

**STUDY ON ATTRITION RATE AMONGST OPTOMETRISTS IN SANKARA EYE
HOSPITAL (SEH) ACROSS DIFFERENT STATES**

Dissertation Submitted To



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Near Sanganer Airport

Jaipur-302029, Rajasthan

Ph.: 0141 3924700, Fax: 3924738

Website: www.iihmr.edu.in

For the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management (HHM)

Academic Year: 2020-2022

By

Vaishnavi Padhy

Under the Supervision and Guidance of

Dr. Arindam Das (Dean-Research & Professor)

2022

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled **“Study on attrition rate amongst Optometrists in Sankara Eye Hospital across different states”** is a bona fide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

A handwritten signature in black ink, reading "Vaishnavi", with a horizontal line underneath it.

(Signature)

Vaishnavi Padhy (1231)

MBA HM-25

Date:

CERTIFICATE OF COMPLETION (Organization)

This is to certify that **Vaishnavi Padhy (Roll No.: 1231)** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) in Hospital and Health Management (HHM) from the IIHMR University, Jaipur has successfully completed her internship at **Sankara Eye Hospital, Coimbatore** during April 1st, 2022 to June 30th, 2022.

Place:

Date:

(Preceptor/Head of the Organization)

Sankara Eye Hospital, Coimbatore

CERTIFICATE (From Faculty Guide and School Dean)

This is to certify that dissertation titled **“Study on attrition rate amongst Optometrists in Sankara Eye Hospital across different states”** is a record of the research work undertaken by **Vaishnavi Padhy (Roll No.: 1231)** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) in Hospital and Health Management (HHM) from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.

(Faculty Guide)

Dr. Arindam Das

Dean- Research & Professor

IIHMR University, Jaipur

Date:

(School Dean)

Dr. (Col) Mahender Kumar

Professor & Dean IIHMR and Proctor

IIHMR University, Jaipur

Date:

ABSTRACT

An organization's most significant asset is its' employees. They are the ones who increase the organization's worth in terms of both quantity and quality. One of the most difficult duties of Human Resource Management is to identify, attract, and develop the right people for the right position. Due to the high turnover rate experienced by the service sector, it has grown increasingly challenging to keep a talented workforce. Attrition rates in the health sector are currently between 23% and 25%. This high employee turnover reduces the quantity and quality of an organization's workforce and results in significant costs. Resignation, dismissal, job abandonment, or termination are all causes of employee turnover, often known as 'Attrition'. Employee turnover and attrition differ significantly. In the case of employee turnover, the organization hires a replacement to fill the position; and, in the case of attrition, the position is left vacant or the job role is terminated. Attrition rate of the organization can be significantly influenced and is inversely correlated with job satisfaction, which includes employee recognition, treating employees with respect, empowering employees, and positive management.

“No wonder even if the cost of recruiting manpower is increasing day-by-day, companies are bidding for good talent and attracting them with tempting salaries and designations. For any HR in the healthcare sector, retaining the manpower is the need of the hour. For doctors with specializations, they have mass attrition frequently because new corporate hospitals are offering lucrative packages. The other reason is that medical professionals go abroad for better opportunities. Reasons for leaving of trained nurses and technicians is only for better compensation, or for a bad working condition and organization culture.”

Employee Retention is a crucial and continuous challenge. Acknowledgement is necessary for employees to grow in their position. Managers must therefore understand and recognize how to establish the fundamentals and demonstrate the goal for supporting and motivating employees.

Keywords: Attrition Rate, Retention, Healthcare Personnel, Human Resource Practices, Recruitment, Optometrists, Retaining Employees, Turnover.

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Vaishnavi Padhy

TABLE OF CONTENTS

Abstract.....	vi
Acknowledgement.....	vii
Table of Contents.....	viii- ix
List of Figures.....	x
List of Tables.....	x
Abbreviations.....	xi
Capter-1: Introduction.....	1-4
1.1 What is Attrition?	
1.2 Attrition in Healthcare	
1.3 Research Question	
1.4 Objectives	
1.5 How was the study performed?	
Chapter-2: Review of Literature.....	5-9
Chapter-3: Methodology.....	10-11
3.1 Research Design	
3.2 Organization Name	
3.3 Duration of Study	
3.4 Study Tool	
3.5 Data Collection Procedure	
3.6 Sample Size	
3.7 Sample Population	
3.8 Inclusion Criteria	
3.9 Exclusion Criteria	
3.10 Ethical Consideration	

3.11 Implications of Study	
Chapter-4: Results & Data Analysis.....	12-40
Chapter-5: Conclusion.....	41-42
5.1 Findings	
5.2 Recommendations	
5.3 Limitations of Study	
5.4 Conclusion	
References.....	43-45
Annexure.....	46-55

LIST OF FIGURES

Sl. No	Figure	Pg. No.
1	Vicious Circle of Attrition	1
2	Theoretical model assumed for intention to shift organization and attrition	3
3	Total No. of Optometrists	12
4	Optometrists who left (2018-2022)	12
5	Annual Attrition Report (2018-2022)	13
6	Reasons for Attrition	13
7	Age	14
8	Gender	14
9	Highest Education Level	15
10	Marital Status	15
11	No. of Children	15
12	Region of Workplace	16
13	Working in Vision Center	16
14	Working hours per week	17
15	Work Experience	17
16	Good Work-Life Balance	18
17	First Job Appointment	18
18	Routine Task Areas	19
19	Reason for choosing Optometry	20
20	Opportunity to choose another career when given a chance	20
21	Alternate career when given a choice	21
22	Opinion on salary	22
23	Opinion on non-financial incentives	22
24	Opinion on job security	23
25	Opinion on workplace equipment & facilities	23
26	Opinion on encouragement received from superiors	24
27	Opinion on recognition for hard-work & awards	24
28	Opinion on superior-subordinate relationship	25
29	Opinion on level of job control	25
30	Opinion on workload	26
31	Opinion on variety of tasks	26
31	Opinion on opportunity for continuing education	27
33	Opinion on career advancement opportunities	27
34	Opinion on overall job satisfaction	28
35	Intention to leave the organization	28
36	Reasons for wanting to leave organization	29

LIST OF TABLES

Sl. No	Table	Pg. No.
1	Literature Review	6-9

ABBREVIATIONS

SEH = Sankara Eye Hospital

SEFI = Sankara Eye Foundation, India

HR = Human Resources

CPO = Chief People Officer

BPO = Business Process Outsourcing

UHC = Universal Health Coverage

GOA = Ghana Optometric Association

SD = Standard Deviation

MHQ = Mission Head Quarters

VC = Vision Center

IC = In-charge

CHAPTER-1

INTRODUCTION

1.1 What is Attrition?

“Attrition describes a gradual but deliberate reduction in staff members that occurs as employees retire or resign, and are not replaced. The term is also sometimes used to describe the loss of customers or clients as they mature beyond a product or company’s target market without being replaced by a younger generation.”

Attrition rate is a calculation of the number of individual staffs that move out from a larger group over a particular period of time. It is a progressive decrease in the number of employees, which may occur as a result of retirement, job abandonment, resignation, or death. A limited amount of attrition might provide the company a fresh viewpoint, but if it exceeds a certain point, it results in loss. Employers assert that a high attrition rate increases the time and money they must expend in recruiting new personnel for their organization.

Fig.1 Vicious Circle of Attrition



Figure 4. Vicious Circle of attrition

Source: Sengupta, S. (2010). *Employee attrition and retention: exploring the dimensions in the urban centric BPO industry*.

Here, the need for employee retention becomes evident. Employee retention is the capacity of an organization to reduce the number of individuals who quit their jobs within a given time period, either voluntarily or involuntarily. Increasing staff retention has a direct impact on the effectiveness and success of businesses. Employers make an effort to create and implement a culture that will keep current employees by establishing policies and procedures that cater to their requirements. This is known as effective employee retention.

Retention is best defined as-

R= Renumeration

E= Encouragement and Engagement

T= Training and Development

A= Annual Review Cycle

I= Involve and Inform

N= Nurture

A strong retention strategy is an effective recruitment tool because it is critical to an organization's long-term success. Employers are seeking for a variety of choices, such as bonding programs, strong career paths, and open forums for discussion along with sponsored education and continuous employee learning. With loads of entertainment, games, and workshops, they are also attempting to make the job more entertaining. Giving them flexible work schedules, awards and recognition, compensation, and benefits will motivate them to stay in the organization.

Since the company has already invested in costs, training time, and knowledge, employee retention is important. As a result, finding new talent and keeping employees becomes expensive for the company.

$$\text{Attrition Rate} = \frac{\text{No. of employees leaving during period}}{\text{Average no. of employees for the period}} * 100$$

1.2 Attrition in Healthcare

Although healthcare depends heavily on modern technology and equipment, the healthcare sector nevertheless requires a lot of manpower. For the nations attempting to achieve their Universal Health Coverage (UHC) and Equity Goals, a global scarcity of competent healthcare workers as a result of attrition can be a hindrance.

Out-migration (also known as brain-drain), possibilities for professional development, high wages and perks, and improved living conditions are some of the major factors contributing to attrition in the Indian healthcare sector. The healthcare industry is still experiencing a lack of

healthcare professionals, despite the large number of doctors, nurses, paramedics, and pharmacists who graduate each year with the necessary training. For a population of 1.40 billion as of December 2021, India had around 1.04 million doctors in practice.

More attention must be given to the problem of employee attrition if we are to effectively solve the health worker shortage and plan for the future. Public funds used for health workers' education and training are lost significantly as a result of high levels of attrition. The surviving workforce's increased burden and unfavorable working circumstances as a result of attrition also contribute to lower quality of care and health implications. Attrition is a crucial part of workforce projection models because it affects the expected supply of health workers that a nation requires to meet population health care needs.

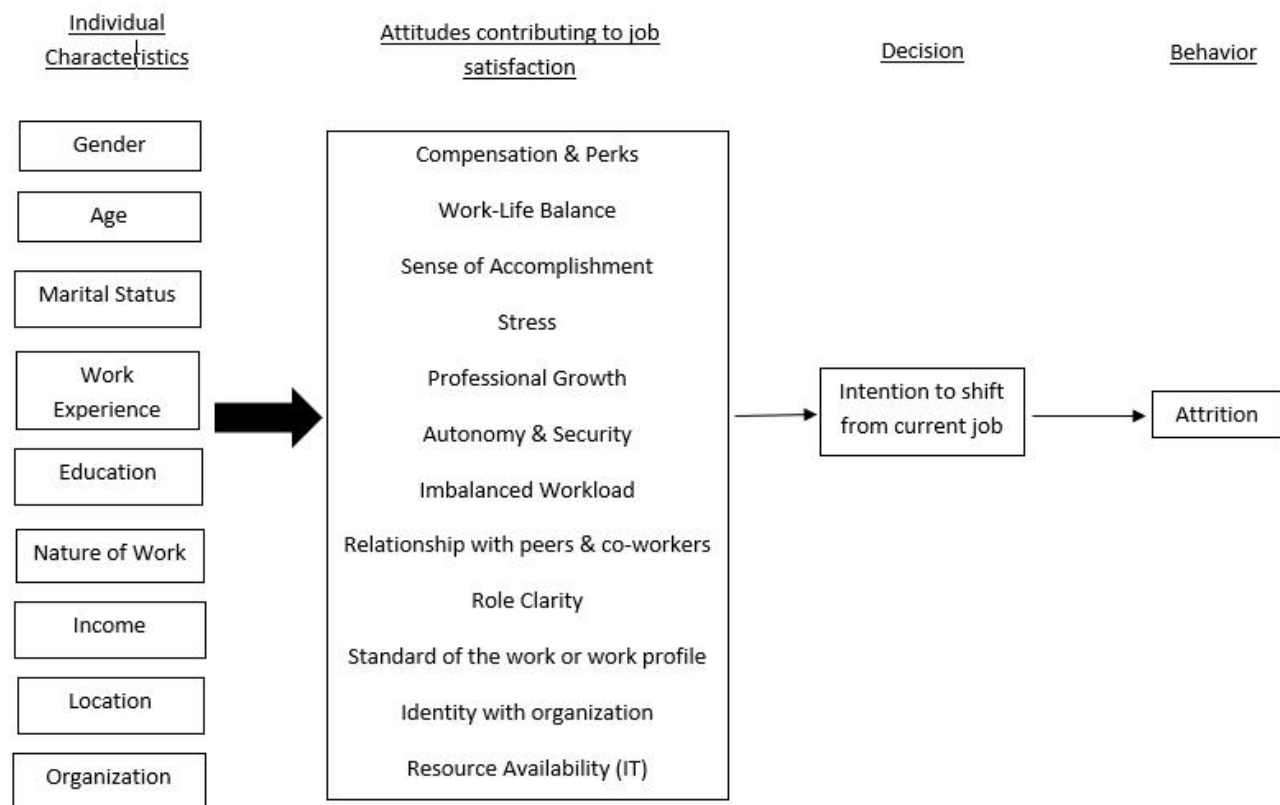


Fig.2 Theoretical model assumed for intention to shift organization and attrition

The relationship between key individual characteristics and workplace attitude that may affect turnover is explained by this model. Age, gender, marital status, educational background, and prior work experience are socio-demographic factors that represent an individual's social orientation and level of job satisfaction and are linked to turnover.

1.3 Research Question

What is the reason behind high attrition rate among optometrists in Sankara Eye Hospital across different states?

1.4 Objectives

- To analyze the attrition percentage amongst optometrists
- To understand the reason for attrition
- To investigate the intention to leave
- To draw out various approaches that could be used to reduce the attrition percentage
- To investigate the perception of employee satisfaction with respect to different factors of retention

1.5 How was the study performed?

The study was performed using primary research. Web-based questionnaire was shared among the optometrists working in Sankara Eye Hospital across different states and it showed their overall job satisfaction, such as- Salary, Work-Life Balance, Superior-Subordinate Relationship, Career Growth Opportunities, Location of Workplace, Non-Financial Incentives, Workplace Equipment, Working Hours, Job Security, Encouragement, Recognition, Responsibility to Work, etc.

CHAPTER-2

LITERATURE REVIEW

Although there have been many studies on employee retention, strategic human resource researchers continue to investigate the link between HR practices and company performance, with voluntary turnover as a crucial element (Shaw, Gupta, and Delery, 2005). This is so that firms may close the gap between macro strategies and micro behavior. Employee retention is essential for doing this. This is due to the consistency it provides and how it links people's continuing experiences with the crucial success factors.

An employee's decision to leave the company is difficult since it is stressful, needs a lot of energy to seek a new job, adjust to new circumstances, and give up routines and relationships with coworkers (Boswell, Boudreau and Tichy, 2005). Therefore, some of the voluntary turnover can be avoided if prompt action is done by the organization.

Employee turnover could be caused by a variety of organizational factors (Pettman, 1975; Mobley, 1982; Schervich, 1983; Terborg and Lee, 1984) and external environmental factors, including the type of business, the industry, size of the organization, compensation, supervisory level, place, selection procedure, workplace culture, job assignment, perks, and promotions (Mobley, 1982; Arthur, 2001).

Individual work factors such as demographic work variables, integrative variables such as job satisfaction, pay, promotion, and working conditions (Pettman, 1975; Mobley, 1982; Arthur, 2001), and individual non-working variables such as family related variables are all factors that influence employee turnover in organizations (Pettman, 1975; Mobley, 1982). Any of the aforementioned elements could be the cause, but the choice to leave or remain in the company needs to be periodically analyzed to identify the precise causes. Because it is within their control, organizations should be more worried about voluntary turnover than involuntary turnover. Additionally, it has been discovered that employees with better performance and sufficient intelligence have access to more external job options than those with ordinary or poor performance, and as a result, they are more inclined to depart (Trevor, 2001).

Title/ Year/ Author	Study Area	Methodology	Conclusion
Job satisfaction and its associated factors among Optometrists in Ghana: a cross-sectional study (1) Published= 07 Jan, 2021 Author= Kwadwo Owusu Akuffo, Eldad Agyei-Manu, David Ben Kumah, Anthony Danso-Appiah, Abubakar Sadik Mohammed, Akosua Kesewah Asare & Emmanuel Kofi Addo	Ghana (Sub-Saharan Africa)	In order to gather data on the sociodemographic traits of participants and measures of job satisfaction, a cross-sectional survey of 304 registered and licensed optometrists of the GOA (Ghana Optometric Association) was carried out between September 2018 and June 2019.	The questionnaires utilized for the final analysis received valid replies from 214 optometrists in total. 74.3 % of optometrists reported being satisfied with their jobs, with a mean (SD) score of 3.36 for overall job satisfaction. Overall job satisfaction was highly correlated with favorable work-life balance, remuneration, supervision, and opportunities for continuing education.
A qualitative and quantitative study of the reasons of attrition in an Indian Hospital. (2) Published= 2017 Author= Kasturi Shukla, Ruchismita Deb	Ahmedabad	In Ahmedabad, India, a 150-bed hospital, a cross-sectional study was carried out from May to July 2015. 40 departing employees' exit interview data was gathered and examined. In order to determine how 100 current employees felt about attrition in the company, quantitative and qualitative methodologies were used to interview them.	In the study, a 26% attrition rate was found, and nurses made up 57% of the departing workers. During leave interviews, 70% of departing employees give "blanket reasons," such as better opportunities and personal reasons. 72.5 % of departing employees thought exit interviews were primarily conducted for record-keeping purposes, while 11% were unclear of their value. However, a range of replies were given when existing employees were questioned qualitatively. Among the reasons for

			employee attrition at the company, 65 % employees cited pay concerns, partiality/poor recognition, wrong task assignment, and repetitive work.
2017 National Optometry Workforce Survey (3) Published Date= 2017 Author= Heath, David A. OD, EdM, FAAO; Spangler, Jennifer S. MBA, MPH; Wingert, Timothy A. OD, FAAO; Chan, Mamie OD; Smith, Earl L. III OD, PhD, FAAO; Grover, Lori L. OD, PhD, FAAO; Flanagan, John G. PhD, FCOptom, FAAO	U.S.A.	It was given out to 4050 optometrists who were chosen at random from a population of 45,033 optometrists who are actively licensed and in practice and are listed in the Optometry Master Data File of the American Optometric Association. To establish a representative sample, a stratified sampling technique was used on the optometrist population utilizing factors such as primary license state, age, and sex.	The sample, which had a response rate of 29% (1158 responses), provided a margin of error of 5% and a 95 % confidence range. In terms of productivity (patient visits per hour, 2.0 vs. 1.9), hours worked (38.9 vs. 37.5), or career options/professional advancement satisfaction (65% for both), there were no significant variations between men and women. The information suggests that an extra patient capacity of 2.29 to 2.57 patients per week is likely (5.05 to 5.65 million annually profession-wide).
Should I stay or should I go? A study exploring why healthcare students consider leaving their programme (4) Published Date= 2013 Author= Claire Hamshire, Thomas G. Willgoss, Christopher	UK	Students in nursing and allied-health programmes responded to an online survey that was created as part of a mixed methods sequential exploratory study. When asked if they had ever contemplated dropping out of their present programme,	A total of 1080 students participated in the survey (an expected response rate of 11%), and 999 of them provided an answer to the query, "Have you ever considered leaving your current programme?" 465 students (47%) said they had thought

Wibberley		students provided thorough replies that were subjected to both a quantitative (content analysis) and qualitative (thematic analysis) examination (framework analysis).	about leaving, and they elaborated in their comments on the reasons why they had been considering staying or leaving. Three key themes emerged from a thematic analysis of the data: discontent with academic burden and support; issues related to clinical placements; and personal concerns and difficulties. The comments of many students blended two or more of these themes. Many students also explained their reasons for remaining.
An analysis of staff turnover in the Optometric industry (5) Published Date= 2008 Author= Slabbert Marna	South Africa	Numerous independent optometric practices were the subject of the study. The factors affecting worker turnover in the optometric business were described using a quantitative study approach. Questionnaires were used to gather the data. On the website www.vangon.co.za, the questionnaires were made available to frontline employees and independent practice optometrists.	The province of Gauteng had the most responders, and KwaZulu-Natal has the second-highest response rate. Rural areas had the lowest percentage of respondents. When making decisions about their work, optometrists typically consult their staff first. More than half of those who answered to the study said they were actively seeking employment or were considering doing so. The following are what optometrists believe to be the main motivations for

			wanting to leave their positions- Salaries, the desire to embark on a new challenge, lack of opportunities for promotion, and excessive work hours.
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CHAPTER-3

METHODOLOGY

3.1 Research Design

Descriptive Cross-Sectional Study (a study in which the condition and potentially related factors are measured at a specific point in time for a defined population)

3.2 Organization Name

Sankara Eye Hospital, Coimbatore (Mission Headquarters)

3.3 Duration of the Study

3 Months/90 Days (01-04-2022 to 30-06-2022)

3.4 Study Tool

The data was collected with the help of questionnaire and structured interviews.

3.5 Data Collection Procedure

A semi-structured questionnaire was used which had both close-ended and open-ended questions to measure the level of job satisfaction. A pilot test was conducted first, and then Cronbach's alpha test was used to check the reliability of the items in the questionnaire. When the results showed positive reliability, the survey was conducted en masse.

3.6 Sample Size

68 participants (73 in total, but received only 68 responses)

3.7 Sample Population

Optometrists working in all the units of Sankara Eye Foundation

3.8 Inclusion Criteria

In-charge Optometry, Optometrists

3.9 Exclusion Criteria

Paramedic Staff, Doctors, Administration, Support Staff, Intern-Optometry, Refractionists

3.10 Ethical Consideration

Informed consent was obtained from all the study participants. Appropriate measures were taken to ensure data security, privacy, and confidentiality. The data collected from the hospital staff will solely be used for the purpose of the study and not any personal reasons.

3.11 Implications of the Study

This study will help us better understand the reasons of attrition of a healthcare personnel and find out the challenges in retaining them in the organization. Based on the observations, some recommendations were given that would help the organization in improving their retention policies and provide better benefits to the employees.

CHAPTER-4

RESULTS & DATA ANALYSIS

4.1 Background of Study

4.1.1 Total no. of Optometrists (at present) (Fig.3)

There are totally 73 Optometrists working in Sankara Eye Foundation at present across all the 12 units. Out of those, majority of the Optometrists are female (42), and 31 Optometrists are male.

Total No. of Optometrists in all the units (At Present)			
Unit	Active	Female	Male
Sivanandhapuram (Coimbatore)	5	4	1
RS Puram (Coimbatore City)	3	3	0
Anand (Gujarat)	5	2	3
Panvel (Maharashtra)	6	3	3
Jaipur (Rajasthan)	3	1	2
Indore (MP)	4	2	2
Bangalore (Karnataka)	12	8	4
Shimoga (Karnataka)	6	4	2
Krishnankoil (TN)	4	4	0
Guntur (Andhra Pradesh)	14	6	8
Kanpur (UP)	8	2	6
Ludhiana (Punjab)	3	3	0
TOTAL	73	42	31

4.1.2 Optometrists who left (2018-2022) (Fig.4)

A total of 116 Optometrists left the organization between 2018-2022, out of which the majority were from Guntur (24), Bangalore (20) and Jaipur (17).

Total No. of Optometrists who left (2018-2022)	
Unit	Optom. who left
Sivanandhapuram (Coimbatore)	7
RS Puram (Coimbatore City)	2
Anand (Gujarat)	3
Panvel (Maharashtra)	2
Jaipur (Rajasthan)	17
Indore (MP)	8
Bangalore (Karnataka)	20
Shimoga (Karnataka)	9
Krishnankoil (TN)	2
Guntur (AP)	24
Kanpur (UP)	9
Ludhiana (Punjab)	13
Total	116

4.1.3 Annual Attrition Report (2018-2022) (Fig.5)

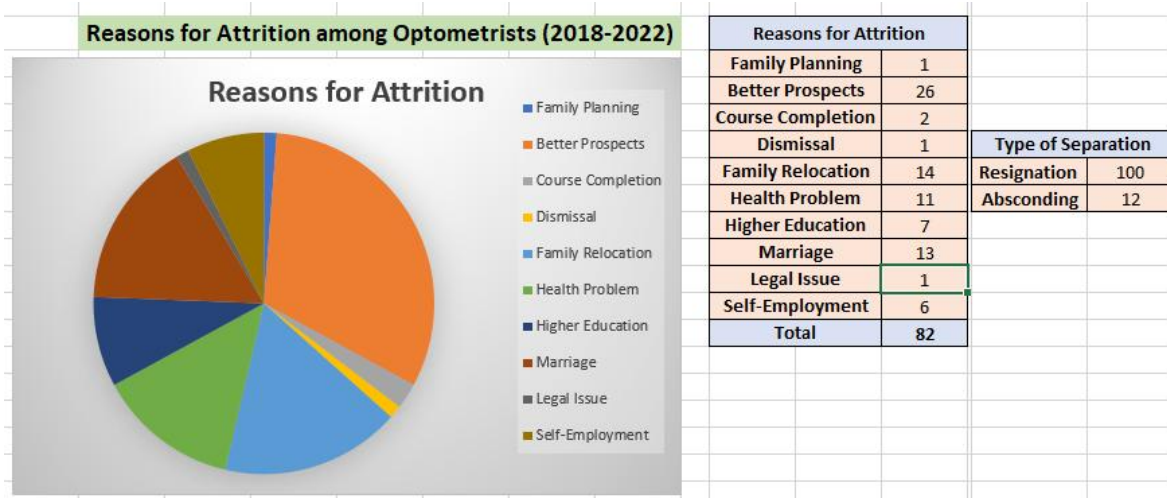
The average no. of Optometrists during the period of 2018-2022 came to be around 63.2,

Annual Attrition Report (2018-2022)					Attrition Rate= 36.53%
Sl. No.	Year	Employees at the start	Employees Left	Attrition %	
1	2018	47	19	40.43	
2	2019	62	16	25.81	
3	2020	64	27	42.19	
4	2021	80	34	42.50	
5	2022	63	20	31.75	
TOTAL		63.2	116	36.53	

whereas, 116 Optometrists left the organization during that period. Hence, the average attrition rate during the period of 2018-2022 was 36.53%.

4.1.4 Reasons for Attrition (2018-2022) (Fig.6)

The main reasons for attrition among Optometrists were 'Better Prospects' (26), 'Family Relocation' (14) and 'Marriage' (13). The Optometrists are leaving through 'Resignation' (100), 'Absconding' (12) or 'Dismissal' (1).

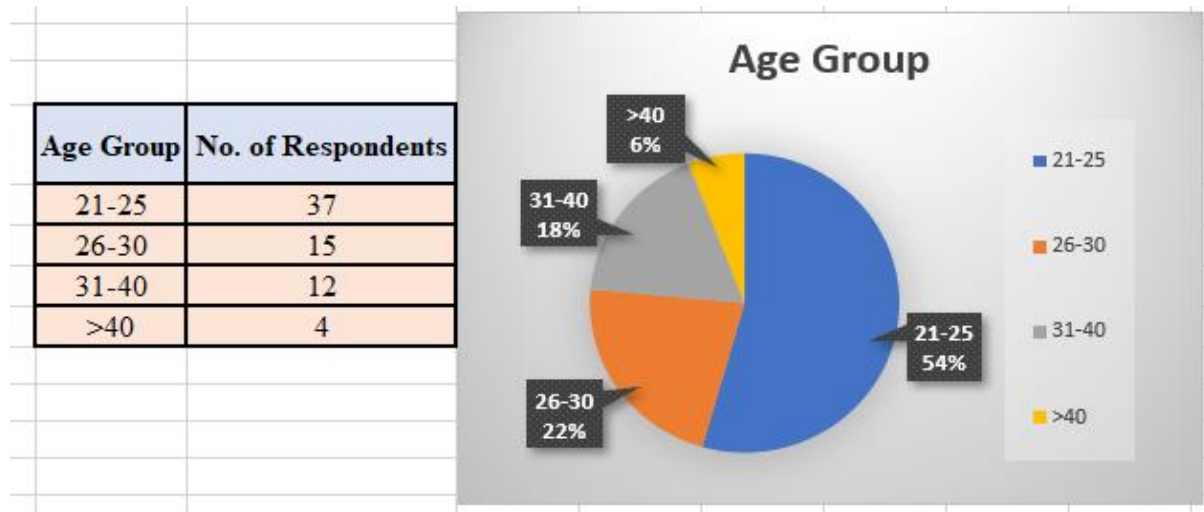


4.2 Results of the Survey

Demographic Profile of Participants:

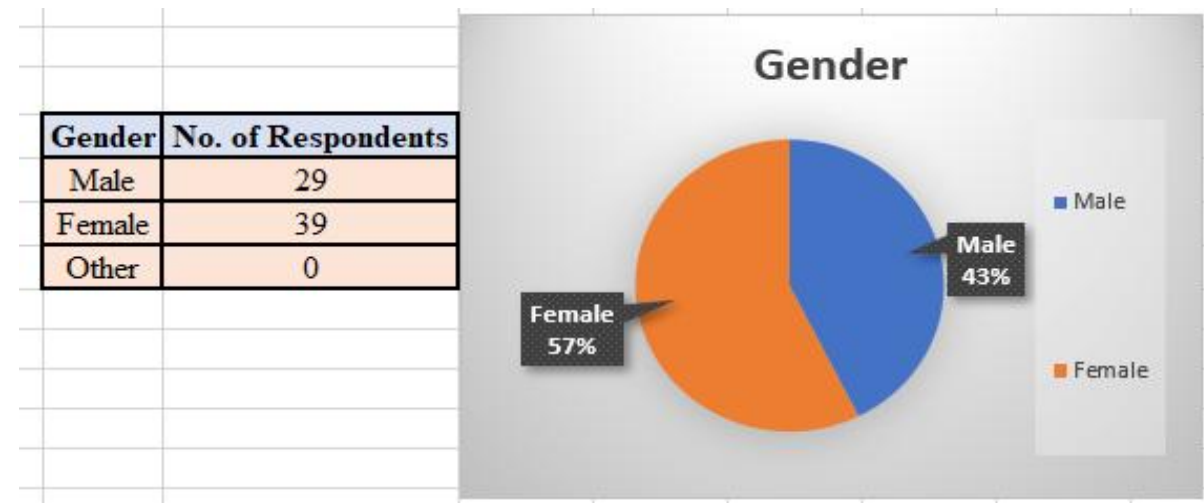
1) Age (Fig.7)

Interpretation: It can be interpreted that majority of respondents are of 21-25 years of age group, whereas, only 6% respondents are above the age of 40 years.

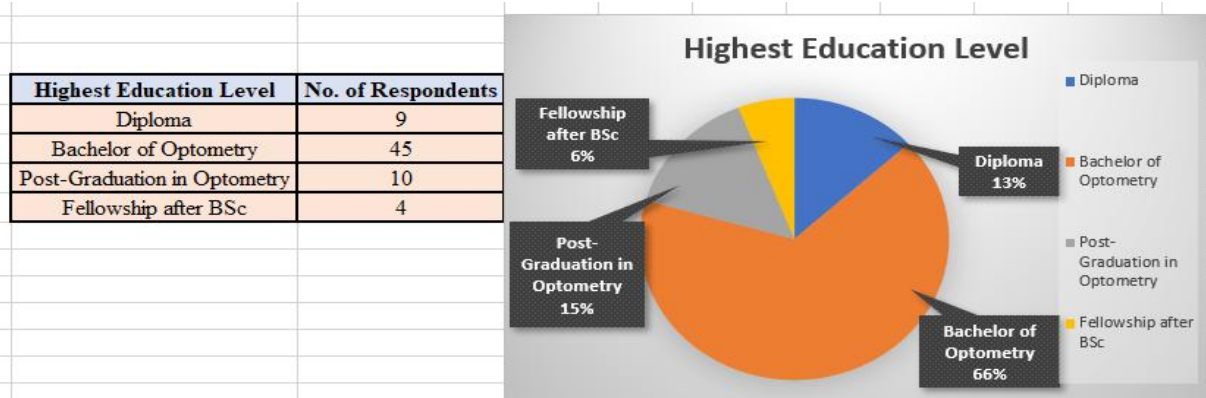


2) Gender (Fig.8)

Interpretation: From the above figure, it can be interpreted that female optometrists are more than male optometrists working in Sankara Eye Foundation.

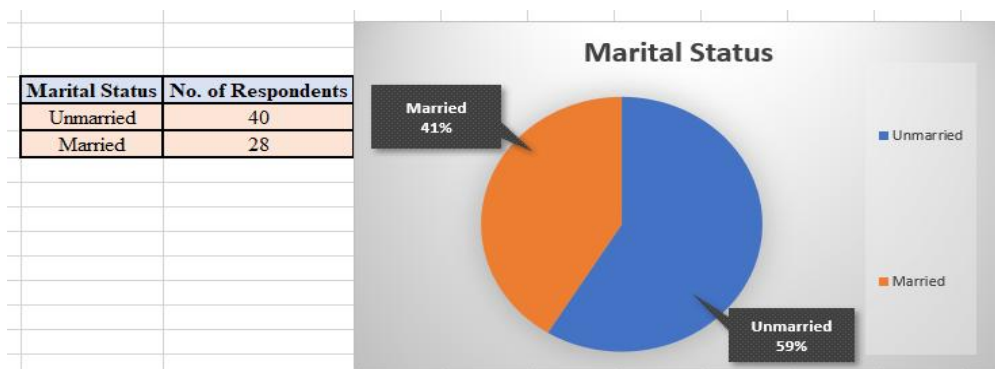


3) Highest Educational Level (Fig.9)



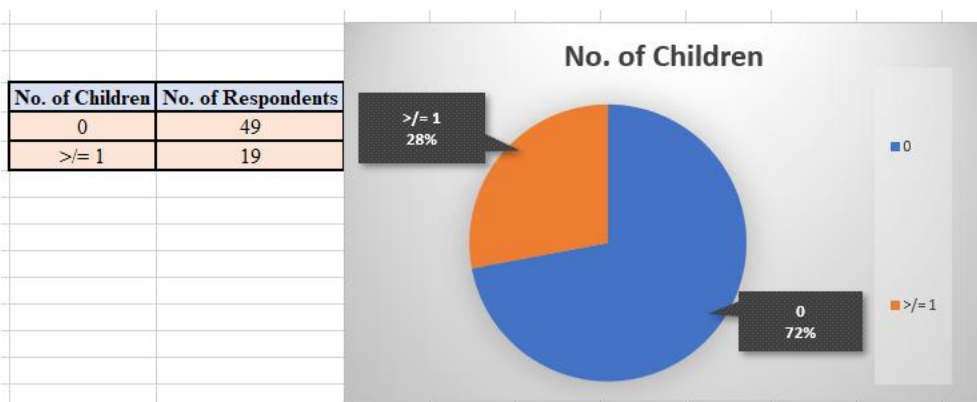
Interpretation: It can be understood that most of the respondents have a Bachelor's degree in Optometry. Only 15% have a Master's degree, i.e., Post-Graduation in Optometry.

4) Marital Status (Fig.10)



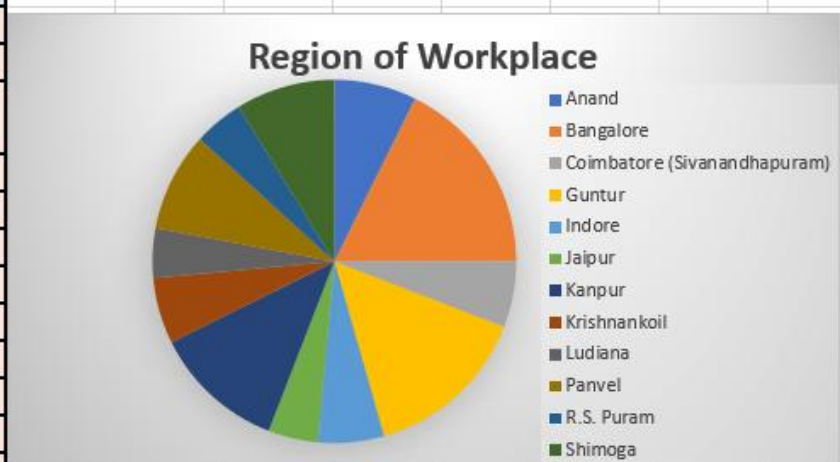
Interpretation: Majority of the respondents are Unmarried, whereas 41% respondents are married.

5) No. of Children (Fig.11)



Interpretation: Only 28% respondents out of 41% married have 1 or more than 1 child.

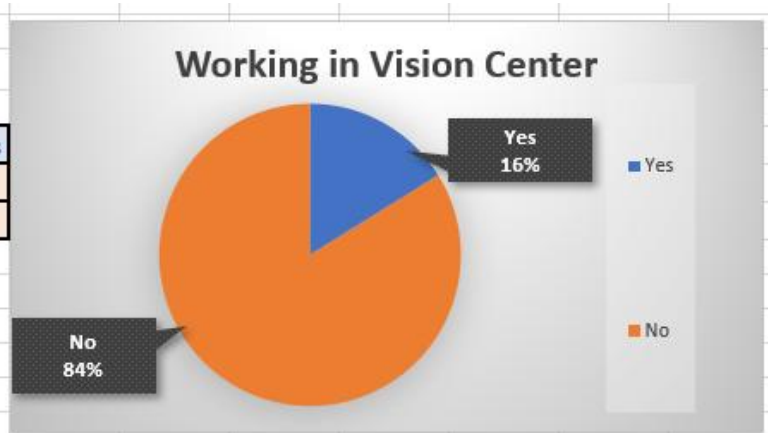
Region of Workplace	No. of Respondents
Anand	5
Bangalore	12
Coimbatore (Sivanandhapuram)	4
Guntur	10
Indore	4
Jaipur	3
Kanpur	8
Krishnankoil	4
Ludiana	3
Parvel	6
R.S. Puram	3
Shimoga	6



6) Region of Workplace (Fig.12)

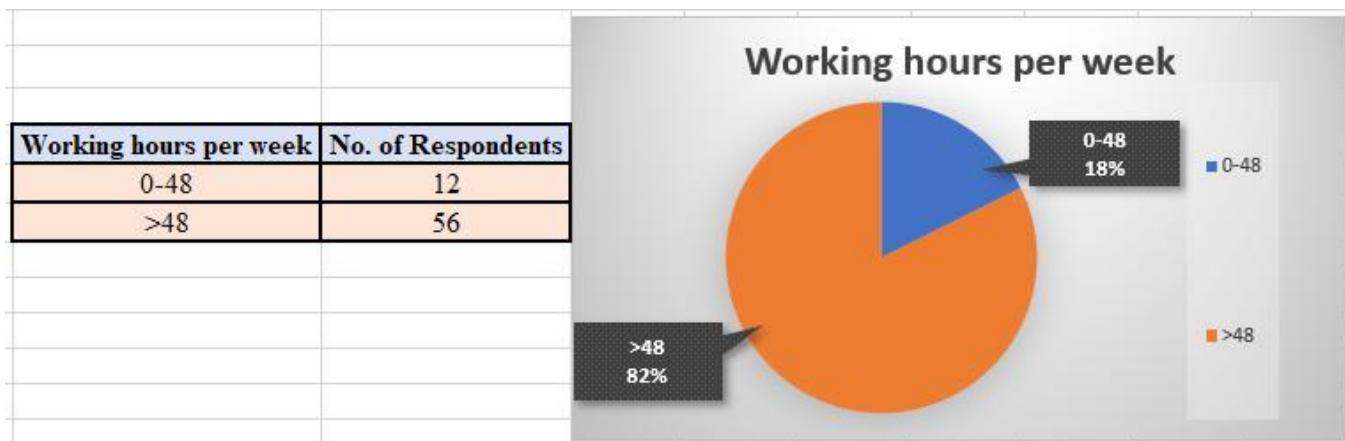
Interpretation: Majority of the respondents are from- Bangalore (17.68%), Guntur (14.7%), and Kanpur (11.76%). Only 3 Optometrists work in R.S. Puram Unit (Coimbatore City).

Working in Vision Center	No. of Respondents
Yes	11
No	57



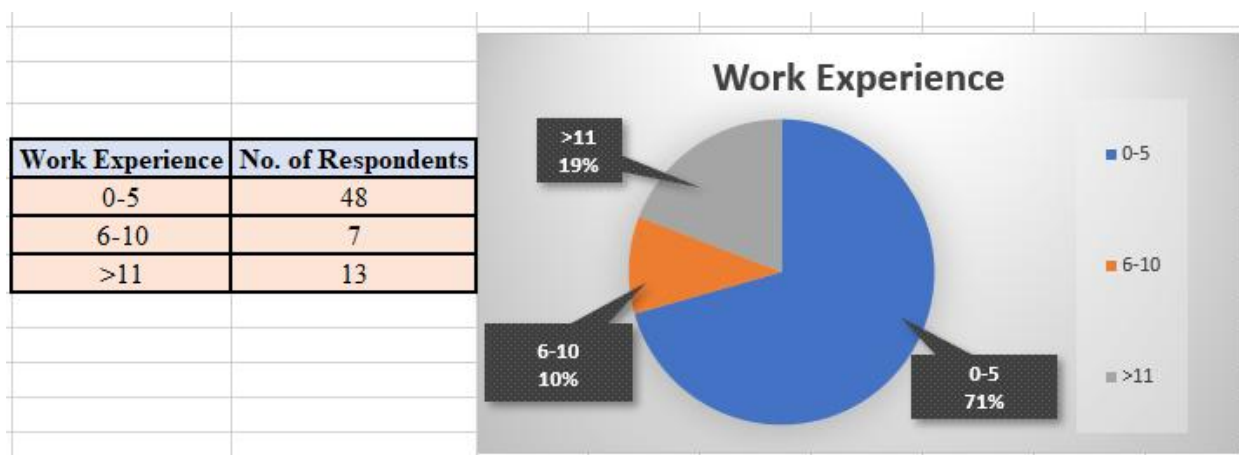
7) Working in Vision Center (Fig.13)

Interpretation: Only 16% out of 68 Optometrists are working in Vision Centers across different states. The remaining 84% Optometrists are working in hospitals.



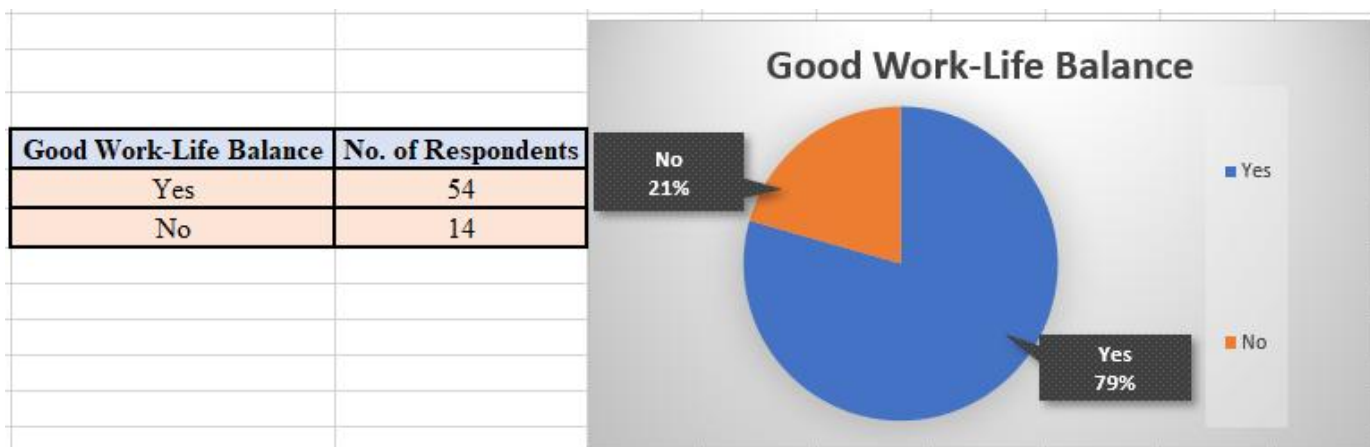
8) Working hours per week (Fig.14)

Interpretation: 82% of Optometrists work for more than 48 hours per week, whereas only 18% respondents work for 48 hours (as per the provisions of Labor Law).



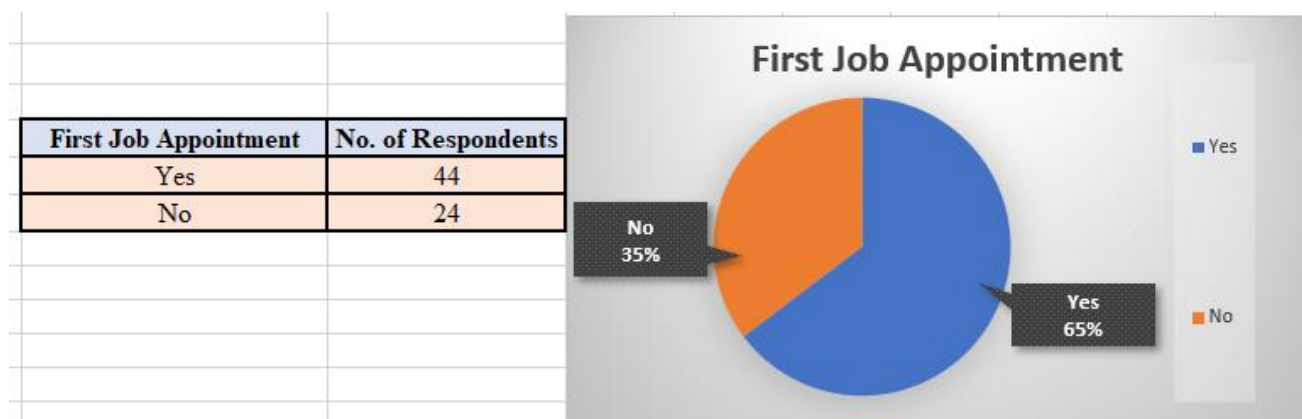
9) Work Experience (Years) (Fig.15)

Interpretation: Majority of the respondents (71%) have a work experience of not more than 5 years. Whereas, 10% Optometrists have a work experience of 6-10 years and 19% have experience of more than 11 years in this profession.



10) Good Work-Life Balance (Fig.16)

Interpretation: 79% of Optometrists responded that they have a good work-life balance working in Sankara Eye Hospital.

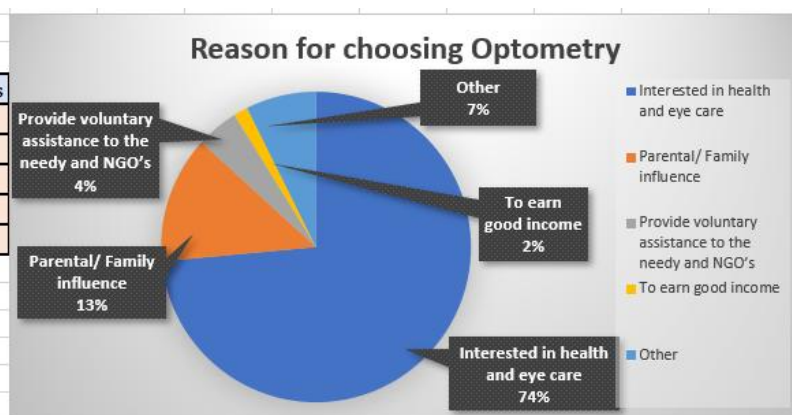


11) First Job Appointment (Fig.17)

Interpretation: 65% respondents are freshers, as it is their first job appointment.

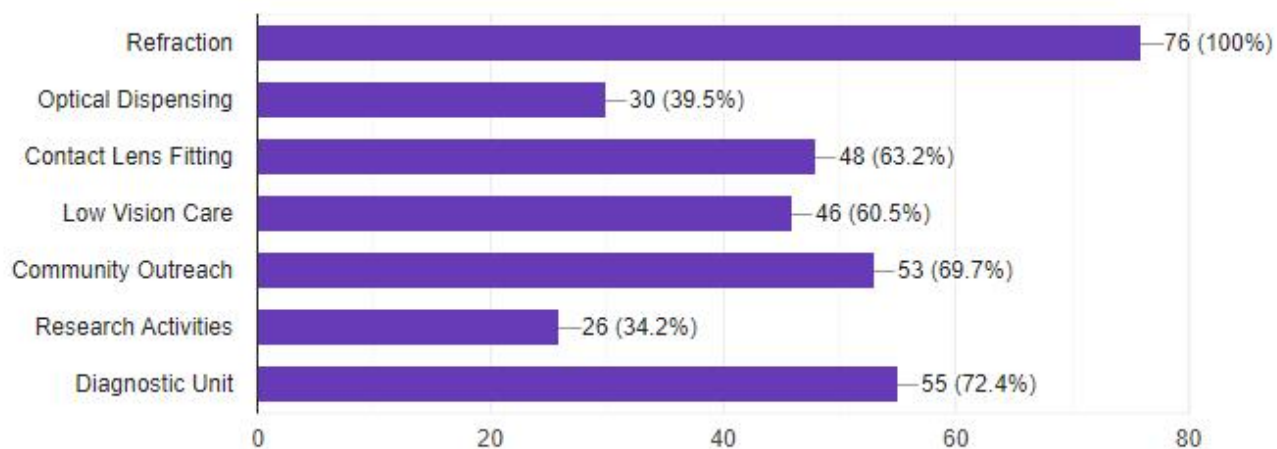
12) Routine Task Areas (Fig.18)

Reason for choosing Optometry	No. of Respondents
Interested in health and eye care	50
Parental/ Family influence	9
Provide voluntary assistance to the needy and NGO's	3
To earn good income	1
Other	5



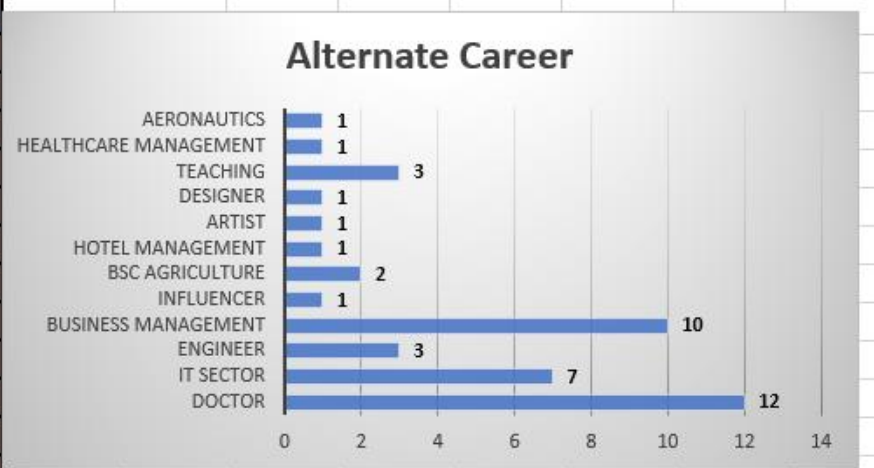
Refraction, Low Vision Care	1
Refraction, Low Vision Care, Community Outreach	1
Refraction, Low Vision Care, Community Outreach, Diagnostic Unit	3
Refraction, Low Vision Care, Diagnostic Unit, Research Activities	1
Refraction, Optical Dispensing	1
Refraction, Optical Dispensing, Community Outreach, Diagnostic Unit	2
Refraction, Optical Dispensing, Community Outreach, Diagnostic Unit, Research Activities	1
Refraction, Optical Dispensing, Contact Lens Fitting	1
Refraction, Optical Dispensing, Contact Lens Fitting, Diagnostic Unit, Community Outreach	1
Refraction, Optical Dispensing, Contact Lens Fitting, Community Outreach, Low Vision Care	1
Refraction, Optical Dispensing, Contact Lens Fitting, Community Outreach, Low Vision Care, Diagnostic Unit	4
Refraction, Optical Dispensing, Contact Lens Fitting, Low Vision Care, Community Outreach, Research Activities	1
Refraction, Optical Dispensing, Contact Lens Fitting, Low Vision Care, Community Outreach, Research Activities, Diagnostic Unit	11
Refraction, Optical Dispensing, Diagnostic Unit	1
Refraction, Optical Dispensing, Low Vision Care, Community Outreach, Diagnostic Unit	1
Refraction, Optical Dispensing, Low Vision Care, Community Outreach, Research Activities, Diagnostic Unit	2
Refraction, Research Activities	1

13) Reason for choosing Optometry (Fig.19)



Interpretation: 74% respondents chose Optometry as they were interested in health and eye care, whereas, 13% respondents chose this profession because of parental/family influence.

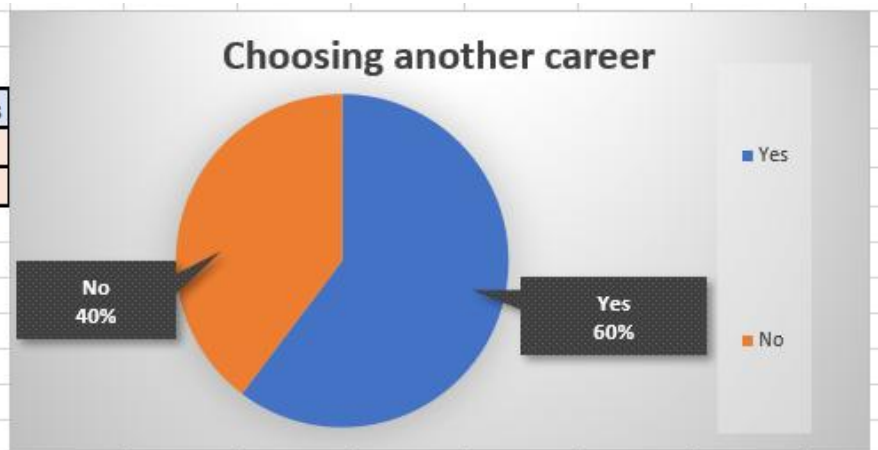
Alternate Career	No. of Respondents
Doctor	12
IT Sector	7
Engineer	3
Business Management	10
Influencer	1
BSc Agriculture	2
Hotel Management	1
Artist	1
Designer	1
Teaching	3
Healthcare Management	1
Aeronautics	1



14) Opportunity to choose another career when given a choice (Fig.20)

Interpretation: Majority of the respondents are satisfied with this profession, whereas 40% Optometrists would like to change their career, if given an opportunity.

Choosing another career	No. of Respondents
Yes	41
No	27



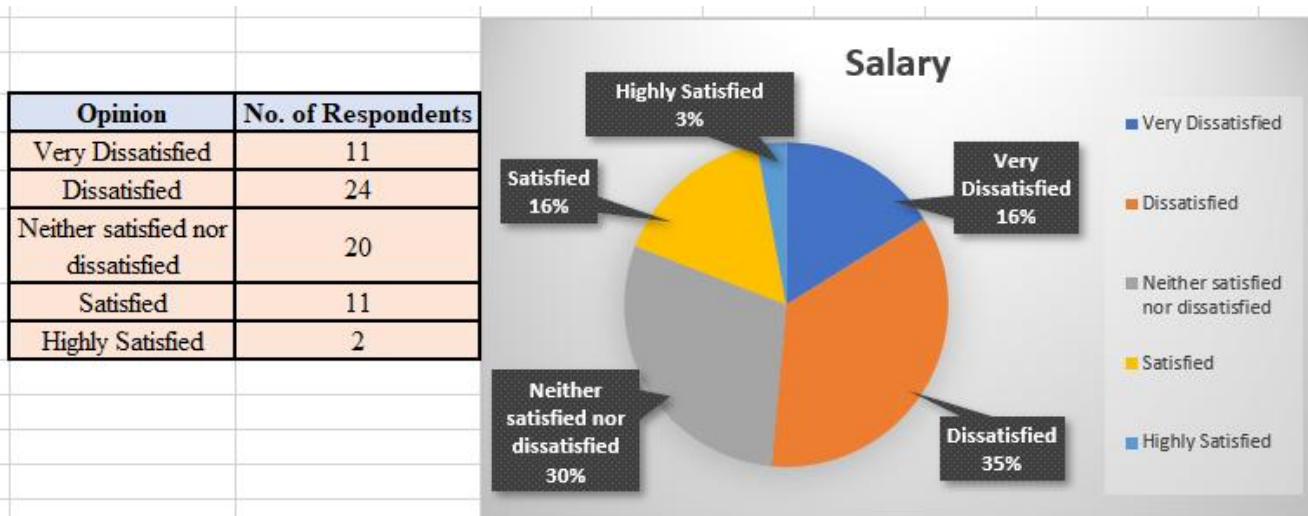
15) Alternate career when given a choice (Fig.21)

Interpretation: If given an opportunity, most of the Optometrists (17.64%) would like to become Doctor, 14.7% would like to study Business Management and 10.3% would work in IT sector.

Determinants of Job Satisfaction:

1) Opinion on 'Salary' (Fig.22)

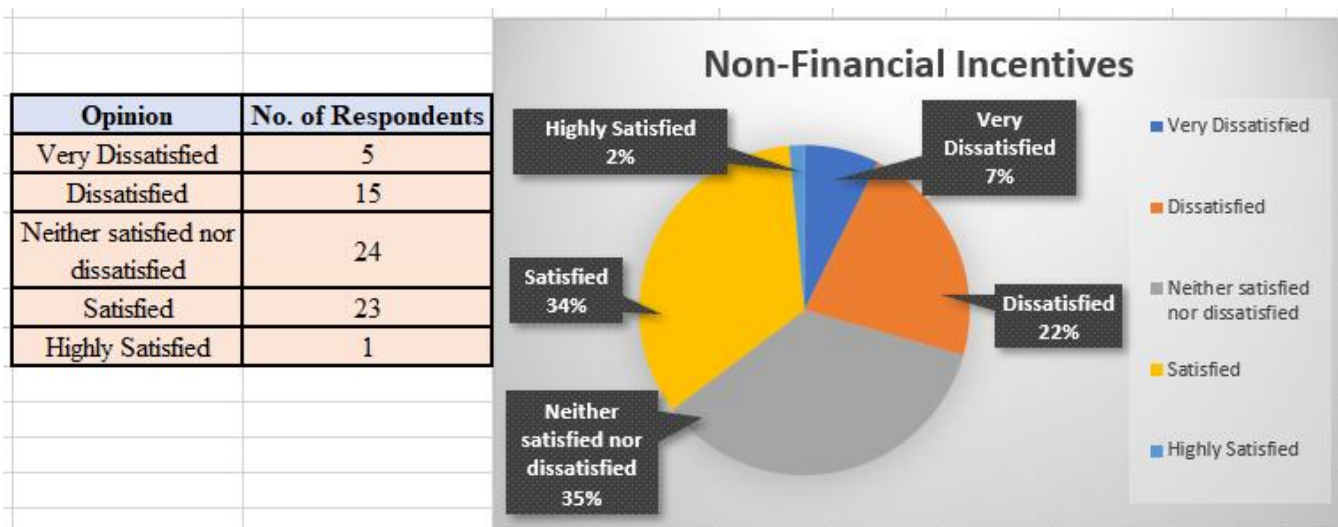
Interpretation: 19% of Optometrists are satisfied with their salary, as compared to other



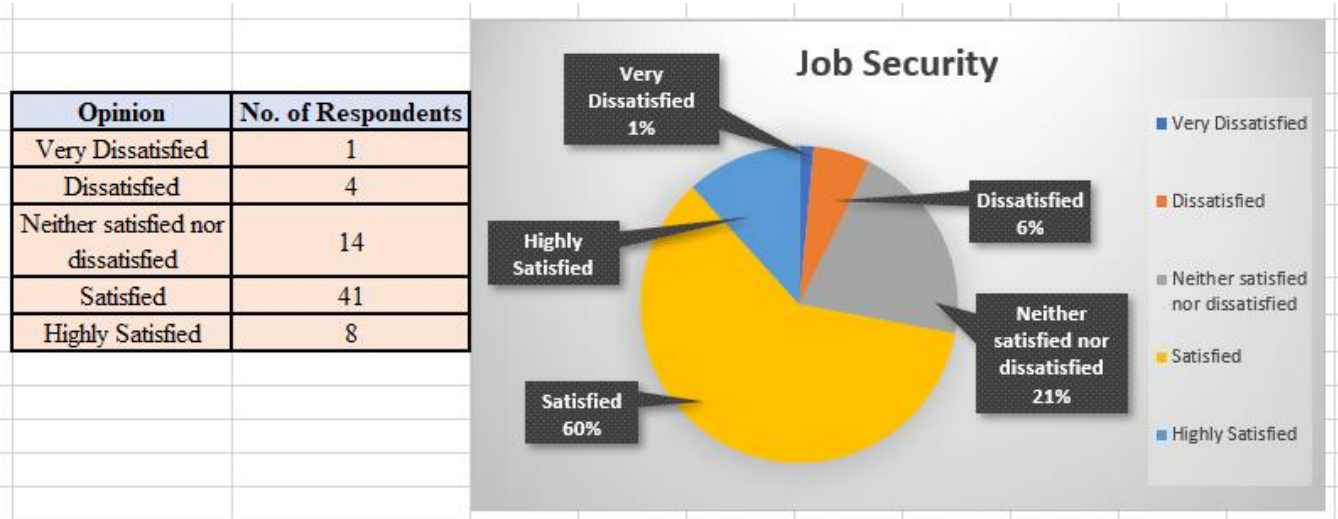
hospitals. 51% are dissatisfied, whereas, 30% are neither satisfied nor dissatisfied.

2) Opinion on 'Non-Financial Incentives' (Fig.23)

Interpretation: 36% of respondents are satisfied with the non-financial incentives, i.e., vacation,

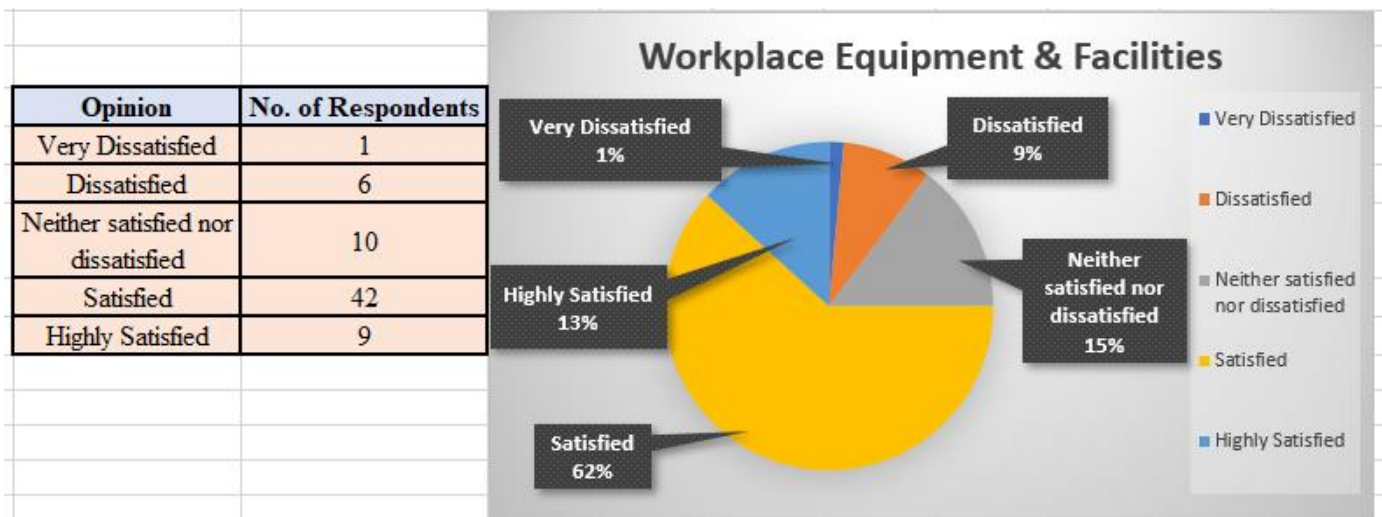


sick leave, etc. 29% are dissatisfied, whereas, 35% are of neutral opinion.



3) Opinion on 'Job Security' (Fig.24)

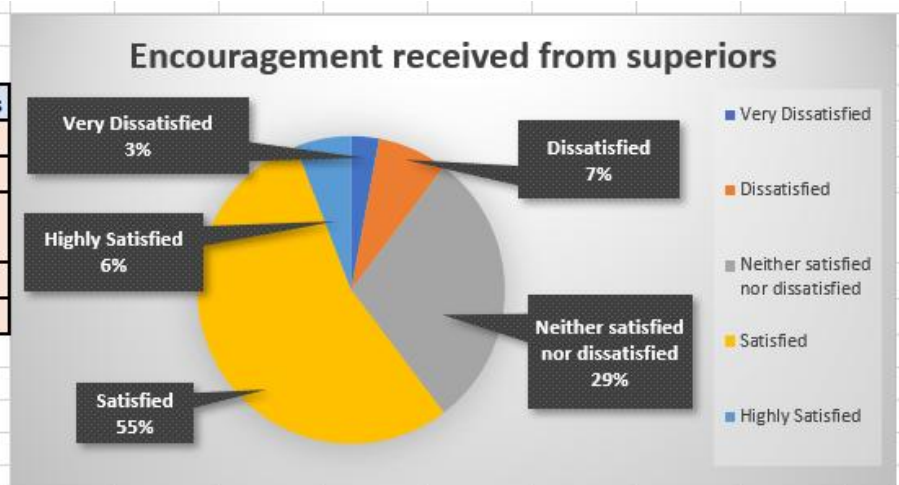
Interpretation: 71.8% of Optometrists are satisfied with the job security in Sankara. 7% are dissatisfied, whereas, 21% are neither satisfied nor dissatisfied.



4) Opinion on 'Workplace Equipment & Facilities' (Fig.25)

Interpretation: 75% of respondents are satisfied with the workplace equipment & facilities, 10% are dissatisfied, and 15% are of neutral opinion.

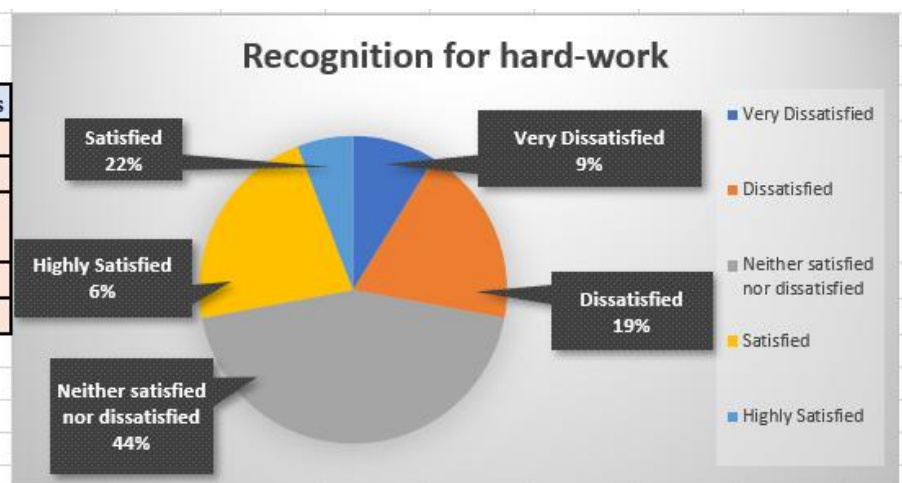
Opinion	No. of Respondents
Very Dissatisfied	2
Dissatisfied	5
Neither satisfied nor dissatisfied	20
Satisfied	37
Highly Satisfied	4



5) Opinion on 'Encouragement received from superiors' (Fig.26)

Interpretation: Majority of the Optometrists (61%) are satisfied with the encouragement received from superiors, 10% are dissatisfied, whereas, 29% are neither satisfied nor dissatisfied.

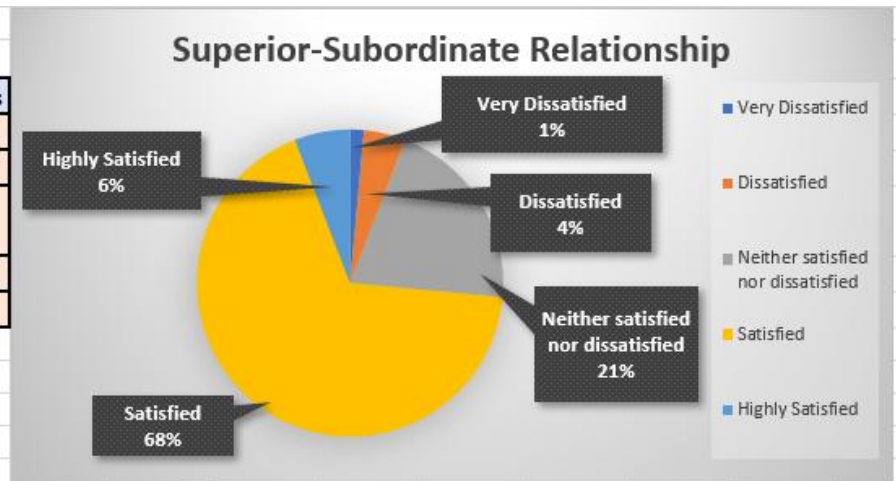
Opinion	No. of Respondents
Very Dissatisfied	6
Dissatisfied	13
Neither satisfied nor dissatisfied	30
Satisfied	15
Highly Satisfied	4



6) Opinion on 'Recognition for hard-work and awards & benefits' (Fig.27)

Interpretation: 28% respondents are satisfied with the recognition for their hard-work & the awards and benefits they received. 28% are dissatisfied, and 44% are neutral opinionated.

Opinion	No. of Respondents
Very Dissatisfied	1
Dissatisfied	3
Neither satisfied nor dissatisfied	14
Satisfied	46
Highly Satisfied	4



7) Opinion on 'Superior-Subordinate Relationship' (Fig.28)

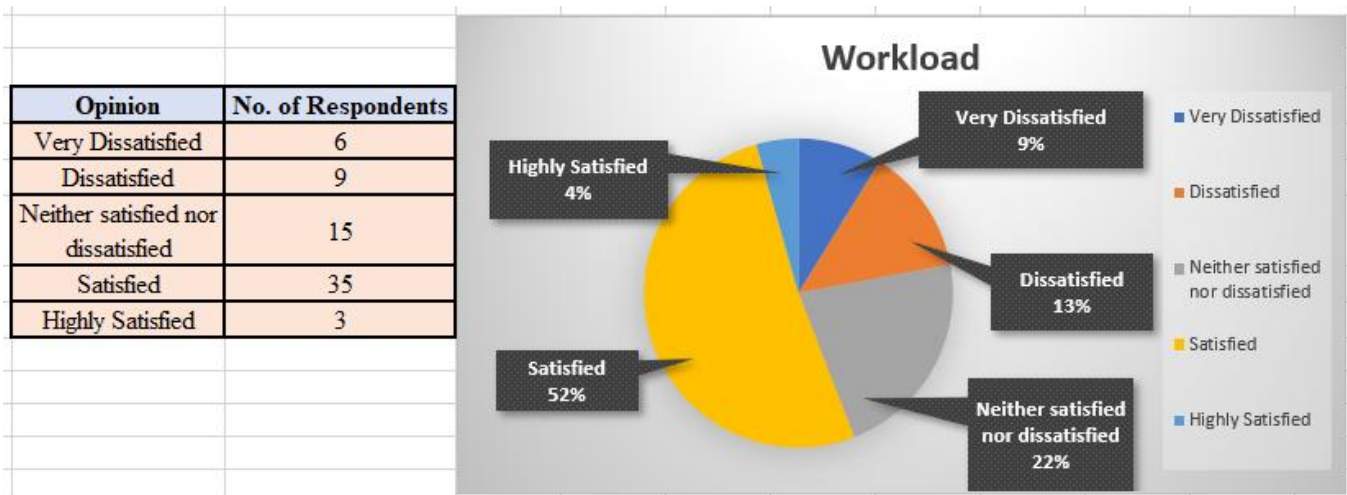
Interpretation: Most of the Optometrists (74%) are satisfied with the superior-subordinate relationship, 5% are dissatisfied, whereas, 21% are neither satisfied nor dissatisfied.

Opinion	No. of Respondents
Very Dissatisfied	2
Dissatisfied	4
Neither satisfied nor dissatisfied	24
Satisfied	36
Highly Satisfied	2



8) Opinion on 'Level of Job Control' (Fig.29)

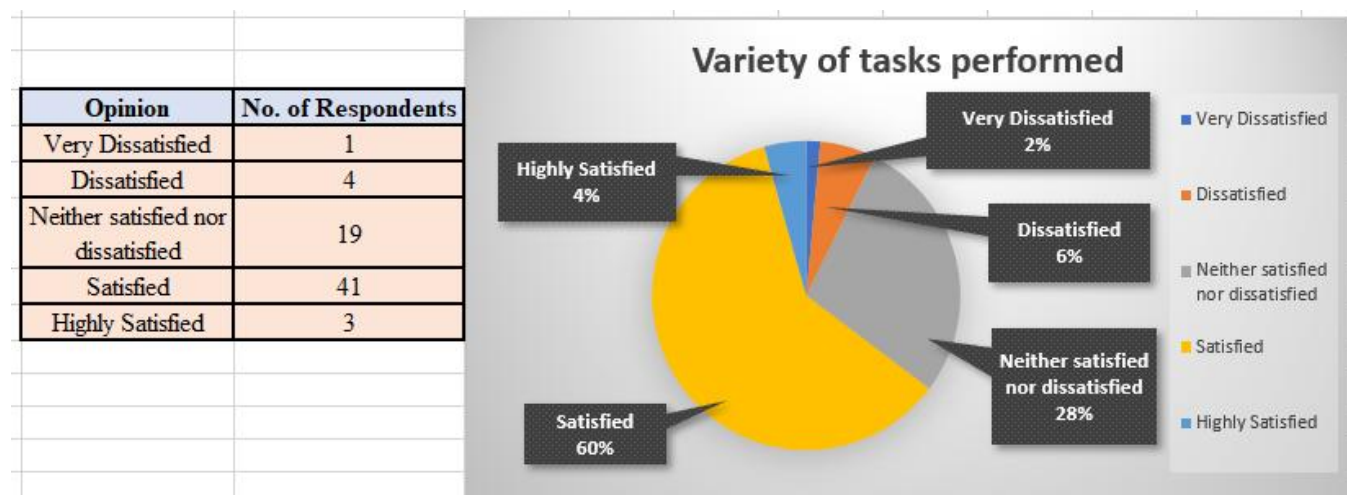
Interpretation: 56% respondents are satisfied with the level of job control, 9% are dissatisfied, and 35% are of neutral opinion.



9) Opinion on 'Workload' (Fig.30)

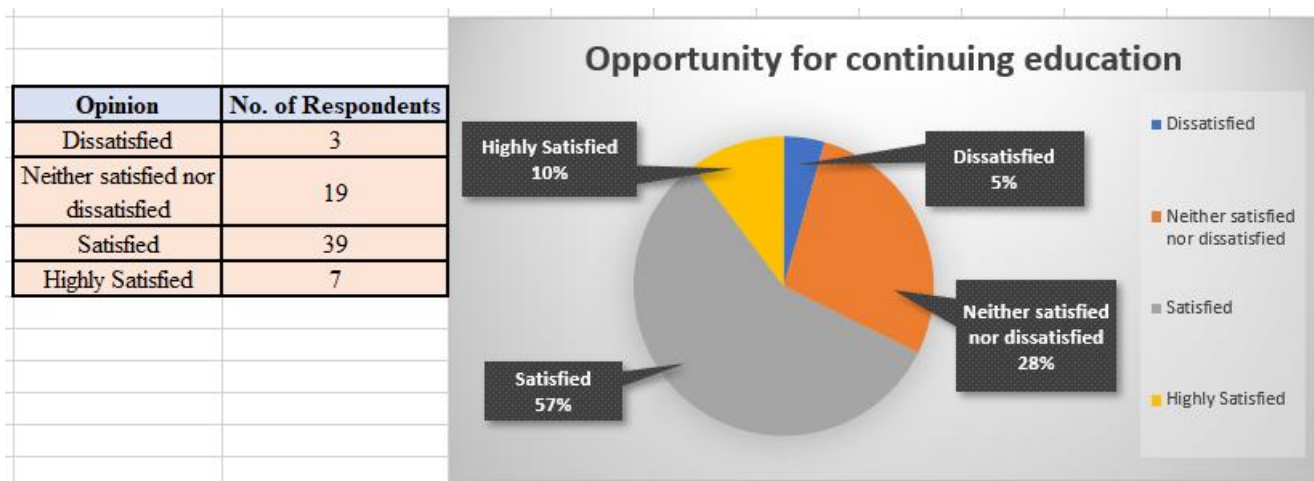
Interpretation: 56% Optometrists are satisfied with the workload, 22% are dissatisfied as they feel it's very cumbersome, whereas, 22% are neutral.

10) Opinion on 'Variety of tasks performed' (Fig.31)



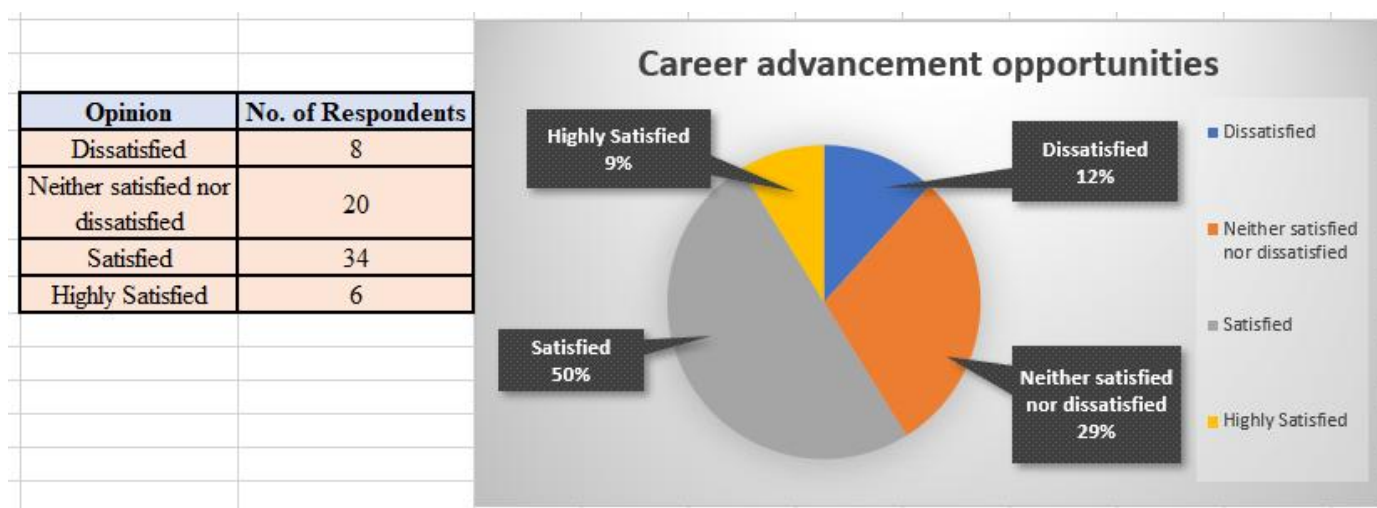
Interpretation: 64% respondents are satisfied with the variety of tasks they perform, 8% are dissatisfied and feel it's routine task, whereas, 28% are neutral opinionated.

11) Opinion on 'Opportunity for continuing education' (Fig.32)



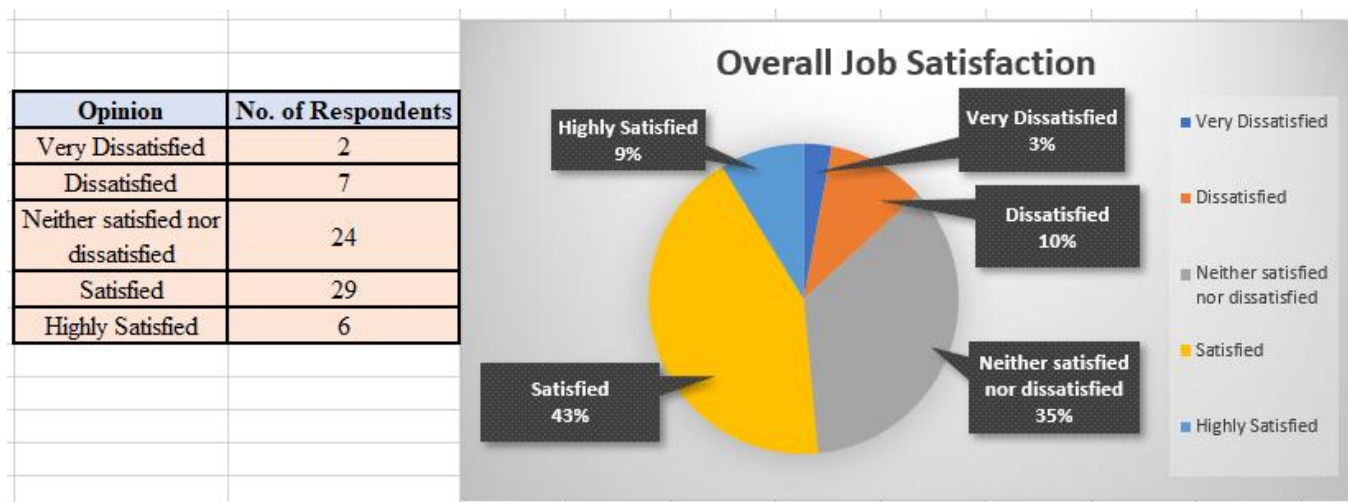
Interpretation: 67% of respondents are satisfied with the opportunity to continue education, 5% are dissatisfied and 28% are neither satisfied nor dissatisfied.

12) Opinion on 'Career advancement opportunities' (Fig.33)



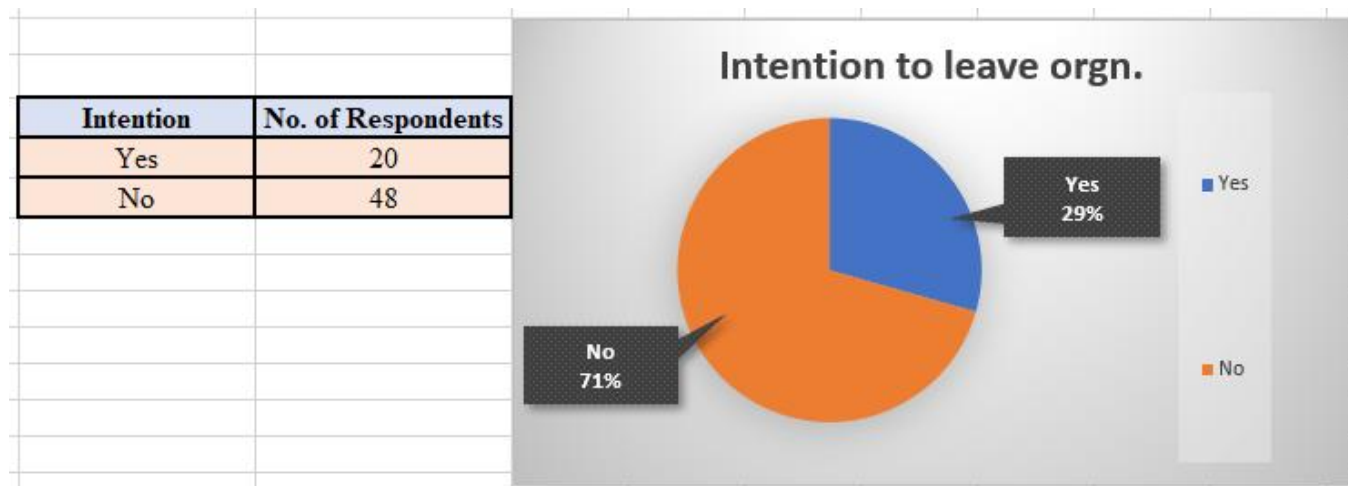
Interpretation: 59% of respondents are satisfied with the career advancement opportunities. 12% are dissatisfied, whereas, 29% are neutral.

13) Opinion on 'Overall job satisfaction' (Fig.34)



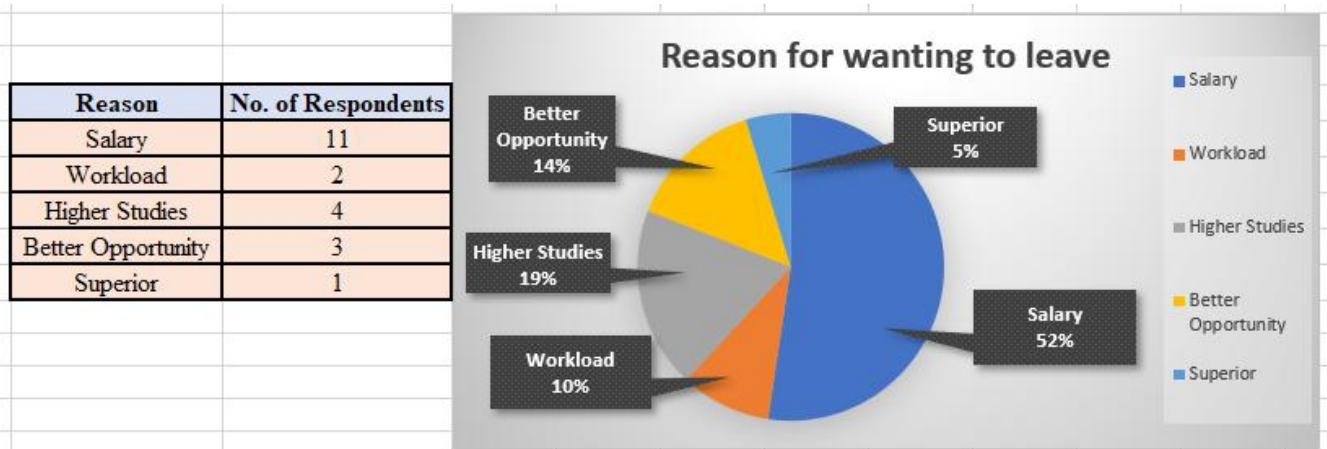
Interpretation: 52% of respondents are satisfied with the overall job satisfaction, 13% are dissatisfied, and 35% are neither satisfied nor dissatisfied.

14) Intention to leave the organization (Fig.35)



Interpretation: 71% of respondents are satisfied with their current job and organization, whereas, 29% are dissatisfied and have the intention of leaving the organization for various reasons.

15) Reason for wanting to leave the Organization (Fig.36)



Interpretation: 11 respondents want to leave the organization because of less salary, 2 respondents because of heavy workload, 4 because of higher studies, 3 if they get better prospects, and 1 because of their superior/in-charge.

Descriptive Analysis (Chi-Squared Test)

Crosstabs

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
1) What are your views in terms of 'Salary' compared to other hospitals? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
2) What are your views regarding 'Non-Financial Incentives' (e.g., vacation, sick leave)? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
3) How satisfied are you with the 'Job Security'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
4) How are the 'Workplace Equipment & Facilities'? What are your views regarding that? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
5) What is your opinion about the 'Encouragement received from the superiors'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
6) What is your opinion regarding the 'Recognition for your hard-work and the awards & benefits	71	100.0%	0	0.0%	71	100.0%

received'? * 14) Do you have any intention to leave the organization?						
7) How is the 'Superior-Subordinate Relationship'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
8) What is your opinion regarding the 'Level of job control'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
9) How is the 'Workload'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
10) On a scale of 1-5, how satisfied are you with the 'Variety of Tasks' being performed? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
11) Is there any 'Opportunity for continuing education'? What are your views on it? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
12) What are your thoughts regarding 'Career Advancement Opportunities'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%
13) What are your views on the 'Overall Job Satisfaction'? * 14) Do you have any intention to leave the organization?	71	100.0%	0	0.0%	71	100.0%

1) What are your views in terms of 'Salary' compared to other hospitals? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	24.155 ^a	4	<.001
Likelihood Ratio	22.241	4	<.001
N of Valid Cases	71		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .34.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.583	<.001
Cramer's V	.583	<.001
N of Valid Cases	71	

2) What are your views regarding 'Non-Financial Incentives' (e.g., vacation, sick leave)? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	26.223 ^a	5	<.001
Likelihood Ratio	24.148	5	<.001
N of Valid Cases	71		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.608	<.001
	Cramer's V	.608	<.001
N of Valid Cases		71	

3) How satisfied are you with the 'Job Security'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	2.181 ^a	3	.536
Likelihood Ratio	3.330	3	.344
N of Valid Cases		71	

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.18.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.175	.536
	Cramer's V	.175	.536
N of Valid Cases		71	

4) How are the 'Workplace Equipment & Facilities'? What are your views regarding that?
*** 14) Do you have any intention to leave the organization?**

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	11.511 ^a	4	.021
Likelihood Ratio	11.675	4	.020
N of Valid Cases	71		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.403	.021
Cramer's V	.403	.021
N of Valid Cases	71	

5) What is your opinion about the 'Encouragement received from the superiors'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	12.770 ^a	4	.012

Likelihood Ratio	13.831	4	.008
N of Valid Cases	71		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .51.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.424	.012
Cramer's V	.424	.012
N of Valid Cases	71	

6) What is your opinion regarding the 'Recognition for your hard-work and the awards & benefits received'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.909 ^a	4	<.001
Likelihood Ratio	22.241	4	<.001
N of Valid Cases	71		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .68.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.627	<.001
Cramer's V	.627	<.001
N of Valid Cases	71	

7) How is the 'Superior-Subordinate Relationship'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	14.989 ^a	4	.005
Likelihood Ratio	14.529	4	.006
N of Valid Cases	71		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.459	.005
Cramer's V	.459	.005
N of Valid Cases	71	

8) What is your opinion regarding the "Level of job control"? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	21.375 ^a	3	<.001
Likelihood Ratio	16.078	3	.001
N of Valid Cases	71		

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .51.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.549	<.001
	Cramer's V	.549	<.001
N of Valid Cases		71	

9) How is the 'Workload'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	44.825 ^a	4	<.001
Likelihood Ratio	35.905	4	<.001
N of Valid Cases	71		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .51.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.795	<.001
	Cramer's V	.795	<.001
N of Valid Cases		71	

- 10) On a scale of 1-5, how satisfied are you with the 'Variety of Tasks' being performed? *
- 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	30.238 ^a	5	<.001
Likelihood Ratio	24.416	5	<.001
N of Valid Cases	71		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.653	<.001
Cramer's V	.653	<.001
N of Valid Cases	71	

- 11) Is there any 'Opportunity for continuing education'? What are your views on it? * 14)
- Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	3.449 ^a	4	.486
Likelihood Ratio	3.145	4	.534
N of Valid Cases	71		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.220	.486
	Cramer's V	.220	.486
N of Valid Cases		71	

12) What are your thoughts regarding 'Career Advancement Opportunities'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.253 ^a	3	.969
Likelihood Ratio	.232	3	.972
N of Valid Cases	71		

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .68.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.060	.969
	Cramer's V	.060	.969
N of Valid Cases		71	

13) What are your views on the 'Overall Job Satisfaction'? * 14) Do you have any intention to leave the organization?

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	38.633 ^a	4	<.001
Likelihood Ratio	30.315	4	<.001
N of Valid Cases	71		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .51.

Symmetric Measures

	Value	Approximate Significance
Nominal by Nominal Phi	.738	<.001
Cramer's V	.738	<.001
N of Valid Cases	71	

CHAPTER-5

CONCLUSION

5.1 Findings

The survey's results demonstrate the relationship between intention to leave the organization and other factors. Salary, relationship between superiors and subordinates, and recognition are all significantly correlated with intention to leave the organization.

- It was discovered that lower salaries, better job opportunities, marriage, and family relocation are the main causes of attrition.
- Optometrists are most likely to change jobs, even if their pay increases by 5%; for the unmarried population, this is a preferable option because they have no obligations.
- Optometrists had mixed feelings about recognition. 28% respondents were satisfied, whereas 28% were dissatisfied and 44% were neutral.
- 51% respondents were dissatisfied with their salary. Based on market research, the salary provided in Sankara to Optometrists is 21% more than the average Optometrist salary in Medical Services/Hospitals in India. Hence, optimal remuneration is being provided to the Optometrists. (*Source: Glassdoor, AmbitionBox, Various Hospitals*)
- 29% respondents have a high chance of leaving the organization if they get better prospects.

5.2 Recommendations

- Employee Engagement Programs may be an effective method to bridge the gap between work and non-work time. It is crucial to develop employee engagement strategies that help people feel less stressed out at work and valued. They will be more enthusiastic about their work and the attrition rate can be reduced as a result.
- Implementing a "Use it or Lose it" vacation policy may be a good approach to retain staff while also assisting them in managing their stress. An employee may be granted a week-long vacation with their family under this policy.
- Transportation facility can be started from a common point. Employees may benefit from not having to bother about transportation.
- Employees can receive Personality Development and Self-Improvement training once every three or six months.

- The employees occasionally show reluctance and a lack of willingness to express their opinions and experiences. They should be encouraged by the management to speak up about their issues. They shouldn't be afraid of criticism.
- Sponsored education and continual learning programmes, strong career paths, and communication sessions can all be beneficial to the employees.
- Providing the optometrists with recognition and awards, compensation and benefit system will encourage them to retain in the current organization.
- Exit interviews must be conducted thoroughly. A special person must be appointed for conducting exit interviews, about which the employees are unaware of, for maintaining the confidentiality and privacy of the employee who is resigning. This way, they can open up and speak honestly about their reasons for leaving.

5.3 Limitations of Study

The objective of the study was to examine the attrition rate of optometrists across all units of Sankara Eye Hospital. The survey gave important insights that were useful for the study undertaken. The study might not have produced the anticipated results for a number of reasons, including:

- Convenient sampling was done in some cases, which may not have been correctly represented the population that was aimed to be studied.
- Unwillingness of the optometrists to provide information is another primary limitation.
- Busy schedule of the optometrists made it difficult to have a satisfactory one-to-one interaction.
- Hesitation and bias of the optometrists affected the survey results as well.

5.4 Conclusion

An organization needs to keep in mind that its people are a valuable asset and should be taken care of. The main reasons why an employee considers changing jobs are- a lack of growth opportunities, low wage, and a lack of recognition. According to the findings of this study, management should perform extensive exit interviews, run bonding programmes, give optometrists recognition and awards in order to prevent attrition among them.

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ANNEXURE- 1

QUESTIONNAIRE FOR ATTRITION ANALYSIS (OPTOMETRISTS)

***Note:** All the information collected will solely be used for research purpose, and not for any personal reasons. Appropriate measures will be taken to ensure data security, privacy and confidentiality.*

This form contains 2 parts- Demographic profile and Determinants of job satisfaction. Kindly fill both the parts completely and honestly. Thanks in advance!

Part-A: Demographic Profile of Participants

1) Age (Years)

- ☐ 21-25
- ☐ 26-30
- ☐ 31-40
- ☐ >40

2) Gender

- ☐ Male
- ☐ Female
- ☐ Other

3) Highest Educational Level

- ☐ Post-Graduation in Optometry
- ☐ Fellowship
- ☐ Bachelor of Optometry
- ☐ Diploma in Optometry

4) Marital Status

- ☐ Unmarried
- ☐ Married
- ☐ Widowed
- ☐ Divorced

5) No. of Children

- ☐ 0

☐ >=1

6) Region of Workplace

☐ Anand

☐ Bangalore

☐ Coimbatore (Sivanandhapuram)

☐ Guntur

☐ Indore

☐ Jaipur

☐ Kanpur

☐ Krishnankoil

☐ Ludhiana

☐ Panvel

☐ R.S. Puram (Coimbatore City)

☐ Shimoga

7) Are you working in Vision Center?

☐ Yes

☐ No

8) Working hours per week

☐ 0-48

☐ >48

9) Work Experience (Years)

☐ 0-5 years

☐ 6-10 years

☐ >11 years

10) Good work-life balance

☐ Yes

☐ No

11) First job appointment

☐ Yes

☐No

12) Routine task areas

- ☐Refraction
- ☐Optical Dispensing
- ☐Contact Lens Fitting
- ☐Low Vision Care
- ☐Community Outreach
- ☐Research Activities
- ☐Diagnostic Unit

13) Reason for choosing Optometry

- ☐Only study opportunity after school
- ☐Parental/ Family influence
- ☐Interested in health and eye care
- ☐Provide voluntary assistance to the needy and NGO's
- ☐To earn good income
- ☐Didn't know what else to do after school
- ☐Other

14) Opportunity to choose another career when given a choice

- ☐Yes
- ☐No

15) When given an opportunity to choose another career, what would you choose? _____

Part-B: Determinants of Job Satisfaction among Optometrists

1) What are your views in terms of ‘Salary’ compared to other hospitals?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

2) What are your views regarding ‘Non-Financial Incentives’ (e.g., vacation, sick leave)?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

3) How satisfied are you with the ‘Job Security’?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

4) How are the ‘Workplace Equipment & Facilities’? What are your views regarding that?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

5) What is your opinion about the ‘Encouragement received from the superiors’?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied

- ☐Satisfied
- ☐Highly Satisfied

6) What is your opinion regarding the 'Recognition for your hard-work and the awards & benefits received'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

7) How is the 'Superior-Subordinate Relationship'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

8) What is your opinion regarding the 'Level of job control'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

9) How is the 'Workload'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

10) On a scale of 1-5, how satisfied are you with the 'Variety of Tasks' being performed?

- ☐Very Dissatisfied
- ☐Dissatisfied

- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

11) Is there any 'Opportunity for continuing education'? What are your views on it?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

12) What are your thoughts regarding 'Career Advancement Opportunities'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

13) What are your views on the 'Overall Job Satisfaction'?

- ☐Very Dissatisfied
- ☐Dissatisfied
- ☐Neither satisfied nor dissatisfied
- ☐Satisfied
- ☐Highly Satisfied

14) Do you have any intention to leave the organization?

- ☐Yes
- ☐No

If 'Yes', what is the reason? _____

Percentage Distribution

Highly Dissatisfied= 0-20%

Dissatisfied= 21-40%

Neither satisfied nor dissatisfied= 41-60%

Satisfied= 61-80%

Highly Satisfied= 81-100%

Thank You!

ANNEXURE- 2

CRONBACH's ALPHA (RELIABILITY TEST) OF PILOT TEST

Reliability

Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	4	100.0
	Excluded ^a	0	.0
	Total	4	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.841	13

Item Statistics

	Mean	Std. Deviation	N
Q1	3.25	1.500	4
Q2	2.50	.577	4
Q3	4.00	.816	4
Q4	4.00	.816	4
Q5	4.50	.577	4
Q6	4.25	.957	4
Q7	4.25	.500	4
Q8	3.50	.577	4
Q9	3.50	.577	4
Q10	3.25	1.500	4
Q11	4.25	.500	4
Q12	4.25	.957	4
Q13	4.25	.957	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	46.50	29.667	.184	.	.791
Q2	47.25	28.917	.913	.	.711
Q3	45.75	30.250	.445	.	.739
Q4	45.75	34.250	.000	.	.780
Q5	45.25	32.917	.252	.	.757
Q6	45.50	29.667	.415	.	.742
Q7	45.50	30.333	.787	.	.725
Q8	46.25	28.917	.913	.	.711
Q9	46.25	34.250	.049	.	.770
Q10	46.50	29.667	.184	.	.791
Q11	45.50	30.333	.787	.	.725
Q12	45.50	29.667	.415	.	.742
Q13	45.50	25.667	.859	.	.687

Scale Statistics

Mean Variance Std. Deviation N of Items

Inter-Item Correlation Matrix

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Q1	1.000	.577	.000	-.816	-.577	-.522	.333	.577	.577	1.000	.333	-.522	.174
Q2	.577	1.000	.707	.000	.000	.302	.577	1.000	.000	.577	.577	.302	.905
Q3	.000	.707	1.000	.500	.000	.426	.000	.707	-.707	.000	.000	.426	.853
Q4	-.816	.000	.500	1.000	.707	.853	.000	.000	-.707	-.816	.000	.853	.426
Q5	-.577	.000	.000	.707	1.000	.905	.577	.000	.000	-.577	.577	.905	.302
Q6	-.522	.302	.426	.853	.905	1.000	.522	.302	-.302	-.522	.522	1.000	.636
Q7	.333	.577	.000	.000	.577	.522	1.000	.577	.577	.333	1.000	.522	.522
Q8	.577	1.000	.707	.000	.000	.302	.577	1.000	.000	.577	.577	.302	.905
Q9	.577	.000	-.707	-.707	.000	-.302	.577	.000	1.000	.577	.577	-.302	-.302
Q10	1.000	.577	.000	-.816	-.577	-.522	.333	.577	.577	1.000	.333	-.522	.174
Q11	.333	.577	.000	.000	.577	.522	1.000	.577	.577	.333	1.000	.522	.522
Q12	-.522	.302	.426	.853	.905	1.000	.522	.302	-.302	-.522	.522	1.000	.636
Q13	.174	.905	.853	.426	.302	.636	.522	.905	-.302	.174	.522	.636	1.000

