. Although personality traits at the beginning of the course were a factor in predicting burnout and programme completion, the findings could not be clearly supported.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                            | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                                                                                                                                                                               | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“A rapid review of the rate of attrition from the health workforce”</p> <p>Published- March 2017</p> <p>Author- Sofia Castro<br/>Lopes et al</p> | America           | <p>A quick review of papers from 2005 that looked at attrition rates for health professionals in various settings and circumstances was done. There were 1782 studies discovered, and 51 of them were used in the analysis. The study examined the annual voluntary attrition rate for health professionals in the fields of sexual, reproductive, maternity, and neonatal care, primarily midwives, physicians, and nurses.</p> | <p>Few studies distinguish between total and voluntary attrition since there are many different methods to quantify attrition. Various approaches and data collection systems were used to estimate attrition rates for various time periods, ranging from 3 months to 12 years. The greatest annual attrition rate was 34%, with a range of 3% to 44% overall. The annual rate of voluntary attrition ranged from 0.3 to 28%. 49 nations provided data on their rates of voluntary attrition for the inquiry. The average annual voluntary rate for all cadres was 6.8%.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                                                                                       | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Characteristics of successful intervention to reduce turnover and increase retention of early career nurses: A Systematic review”.</p> <p>Published- December 31, 2018</p> <p>Author- Judy Brook et al</p> | London            | <p>53 out of the 11656 publications that were discovered may be used for research. The review process followed the suggested reporting guidelines for systematic reviews and meta-analyses. The study employed randomised control trials and quasi-experiments. Data on retention and turnover served as a guide for comparing trials, and appropriate measures of central tendency and dispersion were calculated and presented.</p> | <p>"A variety of interventions and elements within those interventions were found to promote nurse retention." Both orientation/transition to practise programmes and internship/residency programmes, which last between 27 and 52 weeks and involve a teaching, preceptor, and mentor component, seem to be promising treatments.</p> |

| TITLE/YEAR/AUTHOR                                                                                                                                                       | STUDY AREA         | METHODOLOGY                                                                                                                                                                                                                                                                                                                                                                               | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Dreams and disappointments regarding nursing: Student nurses’ reasons for attrition and retention”</p> <p>Published- July 2017</p> <p>Author- Y vonne ten et al</p> | <p>Netherlands</p> | <p>The study used an exploratory descriptive design and a qualitative phenomenological technique. Third-year nursing students (n=17) enrolled in a four-year bachelor's degree programme. Four applied science universities in the Netherlands collected data between December 2013 and January 2014. Semi-structured interviews and an interview guide were used to gather the data.</p> | <p>Students choose to become nurses for a variety of reasons, such as the compassionate component, personal healthcare experiences, community role models, and career opportunities. The clinical assignments and training curriculum, notably the alleged dearth of assistance for trainees, were strongly associated with attrition. The experience of being welcomed and working in a fantastic team has been shown to be more crucial than the particular clinical field as grounds for finishing the programme.</p> |

| TITLE/YEAR/AUTHOR                                                                                                                                                                      | STUDY AREA             | METHODOLOGY                                                                                                                                                                                                                                                                                                            | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“What is behind high turnover: a questionnaire survey of hospital nursing care workers (HNCW) in Shanghai, China”.</p> <p>Published- 22 June 2018</p> <p>Author- Yan Wang et al</p> | <p>China- Shanghai</p> | <p>The study included 514 HNCWs in total from 11 hospitals in Shanghai. The following criteria were used to determine inclusion:</p> <ol style="list-style-type: none"> <li>1. Having HNCW certification.</li> <li>2. More than a year of experience as an HNCW.</li> <li>3. Consenting to take the survey.</li> </ol> | <p>The HNCWs' overall turnover intention was 41.3%. Education (beta=0.201, P=0.000), earnings (beta=-0.920, P=0.000), management satisfaction (beta=-0.213, P=0.000), wage satisfaction (beta=-0.612, P=0.000), working hours satisfaction (beta=-0.270, P=0.000), and hours of sleep (beta=-0.046, P=0.037) are all influencing factors." The overall turnover rate and HNCW turnover intentions must be decreased in order to improve healthcare quality. When health policy is implemented, this issue should receive more consideration.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                                                    | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Attrition among nurses in selected public and private hospitals at Ludhiana Punjab”</p> <p>Published- Oct 4<sup>th</sup>, 2009</p> <p>Author- Suresh K Sharma et al</p> | Punjab            | <p>Study was conducted in selected two public hospitals (Civil hospitals and ESI hospitals) and two private hospitals (CMCH and DMCH) at Ludhiana, Punjab. These selected hospitals are the major public and private healthcare providing hospitals of the region. Data were collected through reviewing the records of nursing administrative office for last five years. Data were collected through reviewing the records of nursing administrative office for last 5 years. Data were collected for number of nurses resigned from different position since each year. Qualitative data from selected nurses were collected through in-depth interviews. The data was examined using descriptive statistical methods and qualitative analysis approaches such as rank ordering and descriptive indexing</p> | <p>Compared to DMC hospital (8.1%), same tendency is seen in Washingherin CMC Hospital (13.7%). Comparing the Civil facility to the ESI facility, a higher trend (4.8%) was noted. As a result, it was evident that the attrition rate was compared to government hospitals (2.8%), it is 10.9% higher in private hospitals. In order to determine the intention of the 80 nurses to quit the hospitals and move to other nations, a case study was also done on them.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                                                                   | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“Nurse turnover and perceived causes and consequences: a preliminary study at private hospitals in Indonesia”</p> <p>Published- 19 December 2018</p> <p>Author - Aryo Dewanto et al</p> | Indonesia         | <p>To gather secondary and primary data, five private general hospitals in three administrative regions of East Java, Indonesia, were surveyed. Both demographic information and nursing staff turnover rates were gathered. The Mann Whitney test and relative risk analysis were used to investigate the impact of nurse characteristics on nurses' decisions to leave their jobs. To find out more about the reasons behind nurse turnover, twelve hospital executives participated in an online poll.</p> | <p>According to the data, there will be a nurse turnover rate between 12 and 34%. Being between the ages of thirty and thirty-three, single, and having worked at the hospital for at least three years all enhance the likelihood of turnover. Personal reasons, outside attractions, and poor working environment are the three main reasons for turnover. Hospital executives claim that nurse turnover disrupts operations and has a negative effect on income and expenses.</p> |

| TITLE/YEAR/AUTHOR                                                                                                                                      | STUDY AREA       | METHODOLOGY                                                                                                                                                                                                                                                                                                                                | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“A qualitative and quantitative study of the reasons of attrition in an Indian Hospital” – published 2017</p> <p>Author – Kasturi Shukla et al.</p> | <p>Ahmedabad</p> | <p>A 150-bed hospital in Ahmedabad, India, between May and July 2015, had a cross sectional study conducted in it. Forty departing employees' data were gathered and examined. To find out how existing employees felt about attrition in the organisation, 100 of them were questioned using quantitative and qualitative techniques.</p> | <p>According to the report, there has been a 26% attrition rate, with nurses making up 57% of those departing. 70% of workers who are being let go during departure interviews give "blanket reasons" like better job opportunities or personal reasons. While 11.5% of workers were unsure, 72.5% of them said exit interviews were largely conducted for paperwork purposes. On the other hand, when posed qualitative questions, current employees responded in a wide variety of ways. 65 percent of present employees listed "salary issues, partiality/poor recognition, wrong task assignment, monotonous work" as reasons for attrition in the company.</p> |

| <b>TITLE/YEAR/AUTHOR</b>                                                                                                                                     | <b>STUDY AREA</b> | <b>METHODOLOGY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>OUTCOME</b>                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>“A survey on Nursing students’ opinions toward nursing and reasons for giving it up”</p> <p>Published – January, 2001</p> <p>Author – Joolafe S.et al</p> | Iran              | <p>Through stratified sampling, a sample of 300 students was selected, and they answered a questionnaire that the researcher had created. To assess the data, the SPSS statistical programme was employed. Only 18% of respondents said they had a favourable attitude of nursing, and 64% of them said they had to alter their major while they were studying. Poor social settings, differences between pre-entry perceptions of nursing and reality, unfavourable attitudes and clinical climate among staff and members of the healthcare team, a social divide between doctors and nurses, and low graduate salaries or other financial factors were the main causes of attrition among Iranian nursing students in the study.</p> | <p>According to the research, prospective nursing students should be better prepped for what to expect before applying, and they should be closely watched throughout their studies to assess how they are adapting to the curriculum. Media coverage of nursing must be extensive and include interviews with working nurses who discuss many parts of their jobs and the work they do as nurses.</p> |

## RESEARCH METHODOLOGY

### 1. Research question

What are the primary reasons for the higher attrition rate of nurses at Narayan Memorial Hospital, Kolkata?

### 2. Research objectives

- To identify reasons for the higher attrition rate among nurses in the hospital.
- To understand the association between the chosen factors and attrition.
- To calculate the attrition rate at Narayan Memorial Hospital, Kolkata.
- To recommend ways to reduce attrition.

### 3. Hypothesis

- Hypothesis A  
H0A: There is no association between salary and higher rates of attrition.  
H1A: There is association between salary and higher rates of attrition.
- Hypothesis B  
H0B: There is no association between work timings and higher rates of attrition.  
H1B: There is association between work timings and higher rates of attrition.
- Hypothesis C  
H0C: There is no association between recognition and higher rates of attrition.  
H1C: There is no association between recognition and higher rates of attrition.
- Hypothesis D  
H0D: There is no association between superior-subordinate relationship and higher attrition rates.  
H1D: There is no association between superior-subordinate relationship and higher attrition rates.
- Hypothesis E  
H0E: There is no association between hospital policies and procedures and higher attrition rates.  
H1E: There is no association between hospital policies and procedures and higher attrition rates.

4. Study setting

Narayan Memorial Hospital, Kolkata

5. Study type

Observational cross-sectional study

6. Sample size

A total of 149 nurses had resigned from the hospital from 6.03.2022 till date, out of which 136 gave consent to participate in the study. Further out of these, 99 were considered suitable for the study.

7. Data type:

Primary data was collected using Semi-structured questionnaire, Likert scale, and telephonic interviews of nurses in the exit pipeline.

8. Tools used:

MS Excel

9. Study Duration:

13<sup>th</sup> March to 27<sup>th</sup> May

10. Inclusion criteria:

Nurses who have worked at the hospital for more than 1 year.

11. Exclusion criteria:

- Nurses who have worked at the hospital for less than a year.
- Nurses who have left because of retirement.

## QUESTIONNAIRE:

Please take a few moments to complete this survey for my study on reasons for attrition of nurses at this hospital. Your identity will be kept completely confidential. Your answers shall help the organisation to improve retention of nurses.

Here's some information I would like to know from you.

Q1. What is your gender?

- ☐ Male
- ☐ Female

Q2. How many years of experience do you have?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ More than 6 years

Q3. How would you describe the salary received by you?

- ☐ More than adequate
- ☐ Adequate
- ☐ Less than adequate

Q4. Your salary compared to other Hospitals is?

- ☐ High
- ☐ At par
- ☐ Low

Q5. The standard of increment in the organisation is:

- ☐ High
- ☐ Medium
- ☐ Low

Q6. How satisfied are you with your work timings?

- ☐ Very satisfied
- ☐ Not satisfied
- ☐ Medium satisfied

Q7. How many day offs do you get in a month?

- ☐ More than 4
- ☐ 4
- ☐ Less than 4

Q8. Do you feel overworked or burn out?

- ☐ Always
- ☐ Sometimes
- ☐ Never

Q9. Do you get recognition for the work done?

- ☐ Yes
- ☐ No

Q10. If yes, how?

- ☐ Verbal appreciation
- ☐ Promotion
- ☐ Increment
- ☐ Others

Q11. How would you describe the relation with your manager/seniors?

- ☐ Supportive and encouraging
- ☐ Indifferent
- ☐ Critical and demotivating

Q12. How would you describe your supervisor's efforts for your promotion?

- ☐ High
- ☐ Medium
- ☐ Low

Q13. What do you feel about the Hospital policies and procedures?

- ☐ Too rigid and restrictive
- ☐ I am neutral
- ☐ Flexible and employee friendly

Q14. How strongly did you feel the need to leave the organisation while working here?

- ☐ Very strongly
- ☐ Strongly
- ☐ It was a sudden decision

Q15. What were your reasons for leaving Narayan Memorial Hospital?

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Q16. Any suggestions that you would like to give for improving retention of nurses?

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## RESULT

The data collected from the above questionnaire was then analysed using MS Excel. The questions were divided according to our hypothesis and analysis was done.

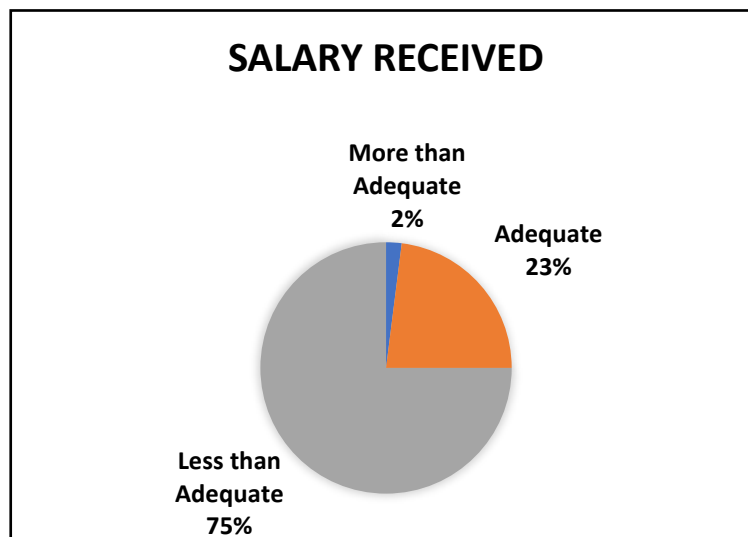
### 1. Employees' opinion about salary:

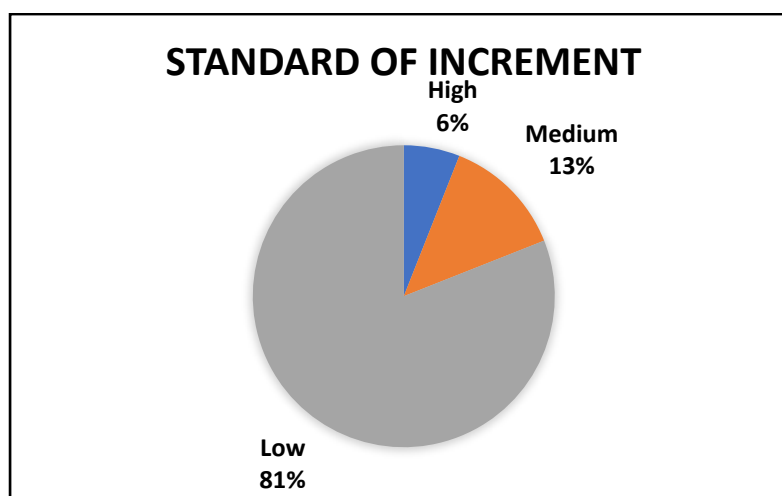
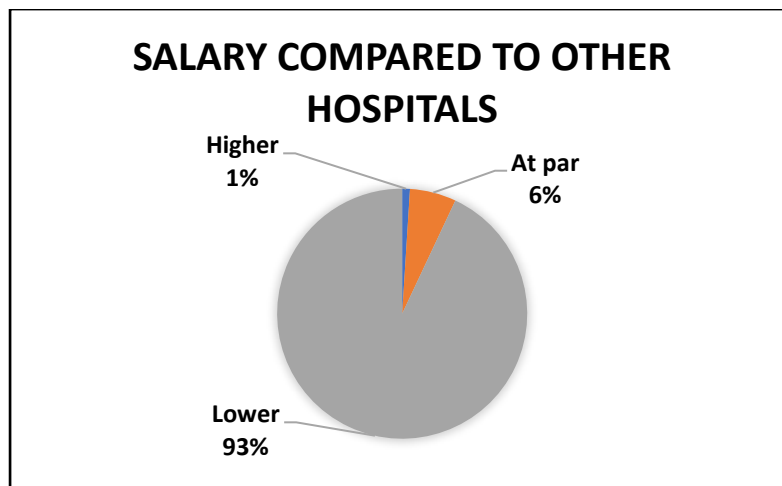
| SALARY RECEIVED    |                |
|--------------------|----------------|
| Options            | Percentage (%) |
| More than adequate | 2              |
| Adequate           | 23             |
| Less than adequate | 75             |

| SALARY COMPARED TO OTHER HOSPITALS |                |
|------------------------------------|----------------|
| Options                            | Percentage (%) |
| Higher                             | 1              |
| At par                             | 6              |
| Lower                              | 93             |

| STANDARD OF INCREMENT |                |
|-----------------------|----------------|
| Options               | Percentage (%) |
| High                  | 6              |
| Medium                | 13             |
| Low                   | 81             |

The graphical representation of the same is:





As we can observe from the above tables, most of the nurses who have left the hospital seem highly dissatisfied with the salary or financial incentives. When the salary is considered, about 75% nurses have considered it to be less than adequate. A whopping 93% of the respondents also consider the salary to be lower than other hospitals. Furthermore, a major 81% of respondents have stated the standard of increment to be low. It was mostly observed that the tiny percentage of respondents, about 3% on average, who are satisfied with the salary, belong to the category of nurses having more than 6 years of experience. This indicates the probability that while salary can be an influencing factor for the attrition of junior nurses, it might not be the scenario in case of seniors.

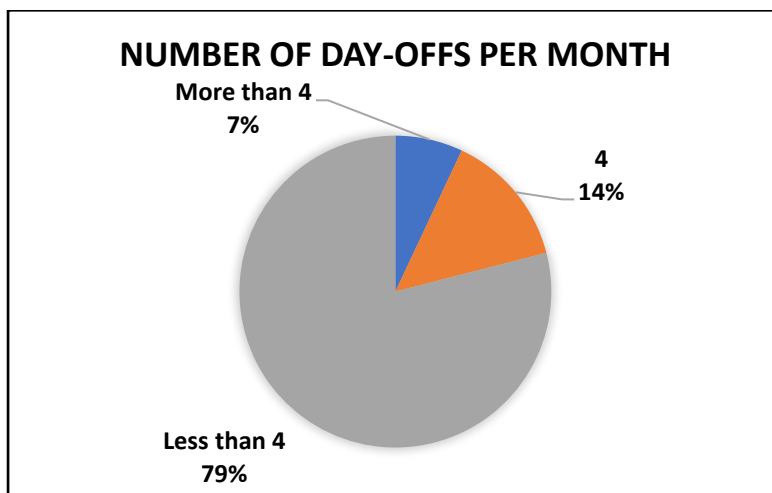
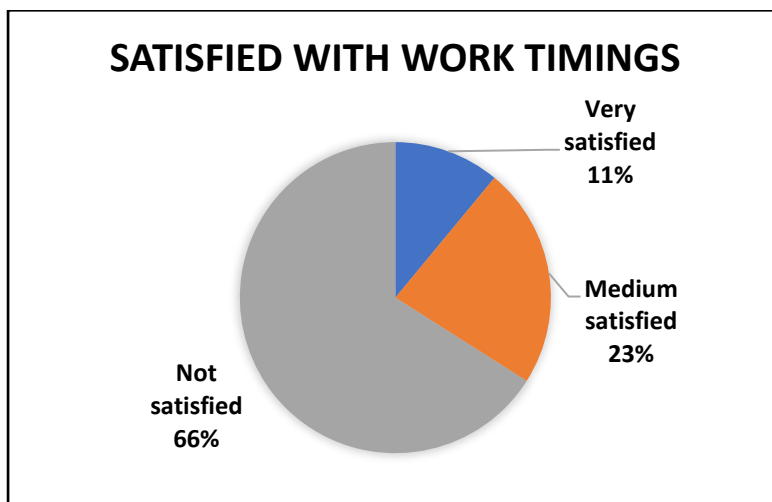
2. Employees' opinions about work timings:

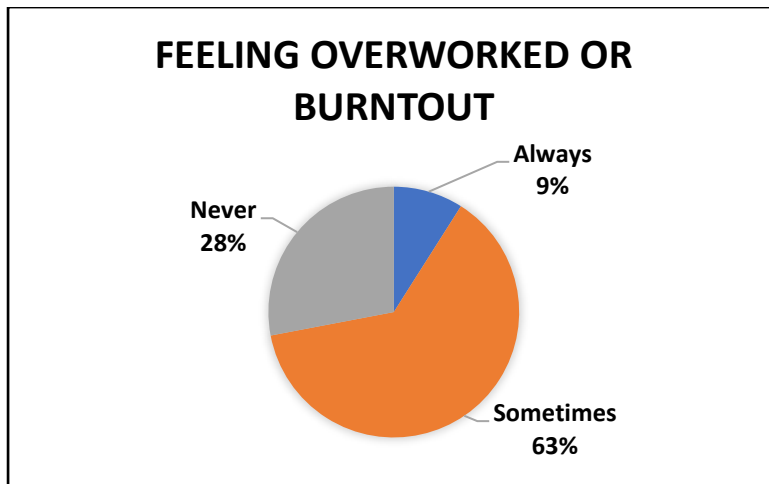
| SATISFIED WITH WORK TIMINGS |                |
|-----------------------------|----------------|
| Options                     | Percentage (%) |
| Very satisfied              | 11             |
| Medium satisfied            | 23             |
| Not satisfied               | 66             |

| NUMBER OF DAY-OFFs PER MONTH |                |
|------------------------------|----------------|
| Options                      | Percentage (%) |
| More than 4                  | 7              |
| 4                            | 14             |
| Less than 4                  | 79             |

| FEELING OVERWORKED OR BURNTOUT |                |
|--------------------------------|----------------|
| Options                        | Percentage (%) |
| Always                         | 9              |
| Sometimes                      | 63             |
| Never                          | 28             |

The graphical representation of the same is:





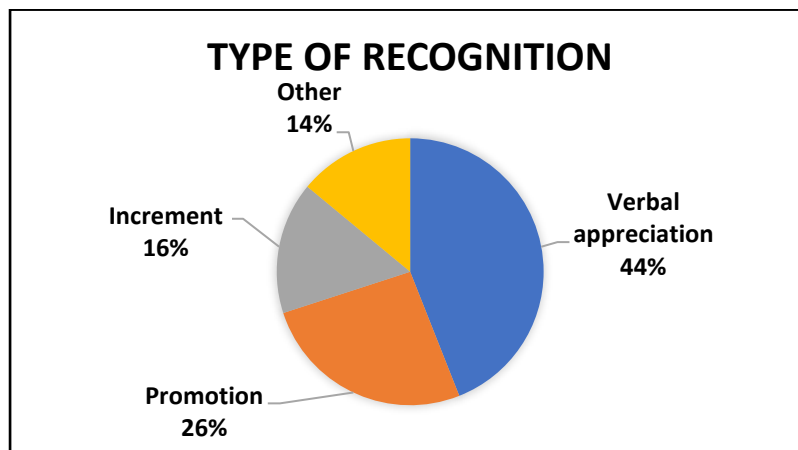
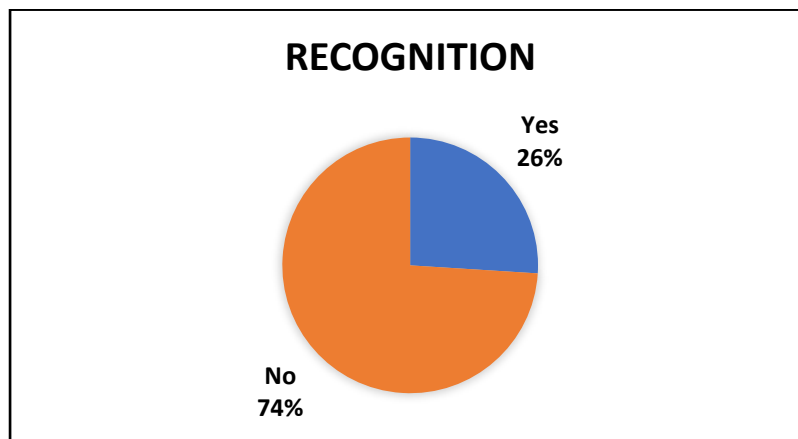
As we can observe from the above data, a major chunk of the nurses at NMH are dissatisfied with the work timings. About 66% of the nurses are not satisfied with the work or shift timings, and a major number of nurse (79%) don't even get 4 day-offs in a month, which means they don't get an off per week, which is a basic requirement. And these two reasons combine can explain why we see 63% of the nurses claiming that they feel overworked sometimes. Another 28% have answered that they feel burnt out all the time. This can be a major issue since the hospital is failing to ensure that they have a healthy, happy and productive workforce.

### 3. Employees' opinion about recognition.

| RECOGNITION |                |
|-------------|----------------|
| Options     | Percentage (%) |
| Yes         | 26             |
| No          | 74             |

| TYPE OF RECOGNITION |                |
|---------------------|----------------|
| Options             | Percentage (%) |
| Verbal appreciation | 44             |
| Promotion           | 26             |
| Increment           | 16             |
| Other               | 14             |

The graphical representation for the same is:



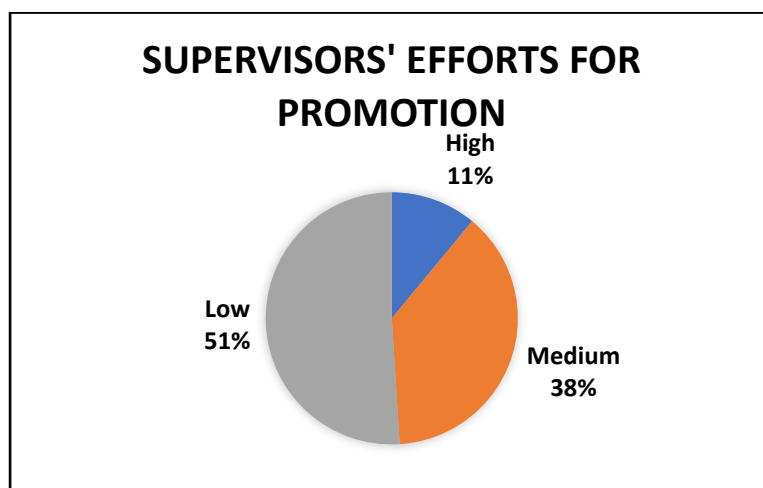
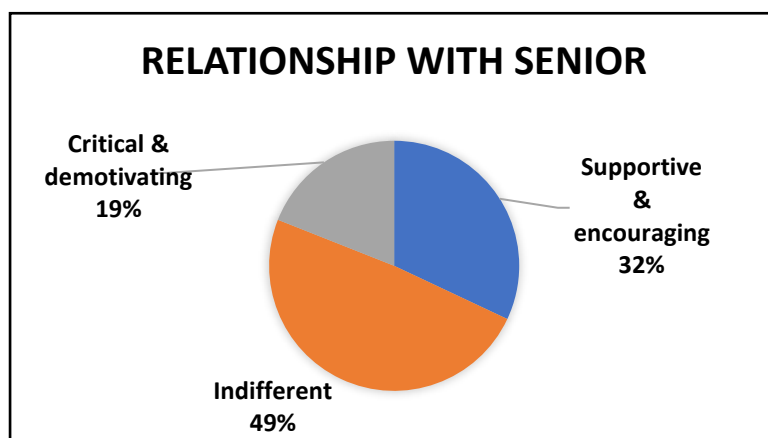
About 26% of the employees have claimed that they do get recognition for their work. While a major 74% do not think that they get recognised for the work they do. This is once again a major issue in maintaining a happy and satisfied workforce. Out of the 26% of employees who feel that they do get recognised for their work, major have reported that it is verbal appreciation that they have received. This can again be correlated to lower financial incentives that nurses receive from the organisation (Q5.). About 26% have claimed to have gotten promotion while about 16% have received increment.

#### 4. Employees' opinion about superior-subordinate relationship

| RELATIONSHIP WITH SENIOR |                |
|--------------------------|----------------|
| Options                  | Percentage (%) |
| Supportive & encouraging | 32             |
| Indifferent              | 49             |
| Critical & demotivating  | 19             |

| SUPERVISORS' EFFORTS FOR PROMOTION |                |
|------------------------------------|----------------|
| Options                            | Percentage (%) |
| High                               | 11             |
| Medium                             | 38             |
| Low                                | 51             |

The graphical representation for the same is:

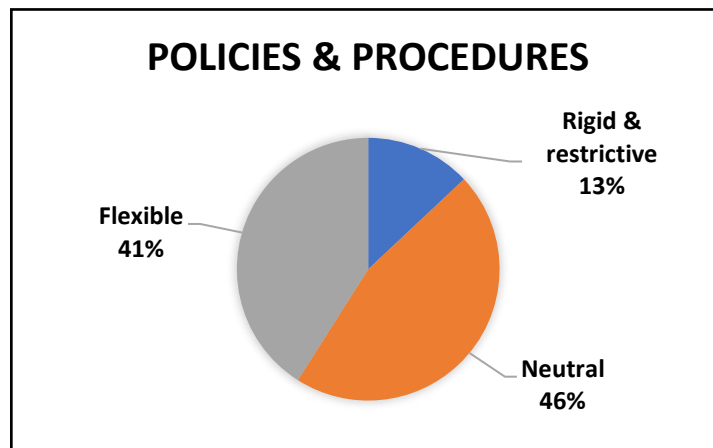


The data above shows that about one third of the nurses who have quit the organisation have claimed their seniors were supportive and encouraging. But about 50% of the nurses think that their seniors were indifferent towards their efforts or problems. Furthermore, about one-fifth of the nurses think that their seniors were critical and demotivating. Correlating with this, we can see only about 11% of the nurses feel that their supervisors show efforts for their promotion, increment or both. And about 50% feel that the efforts put in are low.

##### 5. Employees' opinions about hospital policies and procedures

| <b>POLICIES &amp; PROCEDURES</b> |                |
|----------------------------------|----------------|
| Options                          | Percentage (%) |
| Rigid & restrictive              | 13             |
| Neutral                          | 46             |
| Flexible                         | 41             |

The graphical representation for the same is:

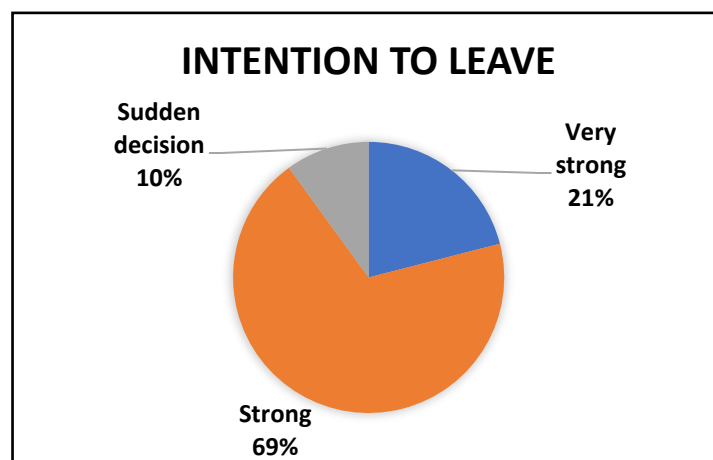


Maximum nurses have felt that the hospital policies and procedures are flexible and employee friendly. Others were mostly neutral about it. Only a minor 11% have claimed the rules to be restrictive.

Concludingly, we had asked a question of how strongly the nurses who had quit had the intention to leave the organisation during their tenure. The results are as follows:

| <b>INTENTION TO LEAVE</b> |                |
|---------------------------|----------------|
| Options                   | Percentage (%) |
| Very strong               | 21             |
| Strong                    | 69             |
| Sudden decision           | 10             |

The graphical representation of the same is:

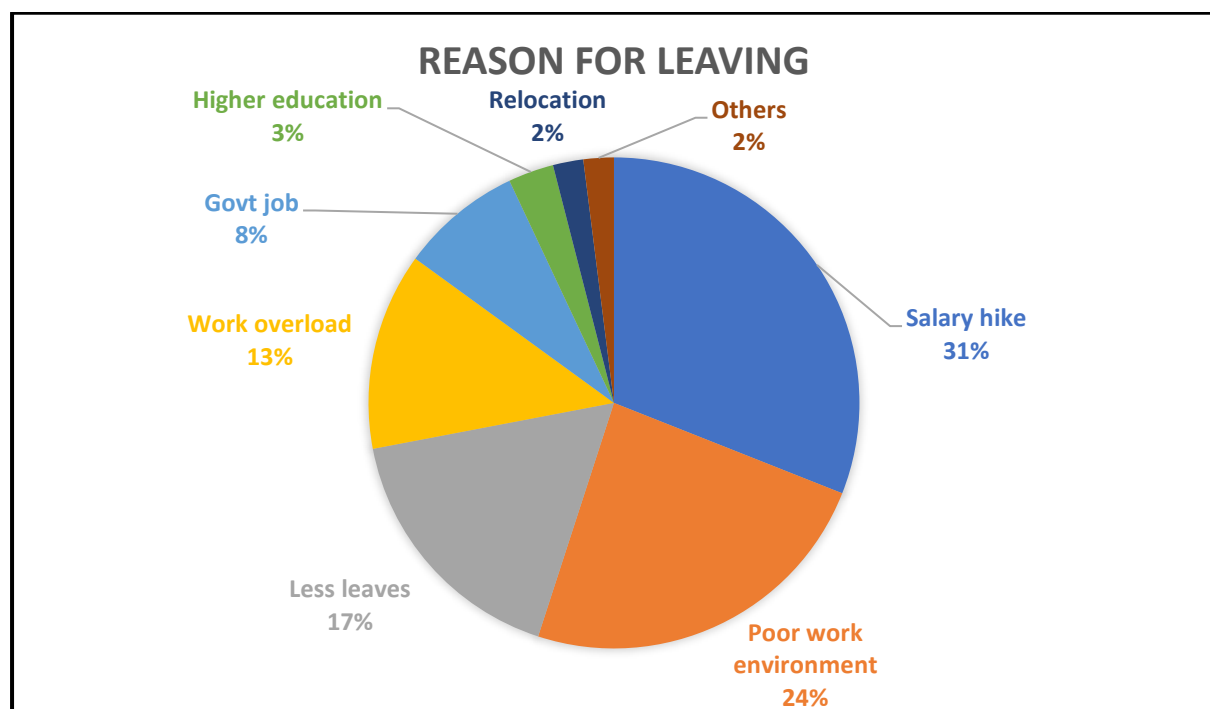


As we can see, about 70% of the nurses had a strong urge to leave the organisation while they were already working there. This is a sign of an unhappy and unproductive workforce. Only 10% have claimed that it was a sudden decision to leave the organisation.

To get a clear understanding of the exact reason so as to why the employees had left the organisation, we had kept an open-ended question at the end of the questionnaire asking the same. The result is as follows:

| REASON FOR LEAVING    |                |
|-----------------------|----------------|
| Reason for leaving    | Percentage (%) |
| Salary hike           | 31             |
| Poor work environment | 24             |
| Less leaves           | 17             |
| Work overload         | 13             |
| Govt job              | 8              |
| Higher education      | 3              |
| Relocation            | 2              |
| Others                | 2              |

The graphical representation for the same is:



Summarised above are the different reasons cited by the nurses for leaving the organization. As we can observe, the major reasons are salary hike offered by other hospital and a poor work environment in the current one. Reasons non attributable to Narayan Memorial Hospital for quitting of employees, contribute to only about 18% of the reasons. The rest about four-fifth of the reasons cited for resignation are factors attributable to the hospital. This indicates that on

bringing changes in salary structure, work timings etc can effectively bring down reasons which compel nurses to quit. Hence, these factors can be modified to improve retention of nurses at the hospital.

#### DATA ANALYSIS:

##### 1. Association between work timing and intention to leave.

Tabulating the data obtained from Q3. and Q13, we will do the Chi square test to see if they are related.

This will help us confirm whether the null hypothesis ( $H_0A$ ) can be accepted or rejected. The data collected and the analysis are:

| OBSERVED |                    |                    |        |                 |       |
|----------|--------------------|--------------------|--------|-----------------|-------|
| SALARY   |                    | INTENTION TO LEAVE |        |                 | TOTAL |
|          |                    | Very strong        | Strong | Sudden decision |       |
|          | More than Adequate | 2                  | 1      | 8               | 11    |
|          | Adequate           | 9                  | 6      | 1               | 16    |
|          | Less than Adequate | 11                 | 8      | 3               | 22    |
|          | TOTAL              | 22                 | 15     | 12              | 99    |

| O                           | E   | (O-E) | (O-E) <sup>2</sup> | {(O-E) <sup>2</sup> }/E |
|-----------------------------|-----|-------|--------------------|-------------------------|
| 2                           | 2.4 | 0.4   | 0.20               | 0.08                    |
| 9                           | 3.6 | -5.4  | 29.16              | 8.10                    |
| 11                          | 4.9 | -6.1  | 37.21              | 3.54                    |
| 1                           | 1.6 | 0.6   | 0.31               | 0.20                    |
| 6                           | 2.3 | -3.7  | 13.69              | 1.95                    |
| 7                           | 3.1 | -3.9  | 15.21              | 2.90                    |
| 8                           | 1.1 | -6.9  | 48.30              | 4.97                    |
| 2                           | 0.1 | -1.9  | 3.61               | 6.10                    |
| 3                           | 0.4 | -2.6  | 6.79               | 7.26                    |
| CHI SQUARE CALCULATED VALUE |     |       |                    | 35.10                   |

The degree of freedom (df) is 4.

The level of significance is kept at 0.05.

Here, the calculated value of Chi square is 35.10

According to the chi square table, the critical value of chi square at  $df = 4$  and level of significance = 0.05 is 9.49.

As we know, when the calculated value of chi square is more than the critical value, we reject the null hypothesis.

$35.10 > 9.49$ , the null hypothesis stands rejected.

Hence, we accept the alternate hypothesis ( $H_1A$ )

**There is significant relationship between salary and intention to leave**

## 2. Association between work timing and intention to leave.

Tabulating the data obtained from Q6. and Q13, we will do the Chi square test to see if they are related.

This will help us confirm whether the null hypothesis ( $H_0$ ) can be accepted or rejected. The data collected and the analysis are:

| WORK TIMINGS |                  | INTENTION TO LEAVE |        |                 |       |
|--------------|------------------|--------------------|--------|-----------------|-------|
|              |                  | Very strong        | Strong | Sudden decision | TOTAL |
|              | Very Satisfied   | 1                  | 2      | 8               | 11    |
|              | Medium satisfied | 3                  | 8      | 3               | 14    |
|              | Not satisfied    | 18                 | 5      | 1               | 24    |
|              | <b>TOTAL</b>     | 22                 | 15     | 12              | 99    |

| E                            | O   | E-O  | (E-O) <sup>2</sup> | (E-O) <sup>2</sup> /E |
|------------------------------|-----|------|--------------------|-----------------------|
| 1                            | 2.4 | -1.4 | 1.96               | 1.96                  |
| 3                            | 3.1 | -0.1 | 0.01               | 0.00                  |
| 18                           | 5.3 | 12.7 | 161.29             | 8.96                  |
| 2                            | 1.7 | 0.3  | 0.09               | 0.05                  |
| 8                            | 2.1 | 5.9  | 34.81              | 4.35                  |
| 5                            | 3.6 | 1.4  | 1.96               | 0.39                  |
| 8                            | 1.3 | 6.7  | 44.89              | 5.61                  |
| 3                            | 1.7 | 1.3  | 1.69               | 0.56                  |
| 1                            | 2.9 | -1.9 | 3.61               | 3.61                  |
| <b>CHI SQUARE CALCULATED</b> |     |      |                    | <b>25.50</b>          |

The degree of freedom (df) is 4.

The level of significance is kept at 0.05.

Here, the calculated value of Chi square is 25.5

According to the chi square table, the critical value of chi square at  $df = 4$  and level of significance = 0.05 is 9.49.

As we know, when the calculated value of chi square is more than the critical value, we reject the null hypothesis.

$25.50 > 9.49$ , the null hypothesis stands rejected.

Hence, we accept the alternate hypothesis ( $H_1$ )

**There is significant relationship between work timings and intention to leave.**

## 3. Association between recognition and intention to leave.

Tabulating the data obtained from Q8. and Q13, we will do the Chi square test to see if they are related.

This will help us confirm whether the null hypothesis (H0C) can be accepted or rejected. The data collected and the analysis are:

| RECOGNITION |              | INTENTION TO LEAVE |        |                 |       |
|-------------|--------------|--------------------|--------|-----------------|-------|
|             |              | Very strong        | Strong | Sudden decision | TOTAL |
|             | Yes          | 1                  | 5      | 11              | 17    |
|             | No           | 20                 | 14     | 2               | 36    |
|             | <b>TOTAL</b> | 21                 | 11     | 13              | 99    |

| E                            | O    | E-O   | (E-O) <sup>2</sup> | (E-O) <sup>2</sup> /E |
|------------------------------|------|-------|--------------------|-----------------------|
| 1                            | 3.61 | -2.61 | 6.81               | 6.81                  |
| 20                           | 7.64 | 12.36 | 152.77             | 7.64                  |
| 5                            | 1.89 | 3.11  | 9.67               | 1.93                  |
| 14                           | 4    | 10    | 100.00             | 7.14                  |
| 11                           | 2.23 | 8.77  | 76.91              | 6.99                  |
| 2                            | 4.73 | -2.73 | 7.45               | 3.73                  |
| <b>CHI SQUARE CALCULATED</b> |      |       |                    | <b>34.25</b>          |

The degree of freedom (df) is 3.

The level of significance is kept at 0.05.

Here, the calculated value of Chi square is 34.25

According to the chi square table, the critical value of chi square at df = 3 and level of significance = 0.05 is 7.82.

As we know, when the calculated value of chi square is more than the critical value, we reject the null hypothesis.

$34.25 > 9.49$ , the null hypothesis stands rejected.

Hence, we accept the alternate hypothesis (H1C)

**There is significant relationship between recognition and intention to leave.**

4. Association between relation with manager/senior and intention to leave.

Tabulating the data obtained from Q10. and Q13, we will do the Chi square test to see if they are related.

This will help us confirm whether the null hypothesis (H0D) can be accepted or rejected. The data collected and the analysis are:

| RELATION WITH<br>MANAGER |             | INTENTION TO LEAVE |        |                 |       |
|--------------------------|-------------|--------------------|--------|-----------------|-------|
|                          |             | Very strong        | Strong | Sudden decision | TOTAL |
|                          | Supportive  | 2                  | 3      | 9               | 14    |
|                          | Indifferent | 1                  | 5      | 2               | 8     |
|                          | Critical    | 16                 | 8      | 3               | 27    |
|                          | TOTAL       | 19                 | 16     | 14              | 99    |

| E                            | O    | E-O   | (E-O) <sup>2</sup> | (E-O) <sup>2</sup> /E |
|------------------------------|------|-------|--------------------|-----------------------|
| 2                            | 2.69 | -0.69 | 0.48               | 0.24                  |
| 1                            | 1.54 | -0.54 | 0.29               | 0.29                  |
| 16                           | 5.18 | 10.82 | 117.07             | 7.32                  |
| 3                            | 2.26 | 0.74  | 0.55               | 0.18                  |
| 5                            | 1.29 | 3.71  | 13.76              | 2.75                  |
| 8                            | 4.36 | 3.64  | 13.25              | 1.66                  |
| 9                            | 1.98 | 7.02  | 49.28              | 5.48                  |
| 2                            | 1.13 | 0.87  | 0.76               | 0.38                  |
| 3                            | 3.82 | -0.82 | 0.67               | 0.22                  |
| <b>CHI-SQUARE CALCULATED</b> |      |       |                    | <b>18.52</b>          |

The degree of freedom (df) is 4.

The level of significance is kept at 0.05.

Here, the calculated value of Chi square is 18.25.

According to the chi square table, the critical value of chi square at df = 4 and level of significance = 0.05 is 9.49.

As we know, when the calculated value of chi square is more than the critical value, we reject the null hypothesis.

18.52 > 9.49, the null hypothesis stands rejected.

Hence, we accept the alternate hypothesis (H1D)

**There is significant relationship between relation with seniors/managers and intention to leave**

#### 6. Association between hospital policies & procedures and intention to leave.

Tabulating the data obtained from Q12. and Q13, we will do the Chi square test to see if they are related.

This will help us confirm whether the null hypothesis (H0E) can be accepted or rejected. The data collected and the analysis are:

| HOSPITAL<br>POLICIES |          | INTENTION TO LEAVE |        |                 |       |
|----------------------|----------|--------------------|--------|-----------------|-------|
|                      |          | Very strong        | Strong | Sudden decision | TOTAL |
|                      | Rigid    | 4                  | 6      | 5               | 15    |
|                      | Neutral  | 5                  | 6      | 6               | 17    |
|                      | Flexible | 6                  | 8      | 8               | 22    |
|                      | TOTAL    | 15                 | 20     | 19              | 99    |

| E                            | O    | E-O  | (E-O) <sup>2</sup> | (E-O) <sup>2</sup> /E |
|------------------------------|------|------|--------------------|-----------------------|
| 4                            | 2.27 | 1.73 | 2.99               | 0.75                  |
| 5                            | 2.58 | 2.42 | 5.86               | 1.17                  |
| 6                            | 3.33 | 2.67 | 7.13               | 0.19                  |
| 6                            | 3.03 | 2.97 | 8.82               | 1.47                  |
| 6                            | 3.43 | 2.57 | 6.60               | 1.10                  |
| 8                            | 4.44 | 3.56 | 12.67              | 1.09                  |
| 5                            | 2.88 | 2.12 | 4.49               | 0.90                  |
| 6                            | 3.26 | 2.74 | 7.51               | 0.26                  |
| 8                            | 4.22 | 3.78 | 14.29              | 1.79                  |
| <b>CHI SQUARE CALCULATED</b> |      |      |                    | <b>8.71</b>           |

The degree of freedom (df) is 4.

The level of significance is kept at 0.05.

Here, the calculated value of Chi square is 8.71.

According to the chi square table, the critical value of chi square at df = 4 and level of significance = 0.05 is 9.49.

As we know, when the calculated value of chi square is more than the critical value, we reject the null hypothesis.

$8.71 < 9.49$ , the null hypothesis stands accepted.

Hence, we accept the null hypothesis ( $H_0$ )

**There is no significant relationship between hospital policies & procedures and intention to leave.**

|                                            | <b>Factors</b>                     | <b>Null Hypothesis</b> |
|--------------------------------------------|------------------------------------|------------------------|
| <b>Intention to leave the organization</b> | Salary                             | Rejected               |
|                                            | Work timing                        | Rejected               |
|                                            | Recognition                        | Rejected               |
|                                            | Relationship with seniors/managers | Rejected               |
|                                            | Hospital policies and procedures   | Accepted               |

So according to the chi square analysis pertaining to 5 probable factors affecting intention to leave and the rate of attrition, we can statistically conclude that salary, work timings, recognition, relationship with seniors/managers have emerged as factors that significantly affect the intention to leave. Hospital policies & procedures, on the other hand, does not significantly affect the intention to leave the organization for a nurse.

## **DISCUSSION**

According to Karna M. (2004), employees were more satisfied in their jobs when they felt like an integral component of the organisation. According to a study by Keshtkaran A. (2005), employees reported the highest levels of satisfaction when it came to the nature of their own work and the work of their co-workers. According to Kaur et al. (2011), the number of night shifts and day shifts per month caused a great deal of employee unhappiness.

A study by Elarabi (2014) found that good payment was not a strong factor when it came to employee satisfaction and retention. Nice treatment by managers and supervisors were seen to be strongly correlated to satisfaction.

Motivation provided to employees also has a key role to play because it is closely related to their performance and output.

Decreased motivation, increased dissatisfaction, feeling of excessive workload, constant urge to leave the organisation can prove to be detrimental especially among workers of the healthcare industry. Not only the business, but patient lives are also going to be at risk because of such workforce.

Hence it is absolutely essential for a hospital to maintain a happy workforce. There should be regular surveys regarding interest in work and mental health not only of employees in the exit pipeline, but of the current workforce as well.

The HR Department has a pivotal role to play in this regard. Through its sustained efforts it can improve the overall turnover and reputation of the organisation.

## **LIMITATIONS:**

The proposed research method can have certain limitations. Those are:

- Since the interview will be conducted by the HR Department, they might not be completely truthful about how they feel.
- The developed questionnaire is easier to apply on smaller sample sizes. As the sample size will increase, the rate of non-response will also increase.
- A research on a smaller sample size may not represent the true perception of the entire community we are trying to study.
- Other important factors influencing attrition might have been overlooked due to subjectivity.

## **RECOMMENDATION:**

- Interviews and surveys should be conducted among the nurses at regular intervals of time to understand their perception. A detailed questionnaire addressing salary, work culture, scope of work, relationship with seniors should be probed.
- While the HR by default works as a grievance addressing body for all the employees, a concerned person should be maintained for the same. Employee anonymity should be ensured while listening to each person.
- Nurses staying in the hostel should be questioned regarding living conditions and should be asked to suggest recommendations for improving the hostels. Needful and prompt action should be taken.
- The senior staff should be trained regarding management and training of the juniors. Since senior-subordinate relationship plays a key role in work environment, it is indispensable that seniors are instructed to be supportive towards their juniors.
- Since a lot of departments are experiencing staff shortage, it is the responsibility of the HR Department to promptly recruit the most competent staff. During job interview, apart from the top officials, a concerned person from the department into which hiring is being done, should also be present in order to evaluate the candidate.
- While this will increase the workforce and balance work pressure among employees, being involved in the decision-making process will also provide the employees with a sense of involvement in the decision-making process, boosting their sense of belongingness to the hospital.
- Transportation facilities can be provided to employees up to some common point so that distance from home or excessive travel expenses don't affect employee retention in any way.
- Annual health check-ups should be conducted by the hospital for all staffs to ensure their complete physical and mental well-being. A counsellor should also be present at such check-ups.
- Employee engagement programmes should be conducted once in a while to break the monotony at work.

## **CONCLUSION:**

Several studies conducted across the country have claimed that the major reason for attrition of nurses is because of government jobs. This is an unmodifiable factor and cannot be attributed to the organisation. However, the rest of the causes for attrition majorly are lower pays, increased work pressure, lack of support from seniors, restrictive work environment, toxic work culture etc. these factors can and should always be monitored by any organization. Nurses make up the core of the workforce in a hospital and should be preserved at all costs.

The Human Resource department, along with the heads of other departments have the prime responsibility of making the hospital a peaceful place to work in. A happy workforce is the glory of any organisation. While on one hand it increases the turnover of a hospital, on the other hand it increases the market value of the hospital as well.

A positive work culture coupled with good remuneration and good scope of growth will automatically attract the most competent staff to be a part of the organisation.

As it is rightly said, “If you have a good army of men, there is no looking back”!

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