

# CHAPTER: 10

## STUDY ON EMPLOYEE ATTRITION AND RETENTION IN A MULTI-SPECIALTY HOSPITAL

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## **INTRODUCTION**

Healthcare heavily relies on cutting-edge technologies and equipment, yet it remains a labor-intensive industry. The global shortage of skilled healthcare workers, attributed to attrition, poses a challenge for nations aspiring to achieve universal health coverage and equity goals. The healthcare industry is confronted with the challenge of establishing and retaining an optimal workforce to ensure the provision of high-quality healthcare services [1]. In the Indian healthcare industry, a significant factor contributing to high turnover rates is the phenomenon of out-migration. The appeal of professional training opportunities, competitive salaries, attractive perks, and improved living conditions serves as a strong incentive for the younger generation to migrate to more developed countries. The healthcare industry still struggles with a lack of professionals and facilities that can provide high-quality healthcare services, even though a sizable number of healthcare professionals—including doctors, nurses, chemists, and paramedical staff—graduate each year with the necessary training. According to a 2008-09 survey, there are 1.5 million nurses and less than 90,000 contemporary doctors practicing in India, a country with a population of over 1.2 billion people [2]. Recent surveys on employee turnover rates reveal that 53.3% of employees change organizations within two years, and 23.8% of all new hires leave within a year [3].

## **RESEARCH OBJECTIVES**

1. To examine how employees perceive their satisfaction concerning various retention factors.
2. To explore the intention to leave (attrition) and suggest strategies to minimize attrition.

## **RESEARCH METHODOLOGY**

The research adopted a descriptive approach for data analysis, involving the gathering of information and opinions from study participants through a structured questionnaire, scheduled interviews, and observations. The data collection process involved gathering

information from both primary and secondary sources. Primary data was acquired through pre-structured questionnaires and interviews with hospital staff, administrators, managers, and the head of the corporate department. Secondary data, sourced from official publications, books, journals, and records from the human resource and administrative departments related to healthcare personnel, was also utilized. The study was carried out at Manipal Hospital Whitefield in Bangalore.

## **RESULTS & DISCUSSION**

The predominant reasons for attrition were identified as marriage, salary considerations, and relocation outside of India. Nurses exhibited a high likelihood of changing jobs, even with a minimal salary increase of 5 percent, particularly among the single population, who lack additional responsibilities and may reside in hostels or PGs. Responses regarding recognition were varied, with most participants expressing mixed experiences and receiving rewards and benefits for exceptional work. Attrition rates were higher among paramedical staff compared to non-medical staff, with reasons often associated with socio-economic and demographic factors. Approximately 35 percent of respondents considered their salary to be average in comparison to other organizations. About 33 percent of employees believed that the company's welfare facilities were of a very high standard. Among the sample, 29 percent indicated a high likelihood of leaving the organization, 32 percent had no current intentions of leaving, and 21 percent expressed a willingness to leave if presented with a better opportunity.

## **CONCLUSION**

Any organization's main goal should be to generate cash, but it also has a responsibility to consider the welfare of its workforce, since they add a great deal to the organization's worth. Setting priorities for staff and putting plans in place to keep them on board for the long haul are essential. The survey finds that the main reasons why workers consider shifting professions are a lack of prospects for advancement and worries about pay and recognition. The study's findings underscore the

need for the people team to adopt cutting-edge technology and implement efficient training initiatives to foster employee growth inside the company and reduce turnover. To handle family-related concerns and reduce attrition, the organization should also consider elements like accessibility to the office or easy access to transportation.

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