

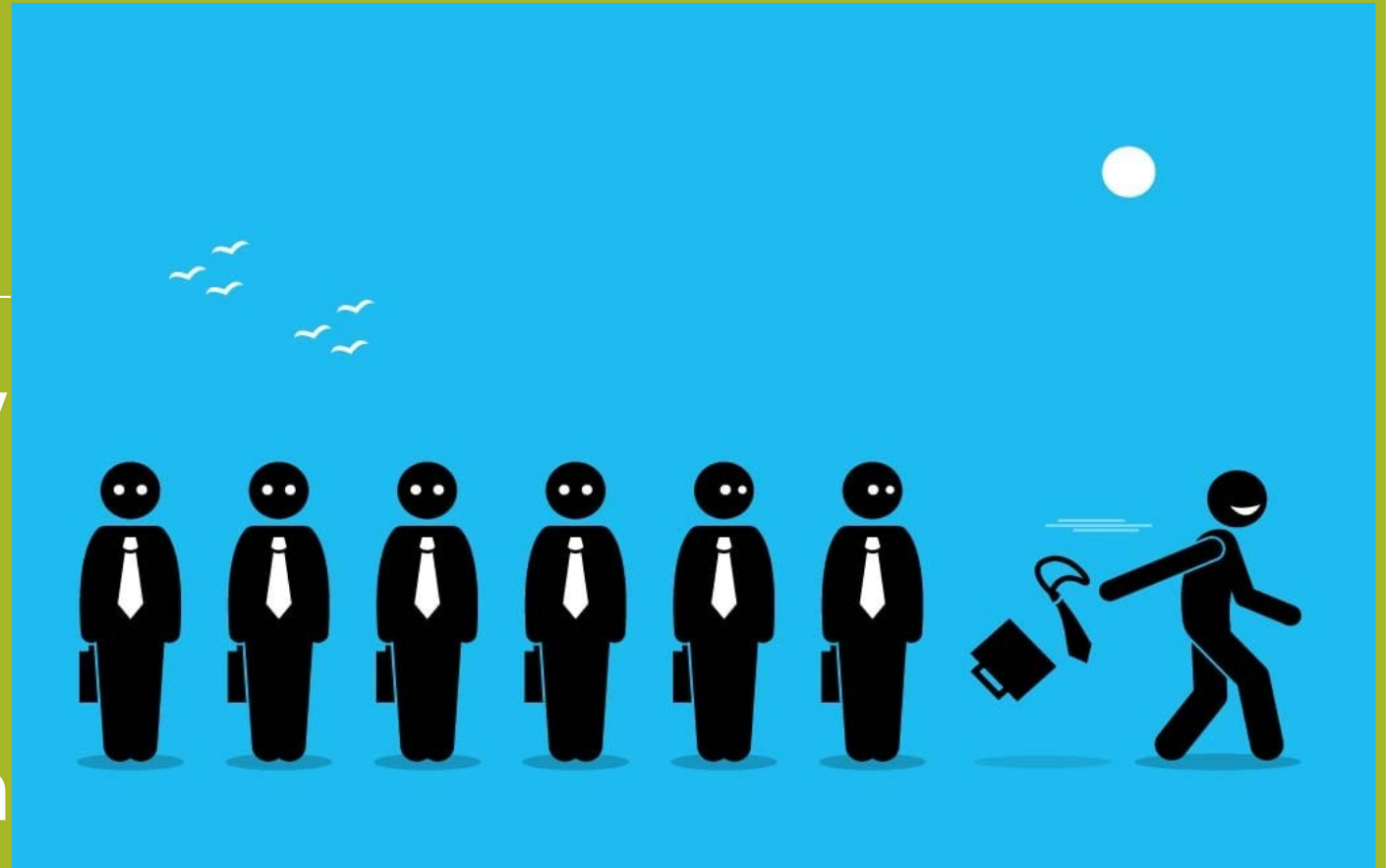
STUDY ON ATTRITION RATE AMONGST OPTOMETRISTS IN SANKARA EYE HOSPITAL (SEH) ACROSS DIFFERENT STATES

Presented By: Vaishnav

Roll No.: 1231

HOM-25

Guided By: Dr. Arindam





SANKARA EYE HOSPITAL
YOUR VISION OUR MISSION

- Founder= Dr. R.V. Ramani and Dr. Radha Ramani.
- Started in 1977, Sankara Eye Foundation India (SEFI) is a Not-For-Profit organization committed to provide quality eye care services to the poor and marginalized sections of the society.
- **Vision:** To work towards freedom from preventable and curable blindness.
- **Mission:** To provide unmatched eye care through a strong service-oriented team.
- Business Model followed= 80:20
- 80% of its patients from rural parts of the country are treated for free, cross-subsidized by the 20% of its paying patients, making the organization remain self-sustainable.



What is Attrition & Retention...??

- Attrition is a gradual but deliberate reduction in no. of employees that occurs as the employees retire or resign, and are not replaced.
- Attrition rate is a calculation of the number of individual staffs that quit over a particular period of time.

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

- In Employee Retention, employees are encouraged to remain in the organization for the maximum period of time.
- Key areas of Employee Retention- Compensation, Environment, Growth, Relationship and Support.



Research Question:

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

Objectives of the Study:

- 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.

Study Methodology

- **Research Design=** Descriptive Cross-Sectional Study
- **Organization Name=** Sankara Eye Hospital, Coimbatore (Mission Headquarters)
- **Duration=** 90 days (01-04-2022 to 30-06-2022)
- **Data Collection Tool used=** The data was collected with the help of a web-based questionnaire and structured interviews.
- **Sample Size=** 68 participants (73 in total, but only 68 responded)
- **Sample Population=** Optometrists working in all units of Sankara Eye Foundation, India
- **Inclusion Criteria=** Optometrists, Optometry In-charge
- **Exclusion Criteria=** Doctors, Intern- Optometry, Paramedic Staff, Administration, Support Staff, Refractionists

Results

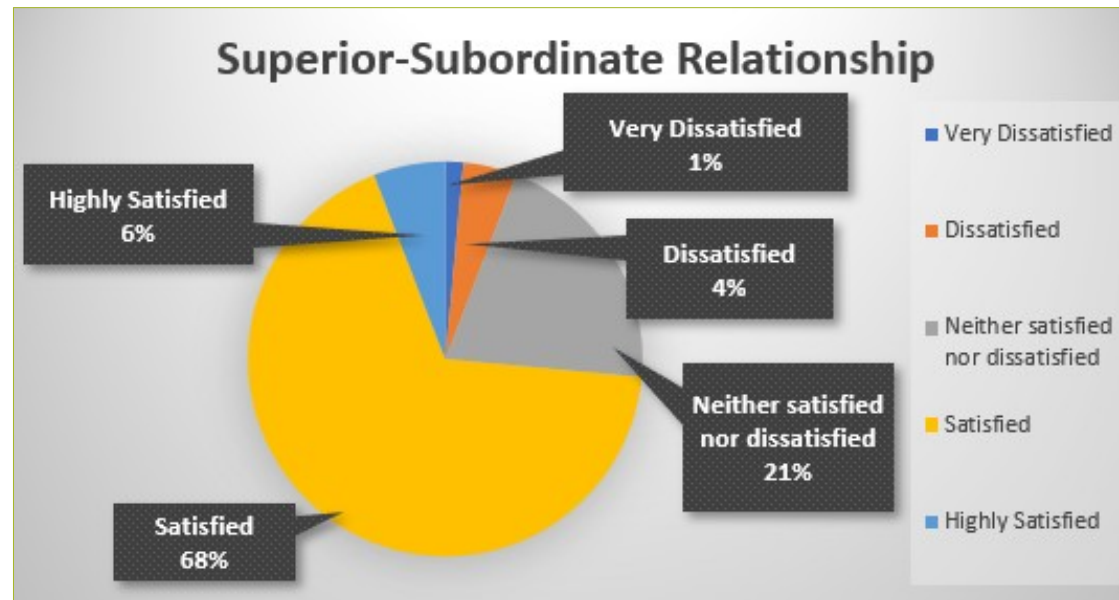
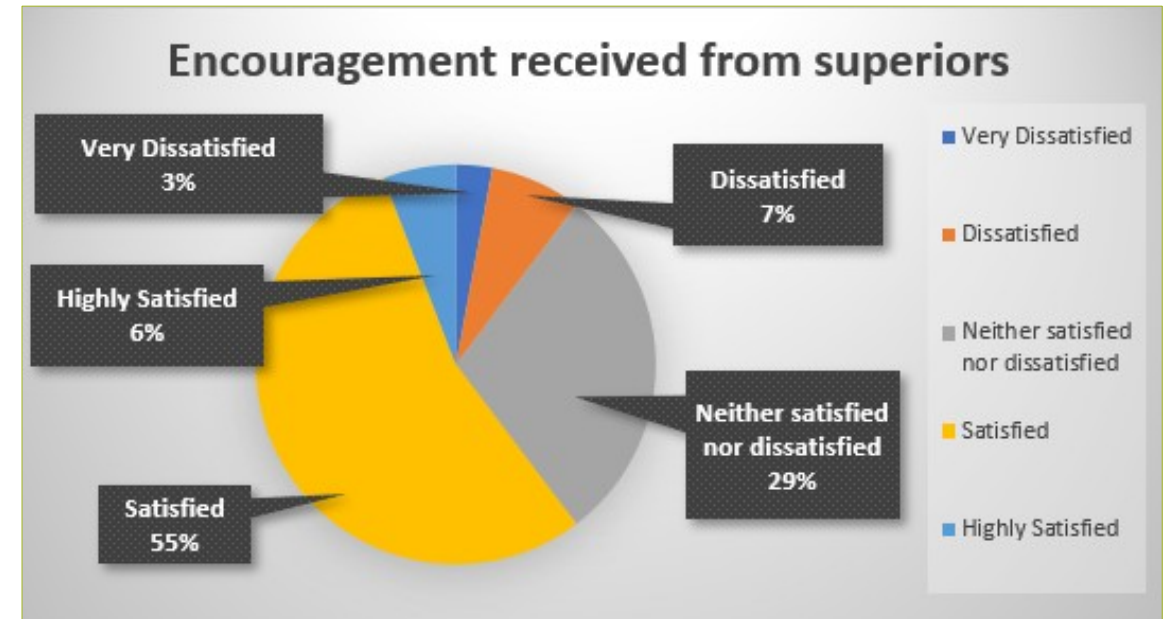
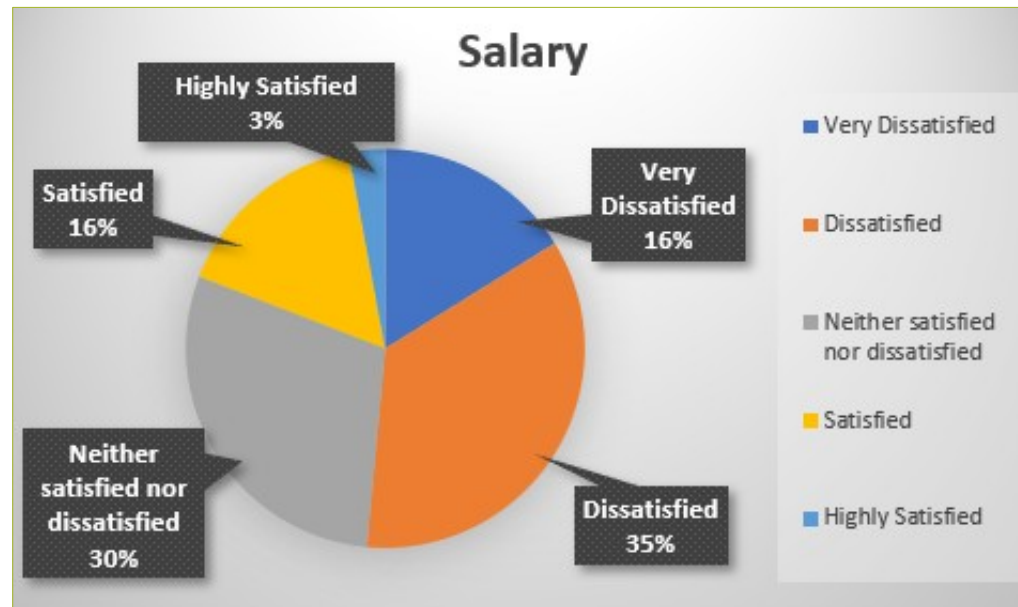
Demographic Profile of Participants:

Characteristics of the Respondents		No. of Respondents
Age Group (Years)	21-25	37
	26-30	15
	31-40	12
	>40	4
Gender	Male	29
	Female	39
Highest Education Level	Diploma	9
	Bachelor of Optometry	45
	Post-Graduation in Optometry	10
	Fellowship after BSc	4
Marital Status	Married	28
	Unmarried	40

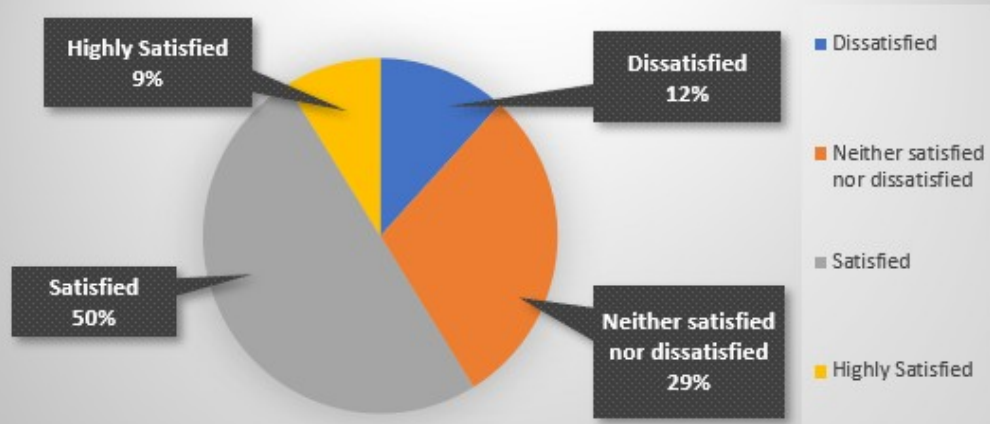
No. of Children	0	49
	=/>1	19
Region of Workplace	Anand	5
	Bangalore	12
	Coimbatore (Sivanandhapuram)	4
	Guntur	10
	Indore	4
	Jaipur	3
	Kanpur	8
	Krishnankoil	4
	Ludhiana	3
	Panvel	6
	R.S. Puram (Coimbatore City)	3
	Shimoga	6
Working in Vision center	Yes	11
	No	57

Working hours per week	0-48	12
	>48	56
Work Experience (Years)	0-5	48
	6-10	7
	>11	13
Reason for choosing Optometry	Interested in eye and healthcare	50
	Parental/Family Influence	9
	To earn good income	1
	Provide voluntary assistance to the needy	3
	Other	5

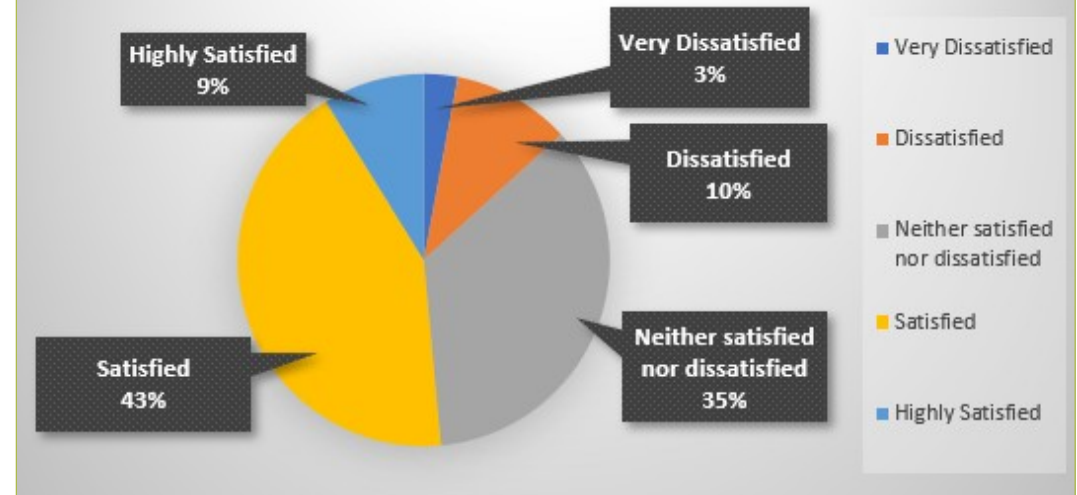
Determinants of Job Satisfaction:



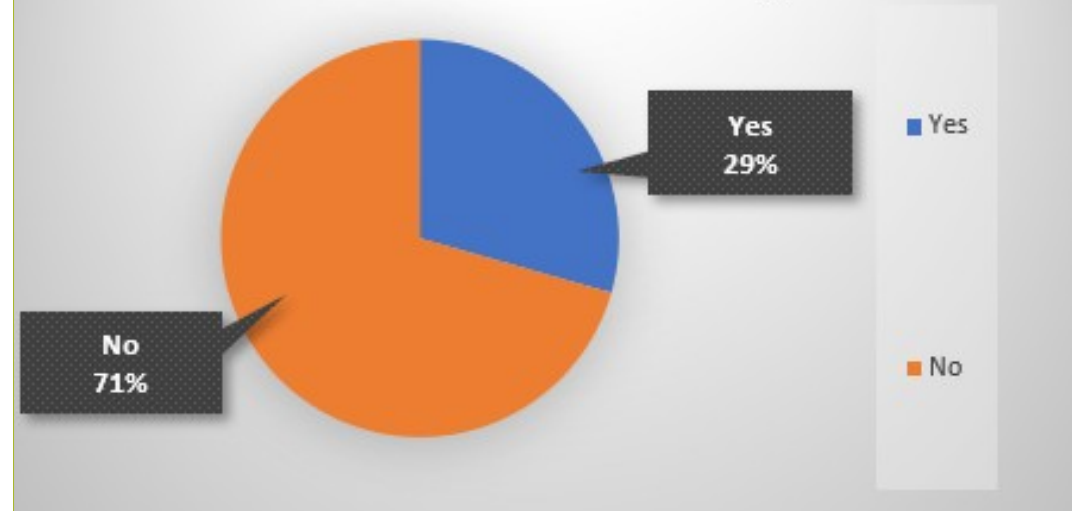
Career advancement opportunities



Overall Job Satisfaction



Intention to leave orgn.



Findings

- Salary, Superior-Subordinate Relationship, Recognition are all significantly co-related with intention to leave the organization
- Main causes of Attrition- low salaries, better job opportunities, marriage, family relocation.
- Optometrists had mixed feelings about recognition- 28% were satisfied, 28% were dissatisfied, 44% were neutral.
- 51% respondents were dissatisfied with their salary. Based on market research, Sankara provides 21% more than the average Optometrist salary in Medical Services/Hospitals in India. (*Source: Glassdoor, AmbitionBox, Various Eye Hospitals*)
- 29% respondents have a high chance of leaving the organization if they get better prospects.

Recommendations

- Employee engagement programmes can be an effective method to bridge the gap between work and non-work time.
- Implementing “Use It or Lose It” vacation policy.
- Transportation facility starting from a common point.
- Personality Development & Self-Improvement Training.
- Sponsored Education, Continual Learning, Communication Sessions.
- Recognition, Awards, Compensation and Benefit system.
- Extensive exit interviews and communicating the same with the resigning employees.

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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THANK YOU