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A Study on Employee Attrition and Retention Strategies in One of the Leading Multi-Speciality Hospital in Bangalore

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Abstract: Attrition is an important aspect of any Organisation that has to be looked into very seriously. One has to see the factors that influence the aspect of attrition and find out remedial measures to retain the employees who are the primary asset of any Organisation. Employee turnover is very expensive. One has to lose a talented employee at a high cost. The Organisation has to spend money to employ a new person and give them training. A higher salary talented employee is far better than a low salary employee who is not talented. At the same time an Organisation has to find out measures to retain the talented employees by giving them hike in their salary when compared to that of other similar Organisation, giving them other benefits like bonus, increment, incentives, leave salary, employee care, balance between work life and home life, create an environment where an employee dedicates himself or herself to work peacefully and with utmost care, recognize their skills and reward them accordingly. The employees should feel that they are part of the Management. This study deals in employee attrition and retention strategies of employees. Findings and suggestions also form part of the study.

Keywords: Employee Attrition, Retention Strategies, Hospital, Human Resource, Employees, Managers

I. INTRODUCTION

A. Definition

- 1) **Employee Attrition:** There are many reasons for attrition of employees for reasons such as personal health, better career opportunity, overseas job, relocation due to reasons like spouse job, hometown etc., Attrition should be minimized to the extent possible in any Organisation. Organisation should find out the reasons for attrition and find out means to retain the employees as employing a fresh or new employee involves cost and time. Moreover, one cannot expect skilled employee as replacement to the trained and skilled employee who leaves the Organisation. If the Organisation comes to know that the employee is leaving due to higher salary only, the Organisation should try to enhance the salary considering the skill and expertise of the employee keeping in mind the salary when compared to other Organisation of the same field.
- 2) **Employee Retention:** Retention is the only means to retain the employees. Hence, every Organisation should ensure that the employees don't quit their jobs. Retention process varies from Organisation to Organisation and is different in many ways.

B. Factors

There are several reasons why employees consider the option of moving out of the current organization. Some of the main reasons why attrition amongst employees exist are as follows:

- 1) Better pay & job opportunities outside the organization.
- 2) Improper work life balance can cause a high attrition rate.
- 3) Impolite behaviour of manager and peers & ineffective team management.
- 4) Lack of employee recognition or limited growth in current role.
- 5) Stagnancy in career growth & poor quality of work life can lead to higher attrition rate.
- 6) Inadequate and poor working conditions leading to lack of motivation.
- 7) Retirement or untimely death of employees when at job.

C. Objectives of the Study

- 1) To analyse the various reasons of employee attrition.
- 2) To know strategies for employee retention.
- 3) To suggest preventive measures to reduce attrition and improve retention.

II. LITERATURE REVIEW

According to Sattar, Tehmina¹ (2015), This study attempts to examine the impact of Human Resource (HR) practices on employees' satisfaction and performance through mediating role of employees' engagement. The study collects data from 181 employees of three leading banks of Multan city (Pakistan) namely: Habib Bank, Faysal Bank, and Allied Bank. The findings of the present study reveal that training and empowerment of the workers contributes more in employees' work performance and their job satisfaction than that of rewards/incentives. However, rewards/incentives are significantly ($P < 0.01$) related with the employees' engagement in organizational activities. Overall, HR practices (training, rewards and empowerment) are significantly ($P < 0.01$) related with employees' engagement and confirm the assumptions of Baron and Kenny (1986) for mediation analysis.

According to Priya, V Krishna & Harasudha H.H (2017), The present study is bound to assess the causes of attrition and to find the expectation of employees to retain them in the organization. The primary data is collected through the structured questionnaire from 100 stakeholders, through stratified random sampling. It includes various levels of employees in the automobile industry. Chi-square, Anova, comparison and correlation are used for the analysis. The result shows that employees with experience are not promoted due to which they are dissatisfied. Employees receiving low income, no promotion or no career growth, developing stress may look for better opportunities.

According to N.Silpa (2015), The success of any manufacturing organization depends largely on the workers are considered as the backbone of any company. The study was mainly undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce attrition level. Since they are considered as backbone of the company, their progression will lead to the success of the company for the long run. This study can be helpful in knowing, why the employees prefer to change their job and which factors make employee dissatisfied. Since the study is critical issue, it is needed by the organizations in order to assess the overall interest and the feelings of the employees towards their Retention.

III. METHODOLOGY

This is an exploratory research that aims on the employees attrition and the retention strategies of the selected hospital. The Census sampling is used for the data. About 686 (Year 2019 – 394, Year 2020 - 292) data were collected from the hospital. For the purpose of retention, a questionnaire has been designed, making sure that the purpose for which this research was carried out has been fulfilled. Accordingly the survey tool is a structured questionnaire divided into two parts. The first part includes the demographic questions such as Department and Floor and the second part is composed of seventeen questions that test the employees retention strategy.

IV. ANALYSIS

1) *Chart – I*: Chart showing the department wise attrition for the Year 2019.

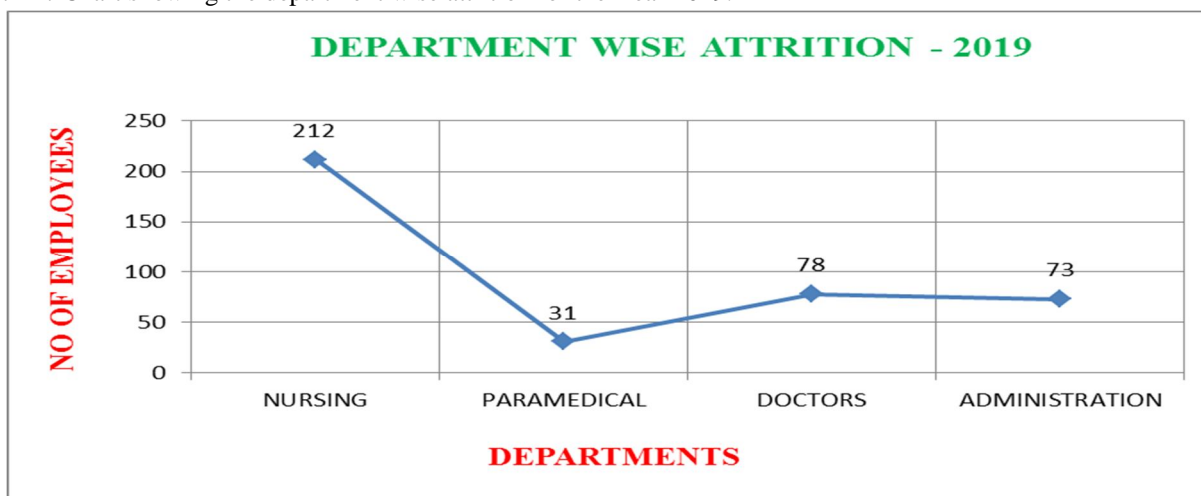


Chart I

The above Chart – I shows that 53.81% from Nursing Department, 19.80% of Doctors, 18.53% from Administration Department and 7.87% from Paramedical Department left the Organisation during 2019 to the statement “Department Wise Attrition - 2019”.

2) Chart – II: Chart showing the department wise attrition for the Year 2020.

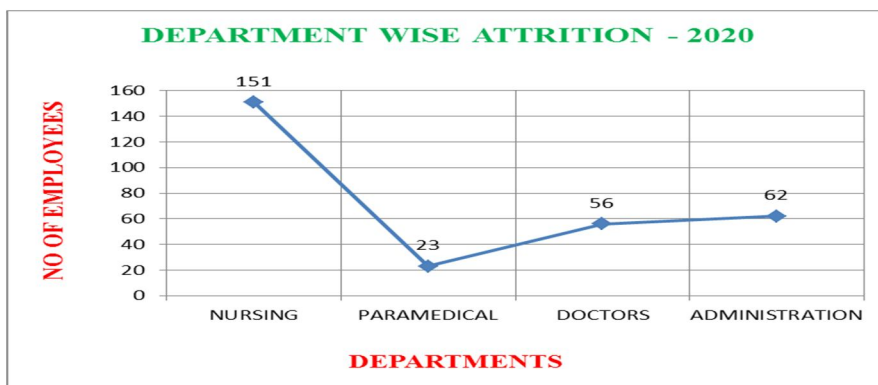


Chart II

The above Chart – II shows that 51.71% from Nursing, 21.23% from Administration, 19.18% of Doctors and 7.88% from Paramedical Department left the Organisation during 2020 to the statement “Department Wise Attrition – 2020”.

Table I showing the association between the department wise and tenure wise attrition during the year 2019.

DEPARTMENT * TENURE Crosstabulation

		TENURE				Total
		LESS THAN 1 YEAR	1 - 2 YEARS	2 - 5 YEARS	MORE THAN 5 YEARS	
DEPARTMENT	NURSING	22	125	46	19	212
	DOCTORS	24	35	10	9	78
	PARAMEDICAL	3	14	7	7	31
	ADMINISTRATION	14	30	20	9	73
Total		63	204	83	44	394

The above table shows that 63 employees in less than 1 year, 204 employees between 1 to 2 years, 83 employees between 2 to 5 years and 44 more than 5 years comprising of Nursing, Doctors, Paramedical and Administration Staff left the Organisation during the Year 2019.

Table II showing the association between the department wise and reason wise attrition during the year 2019.

DEPARTMENT * REASON FOR LEAVING Crosstabulation

		REASON FOR LEAVING					Total
		ABSCONDING	BETTER CAREER OPPORTUNITY	HIGHER STUDIES	PERSONAL REASONS	RELOCATION	
DEPARTMENT	NURSING	28	106	11	57	10	212
	DOCTORS	2	49	14	10	3	78
	PARAMEDICAL	4	17	4	6	0	31
	ADMINISTRATION	9	37	4	18	5	73
Total		43	209	33	91	18	394

The above table shows that 43 employees due to absconding, 209 due to better career opportunity, 33 due to higher studies, 91 due to personal reasons and 18 due to relocation comprising of Nursing, Doctors, Paramedical and Administration Staff left the Organisation during the Year 2019.

V. MAJOR FINDINGS & RECOMMENDATIONS

- A. In the Departments, 53.81% from Nursing Department, 19.80% of Doctors, 18.53% from Administration Department and 7.87% from Paramedical Department left the Organisation during 2019 to the statement “Department Wise Attrition - 2019”.
- B. In the Nursing Department, 25.47% from Ward, 15.57% from MICU, 8.49% from General OT, 7.55% from PICU and 7.08% from NSICU left the Organisation during 2019 to the statement “Nursing Department Attrition – 2019”.
- C. In the Doctors, 21.79% from Multispeciality, 12.82% from Cardiology, 8.97% each from Emergency & Orthopaedics, 6.41% from Anaesthesiology and 5.13% each from GI, MA & Bariatric Surgery, Hematology and O&G left the Organisation during 2019 to the statement “Doctor’s Attrition – 2019”.
- D. In the Departments, 51.71% from Nursing, 21.23% from Administration, 19.18% of Doctors and 7.88% from Paramedical Department left the Organisation during 2020 to the statement “Department Wise Attrition – 2020”.
- E. In the Nursing Department, 35.10% from Ward, 16.56% from MICU, 7.95% from BMT, 5.96% each from Emergency, General OT & NSICU and 5.30% from PICU left the Organisation during 2020 to the statement “Nursing Department Attrition – 2020”.
- F. In the Administration Department, 29% from Patient Care OPD, 10% each from Call Centre & Patient Care, 8% each from Pharmacy & Stores, 6% from Finance and 5% from Domestic Sales left the Organisation during 2020 to the statement “Administration Department Attrition – 2020”.

Recommendations include,

- 1) Providing advance training, decision making, improving quality of nursing care, recognition of skills, promotion for experienced staff, team leader to become Incharge, providing yearly increment, maintenance of community skills, providing festival bonus.
- 2) Salary increase, one day leave per week rather than providing leave after doing 12 hours work as they feel very tired. A minimum of 10 days orientation to be given to beginners. Handbook for beginners on medical and surgical management, drugs, treatment protocols can be provided.
- 3) Work load to be shared at hectic departments. Doctors may be allowed to participate in CMEs / seminars / workshops once in a month.
- 4) Stressful COVID department may be assisted with more doctors and subordinates to manage the upcoming COVID patients.
- 5) Good appraisal, experienced staff who left earlier from your Organisation can be taken back with increased salary depending upon their skills.
- 6) Recognition according to level and expertise at appropriate time, Standard Operating Procedure, support and proper guidance were suggested at staff level, language problem, co-workers not so supportive. It is suggested that staff can be recognized according to their experience and skills and proper support may be extended.

VI. CONCLUSION

Major factors for attrition found are absconding, better career opportunity due to overseas employment, better role, higher salary, higher studies due to higher studies in India and Overseas, personal reasons due to marriage and personal health & well being, relocation due to relocation to hometown, spouse job and marriage. Retention strategies observed are to make the employee feel that they are the most valuable asset of the organization, employ the right people in the first place, give employees chance to get things done effectively, exchange information and knowledge, feedback to be given on their performance, give a place where the employees want to work and at the same time have fun and relax. It can finally be concluded that employees are the primary asset of an Organisation. Efficiency and effectiveness of its manpower is the success of any Organisation. Therefore, an Organisation should see to it that retention strategy is maintained to keep its talented employees for a longer duration.

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