

A STUDY ON EMPLOYEE ATTRITION IN ONE OF THE LEADING HOSPITAL

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Abstract – Employee attrition is one of the key problem despite the changes in the external environment. Attrition is said to be gradual reduction in number of employees through resignation, death and retirement. Many of the employees may also tend to leave the job for various undisclosed factors such as lack of job security, lack of career advancement, desire for change in new opportunities, anticipating higher pay, problems with supervisors and few other personal reasons. When a well-trained and well adapted employee leaves the organization for any of the reason, it creates an empty space in an organization. It creates a great difficulty for human resource personnel to fill the gap that has occurred. Modern human resource managers is taking various steps to reduce the employee attrition rate and it has been a pivotal challenge for today's managers.

Keywords: Attrition, Employee, Organization, Managers.

I. INTRODUCTION

A. DEFINITION

Employee attrition or employee turnover is defined as “The rate of change in the working personnel of an organization during a specified period”.

Attrition rate

Attrition rate is a calculation of the number of individuals or items that vacate or move out of a larger, collective group over a specified time frame. Attrition rate is also commonly referred to as churn rate.

Calculation of attrition

ATTRITION RATE = $\frac{[(\text{No.of Attrition's} * 100)/(\text{Actual Employees} + \text{New joined})]}{100}$.

B. Causes of Attrition

There are several reasons why employees consider the option of moving out of the current organization. Some of the main reasons why attrition among 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 behavior 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.

The objectives of the study include,

1. To analyze the attrition rate.
2. To find out the factors that leads to employee attrition.
3. To suggest preventive measures to reduce attrition.

II. LITERATURE REVIEW

According to Ranitha Weerathna (2019), high turnover rates of skilled professionals may pose a risk to the business or organization, due to the human capital lost – skills, training, and knowledge lost. Notably, given the natural specialization of skilled professionals, these employees are likely to be re-employed within the same industry by a competitor.

According to S. Batty Dorance Jeen (2018), Employees leave organizations for many different reasons. Sometimes it is the attraction of a new job or the prospect of a rewarding period outside the workforce which ‘pulls’ them. On other occasions they are ‘pushed’ (due to dissatisfaction in their present jobs) to seek alternative employment.

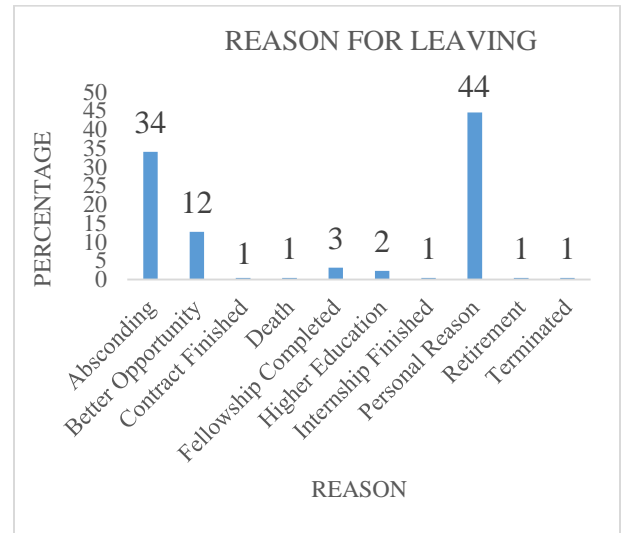
According to Dr.K. Lavanya Latha (2018), to reduce attrition, industries should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and effective training programs. The family related problems will not lead to attrition.

III. METHODOLOGY

This is an research that aims on the employees attrition rate of their hospital. The simple random sampling is used to collect data. About 100 data were collected through the exit interview form of the year 2020 from the period of January-March 2021 in Human Resource Department

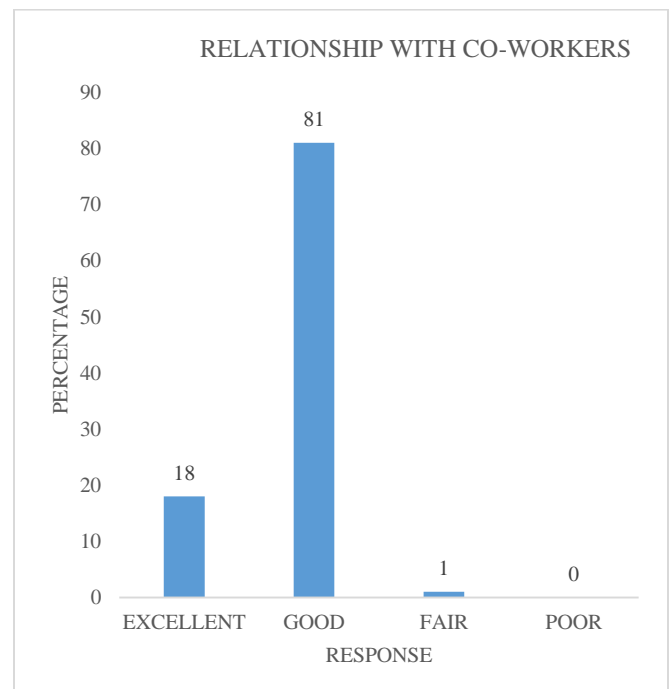
IV. ANALYSIS

Chart-I Chart showing the percentage of employee reason for leaving the organization



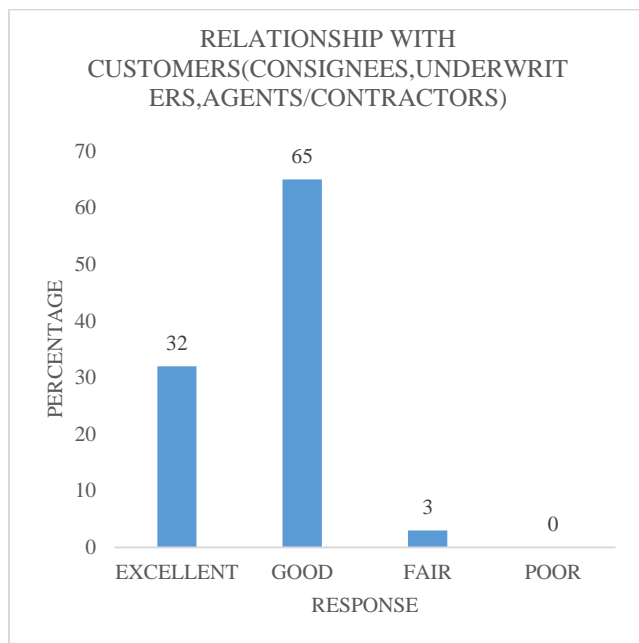
The above chart-I shows that 44% resigned their job for personal reason, 34% of the employee have absconded, 12% left their job for better opportunity, 3% had completed fellowship, 1% left for higher education, 1% contract finished, 1% death, 1% Internship finished, 1% retirement, 1% terminated.

Chart-II Chart showing the respondents to the statement “RELATIONSHIP WITH CO-WORKERS”



The above chart-II shows that 81% of the respondents graded GOOD, 18% of the respondents graded EXCELLENT, 1% of the respondents graded FAIR to the statement “Relationship with co-workers”.

Chart-III Chart showing the respondents opinion to the statement “RELATIONSHIP WITH CUSTOMERS (CONSIGNEES, UNDERWRITERS, AGENTS/CONTRACTORS)”



The above chart-III shows that 65% of the respondents graded GOOD, 32% of the respondents graded EXCELLENT, 3% of the respondents graded FAIR to the statement “Relationship with customers (consignees, underwriters, agents/contractors)”.

Table-I showing the relationship between the training opportunities inside the department and training opportunities outside the department

| | | | |
|------------------------------------------------------------------|---------------------|----------------------------------|------------------------------------------------------------------|
| | | Resolved complaints and problems | Adequate guidance in resolving work related or personal problems |
| Resolved complaints and problems | Pearson Correlation | 1 | .496 |
| | Sig (2-tailed) | | <0.001 |
| | N | 100 | 100 |
| Adequate guidance in resolving work related or personal problems | Pearson Correlation | .496 | 1 |
| | Sig (2-tailed) | <0.001 | |
| | N | 100 | 100 |

Correlations

In the following interpretation, H denotes “Hypothesis”

H0: There is no relationship between Resolved complaints and problems and Adequate guidance in resolving work related or personal problems.

H1: There is relationship between Resolved complaints and problems and Adequate guidance in resolving work related or personal problems.

From the above table, the significant value is <.001, which is less than .05, hence we reject H0 and accept H1. Thus, we prove that there is relationship between Resolved complaints and problems and Adequate guidance in resolving work related or personal problems.

Table II showing the between the Relationship with co-workers and Relationship with customers

| | Sum of Squares | df | Mean Squares | F | Sig. |
|----------------|----------------|-----|--------------|--------|-------|
| Between groups | 7.568 | 3 | 3.784 | 42.973 | <.001 |
| Within groups | 8.542 | 97 | .088 | | |
| Total | 16.110 | 100 | | | |

ANOVA

In the following interpretation, H denotes "Hypothesis"

H0: There is no difference between the Relationship with co-workers and the relationship with customers.

H1: There is difference between the Relationship with co-workers and the Relationship with customers.

From the above table, the significant value <.001, which is less than .05, hence we reject H0 and accept H1. Thus, we prove that there is difference between the Relationship with co-workers and Relationship with customers.

V. MAJOR FINDINGS

- ❖ Majority, 44% resigned their job for personal reason, 34% had absconded, 12% left job for better opportunity, 3% completed fellowship, 2% left for higher education, 1% contract finished, 1% death, 1% internship finished, 1% retirement, 1% terminated.
- ❖ On analyzing the attrition rate nursing takes first place with an attrition percentage of 41%.

The recommendations include,

- ❖ Motivating employees through a growth plan can help reduce attrition.

- ❖ Expose employees to newer roles and promote training and development within the organization which helps them build their careers.
- ❖ Taking constant feedback from employees can help control attrition from unsatisfied staff.
- ❖ Continuously strategize organizational structure to remove irrelevant job positions to reduce misfit recruitment.
- ❖ Weekly and monthly interactive sessions can be organized for the new employees by implementing the mentor-mentee system, so that it helps to promote a culture of teamwork that in turn have an impact on employee retention.

VI. CONCLUSION

The main reason for attrition are family circumstances, higher studies, health reasons, alternative job opportunities and insufficient payment. Insufficient payment, work pressure, external pressure greatly contributed to high employee turnover rates in the organization. Finally it can be concluded that the organization's stressful working environment with less benefits has contributed to high employee turnover.

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