

## INTRODUCTION

The exit interview is a process used to find out the reasons for which employees leave the organization. In Human Resource terms, an exit interview is a survey that is conducted with an employees when he or she leaves the company. The information from each survey is used to provide feedback on why employees are leaving and such information is used to make the HR Policy more employee friendly. An organization can use the information gained from an exit interview to improve its own HR Policy. More so, an organization can use the results from an exit interview to reduce the rate of attrition and increase productivity and engagement, thus reducing the high costs associated with attrition. The exit interview forms of Medica hospital are well designed and contain all the relevant information. The data from the forms have been analysed by me. The four categories of staff in the hospital– doctors, nurses, paramedics and support staff have been covered.

## OBJECTIVES

- 1.To analyze the exit interview forms of Medica Superspecialty Hospital for a period of January to April 2016 and find out the reasons for the employees' exit from the organization .
- 2.To suggest some remedial measure in order to prevent the attrition happening in the organization .
- 3.To assess the overall impression the resignees had about the organization and its environment.
4. To calculate the overall attrition rate of employees of the organization for the period of four months from January To April 2016.
- 5.To address the common complaints the employees had while working in the organization.

## METHODOLOGY

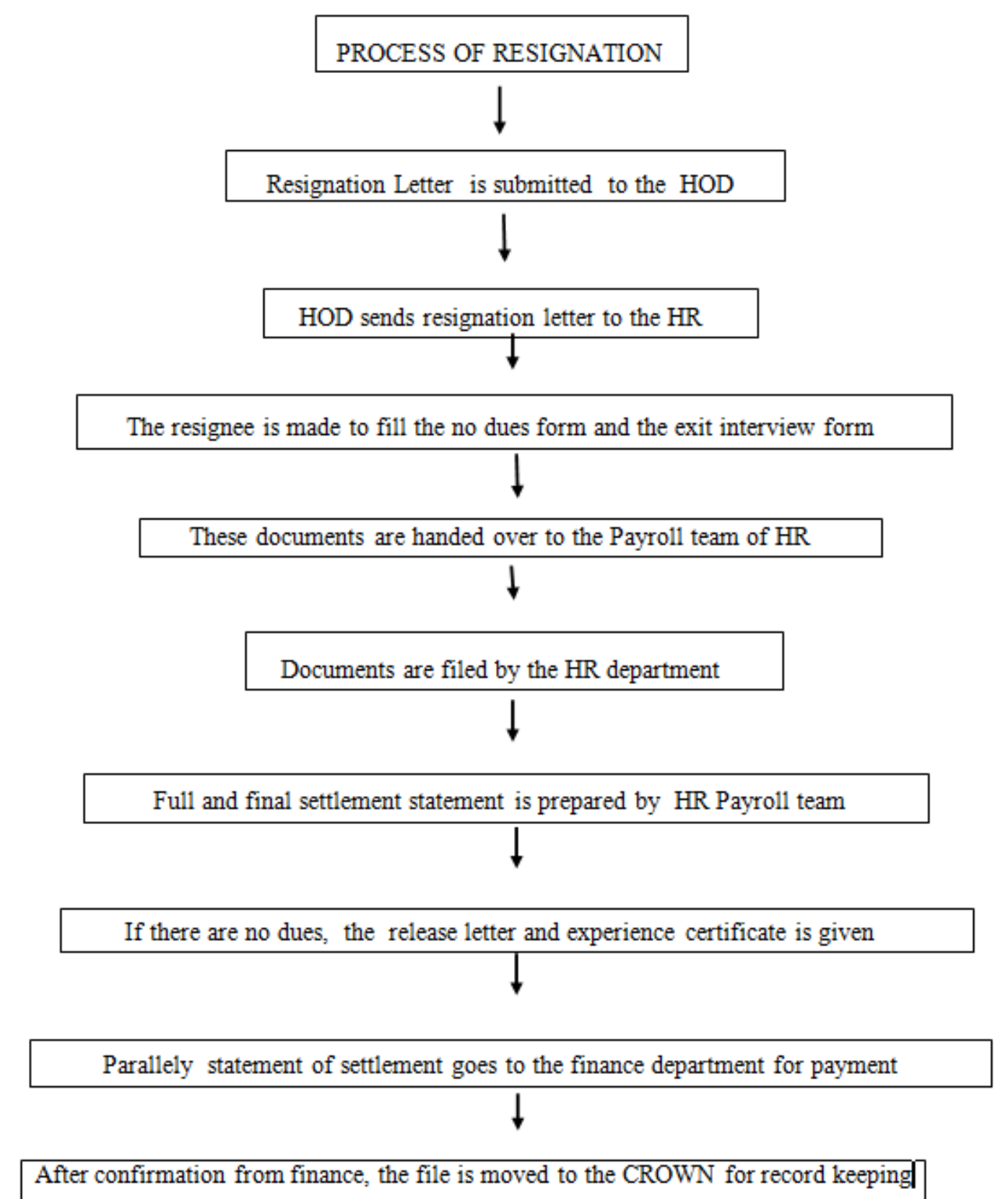
The study is based on data analysis. The information has been taken from exit interview forms from Medica Super specialty Hospital

## DATA ANALYSIS AND INTERPRETATION

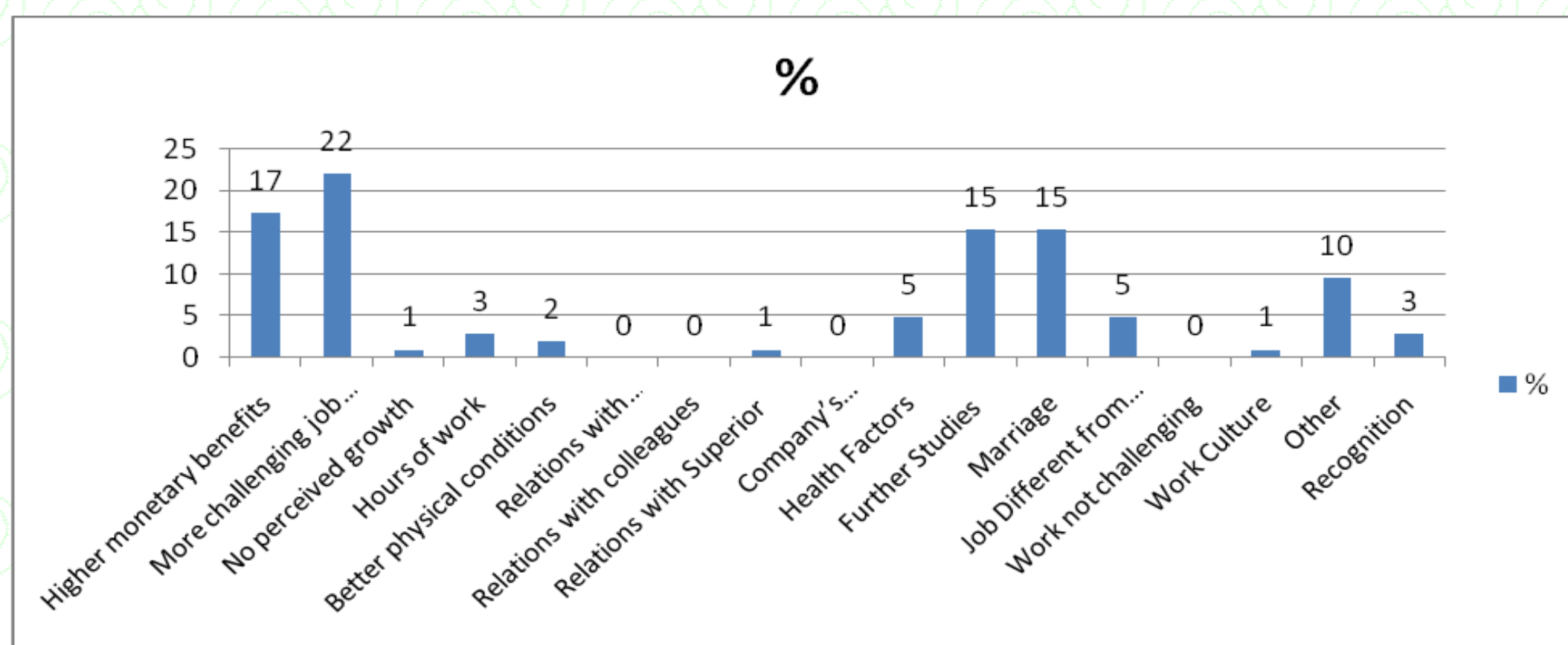
The consolidated exit interview forms analysis has been done and the graphs showing the results have been given below.

## STUDY AREA

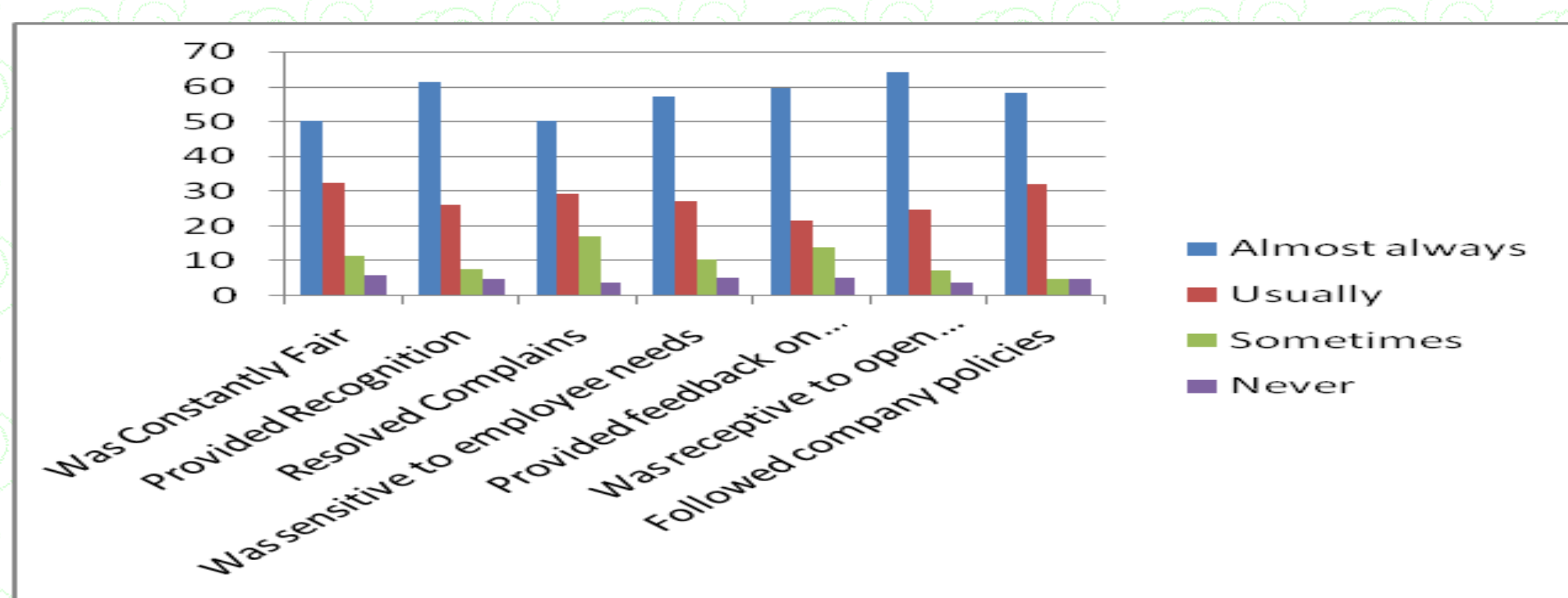
The study area is Medica Super specialty Hospital Kolkata.



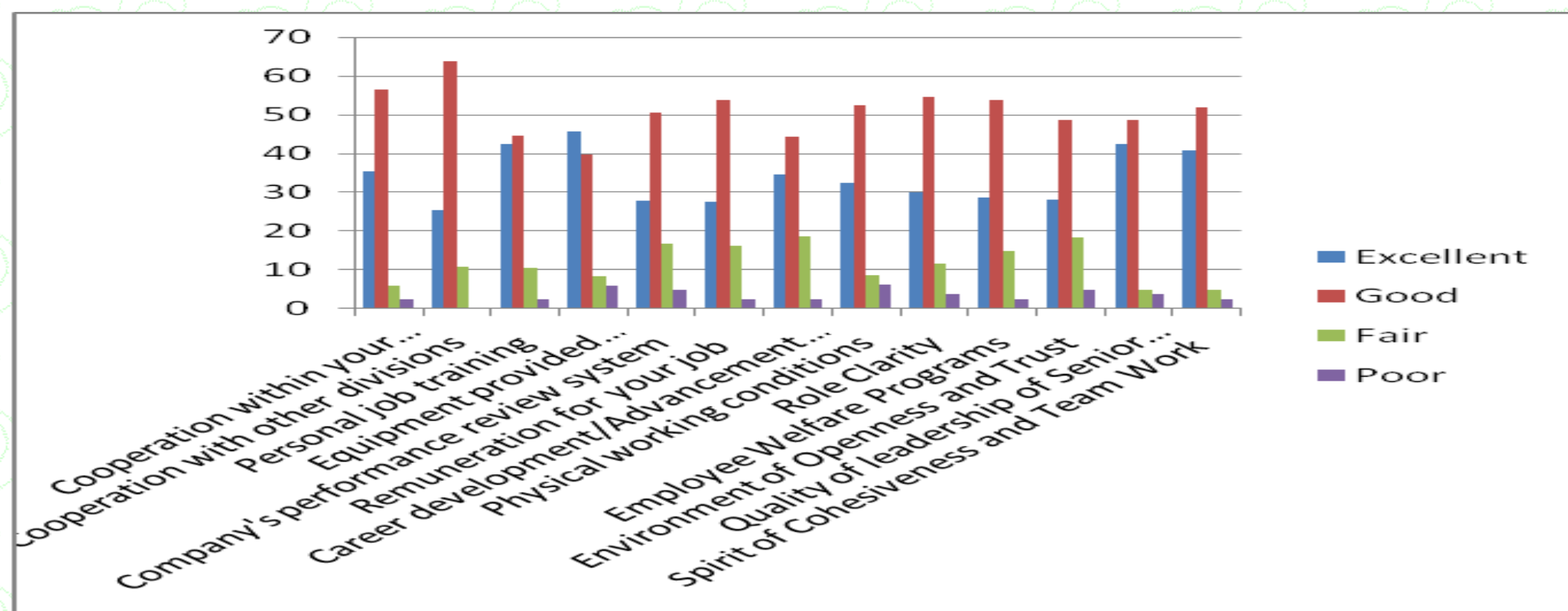
### REASONS FOR LEAVING THE ORGANIZATION-



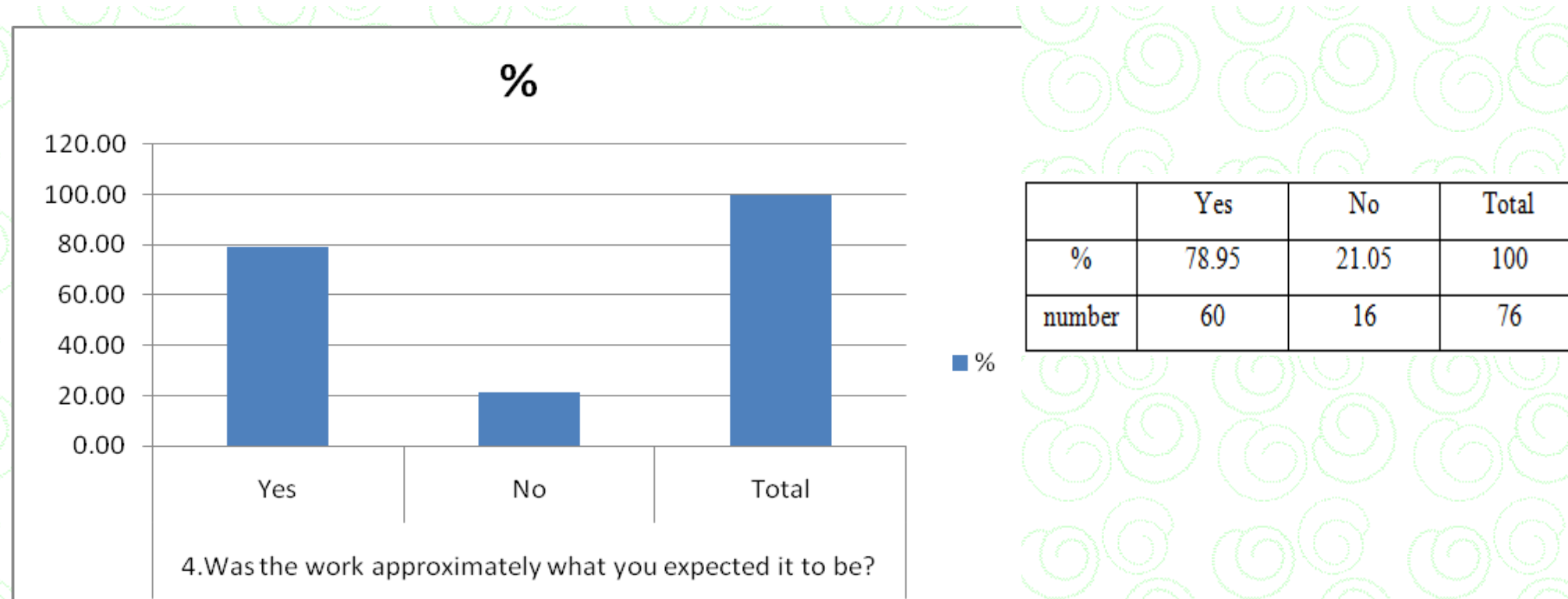
### VIEW ABOUT SUPERVISOR



### HOW WOULD YOU RATE THE FOLLOWING

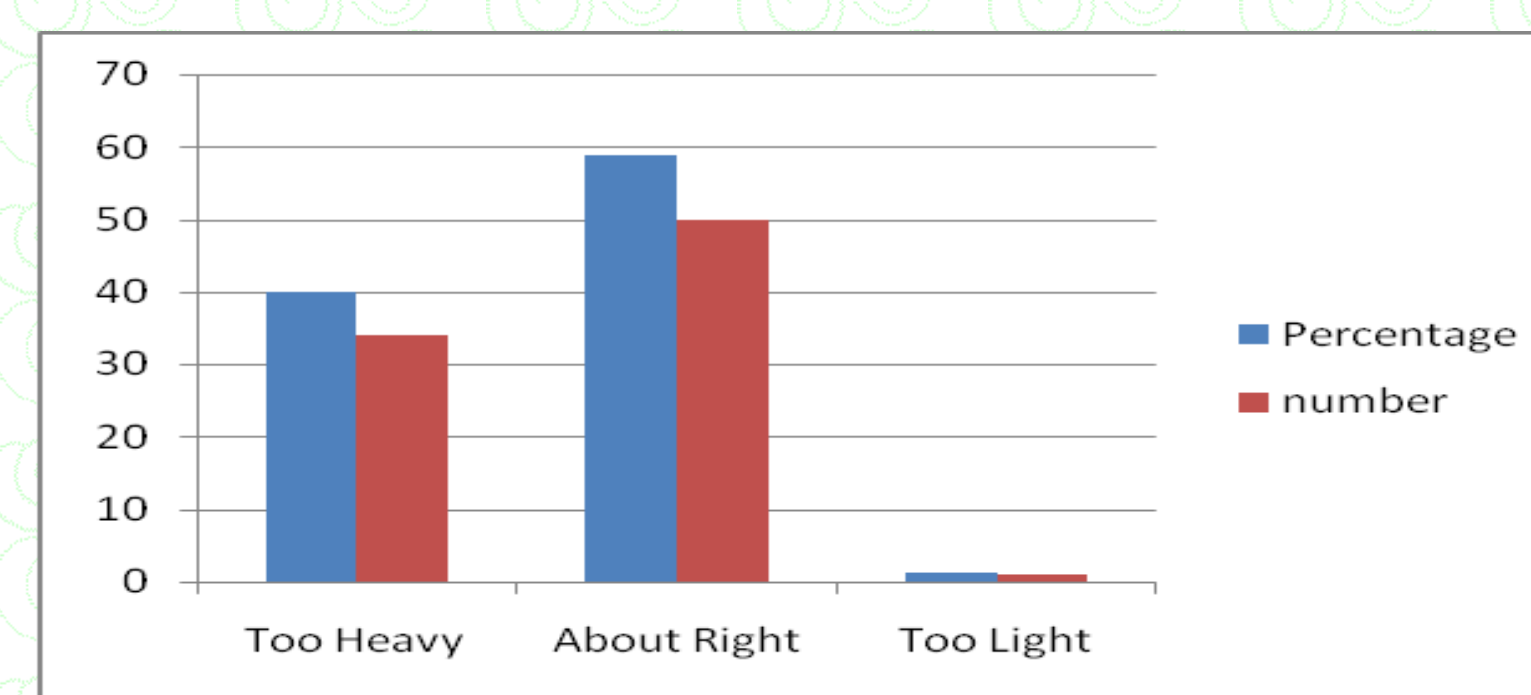


### WAS YOUR WORK APPROXIMATELY WHAT YOU EXPECTED IT TO BE?



78% of the employees said that the actual work was approximately what was expected to be and 21% said "NO". The majority was in the affirmative. However a small percentage said it was not what they had expected. Therefore job roles should be clearly defined at the beginning itself and that should be adhered to by each and every employee. Everything should be transparent.

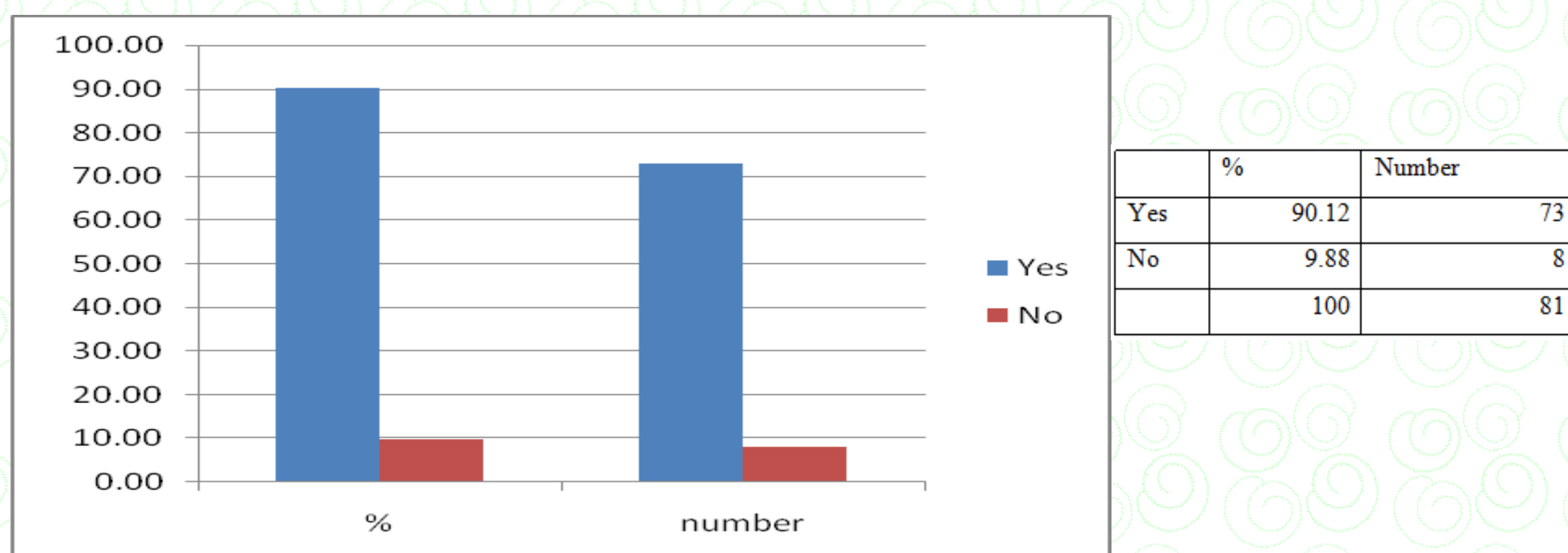
### WAS THE WORKLOAD USUALLY?



|             | Percentage | Number |
|-------------|------------|--------|
| Too Heavy   | 40         | 34     |
| About Right | 58.82      | 50     |
| Too Light   | 1.18       | 1      |
| Total       | 100.00     | 85     |

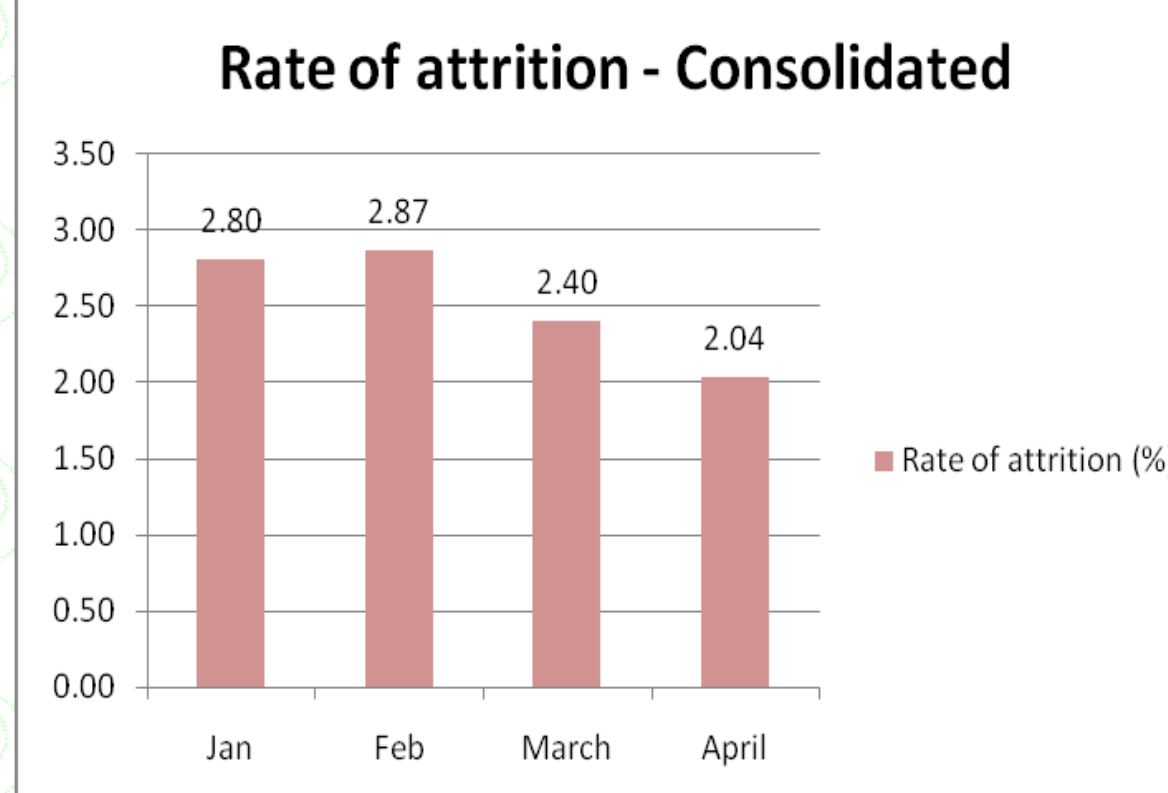
40% of the employees said that the workload is too heavy. 59% said it is about right whereas 1% said it is too light. This means that out of the total workforce, a considerable percentage of employees are burdened with work load even though 59% say the work load is just right. We have noted from the exit interview sheet that many employees decided to leave the organisation on the ground of heavy work load. So this matter should be addressed. This can be done by dividing the workload equally amongst all the members of the respective departments.

### WOULD YOU LIKE TO REJOIN AT A LATER DATE?



90% of the employees said that they would like to rejoin the organisation whereas 10% said "NO". This shows that this is the preferred destination for most of the employees and that Medica has a good standing in the market.

### OVERALL ATTRITION RATE OF EMPLOYEES



| Month                 | Jan  | Feb  | March | April |
|-----------------------|------|------|-------|-------|
| Rate of attrition (%) | 2.80 | 2.87 | 2.40  | 2.04  |

Attrition Rate = No of staffs resigned during the month/ Average staff for the month \*100. The total attrition rate for all four categories of employees for the month of January is 2.80% for February it is 2.87% for March it is 2.40% and for April it is 2.04%. These attrition rates are quite low.

## RECOMMENDATIONS AND FINDINGS

The above graphs indicate that the employees have a fairly good impression about Medica Superspecialty Hospital. The question is then why are they leaving the organization. The main reasons observed for the exits and suggested remedial measures are-

1. Work pressure and long duty hours is a common feature as is known from the informal interview process carried out by me. Work should be evenly distributed and duty hours should be scheduled accordingly.
2. Nurse patient ratio is observed to be more than 1:6. This overburdens the nurses, eventually leading to their exit. More than 6 patients should never be allotted to a nurse.
3. Poor salary structure and increment. The salary structure is not satisfactory as felt by the employees.
4. Late payment of salary. Payment of salary should be made on a fixed day of the month.
5. ESI cards/appointment letters are not issued on time. This is a major mistake and should be immediately addressed by the management.
6. There is a shortage of staff in every department especially nursing. This should be addressed. More staff should be hired if the workload is to be distributed equally. Or else people will leave.
7. Extra work and duty hours should be recognized and incentivized. There should be schemes to do this. At present no extra payment is made for working overtime.
8. The exit interview should be conducted by an outsourced agency, in order to get honest and authentic opinion from the employees who are leaving the company

## CONCLUSION

The maximum attrition takes place amongst nurses in the hospital industry. In addition to this the middle level management, who hit the growth ceiling in a very short span of time try to leave the organization for further growth. Moreover, the new facilities (i.e. new healthcare organizations) find it difficult to get talent with some exposure in health care industry and they attract these middle level executives with better offers.

Fair HR practices, equal growth opportunities, compensation on par with the market standards are some of the tools which can be applied to counter attrition. The best retention tools used over time and again are performance-based salaries, perquisites or designations. A hospital which does not pay attention to these is bound to lose its employees.