

new doc yakshika recent doc

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Submission date: 04-Aug-2022 10:29AM (UTC+0530)

Submission ID: 1878670105

File name: new_doc_yakshika_recent.docx (2.02M)

Word count: 7042

Character count: 39083

**Summer internship at
Centre for Sight Hospital
(From 6 April –2 July)**

**ATTRITION ANALYSIS OF
EMPLOYEES**

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Pg/21/143

**Post-Graduation ¹⁵Diploma in
Hospital and Health Management
(2021-2023)**



**International Institute of Health
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New Delhi**

ACKNOWLEDGEMENT

It is an esteemed pleasure to present this research project by thanking each and everyone who helped me in this task. I would like to express my sincere gratitude towards my guide Dr. Sumesh sir , who helped me immensely throughout the tenure of my summer internship. He inspired me greatly to work in this project with his valuable guidance, support, interest, encouragement, involvement and advice.

I would like to thank Vice President Mrs Neena Bisht programme and whole HR team of centre for sight hospital for allowing us to experience such great opportunities and for providing data for our learning.

I would also like to express my special thanks to Mrs. Divya Aggarwal, Mrs. Nikita Sabherwal and IIHMR placement team and Dean for providing such great opportunity which helps in to grow and learn about many interesting aspects.

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ATTRITION ANALYSIS OF EMPLOYEES IN THE HOSPITAL SECTOR

Centre for sight hospital, Dwarka

Introduction

Attrition is the term used to describe the loss of personnel due to retirement, resignation, or death. In a perfect world, workers would enjoy their jobs as much as their coworkers do, put in a lot of effort for their employers, be well compensated for their work, have plenty of opportunities for advancement, and have flexible schedules so they could take care of personal or family needs as they arose. However, in the real world, workers do quit their jobs. Attrition estimates the monthly/annualized amount of recurring revenue that is lost over a specific period of time.

There are many other potential retention tactics, according to the research review. The following categories can be used to categorise retention practises based on the secondary sources that were consulted:

- 1 Compensation
3. Rewards
4. Training, Career Planning
5. Orientation
6. Good environment
7. Team work
- 8 Employee Participation

ABSTRACT

The most valuable assets in a company are its employees. They are the ones who make the organisation more valuable in terms of both number and quality. A significant component of management is to identify, recruit, nurture, and keep the best personnel. Maintaining a stable and promising workforce is therefore essential, but doing so has grown more difficult over time for businesses, leading to an increase in attrition in the workplace. A serious issue that affects all organisations is attrition. "Attrition is defined as the progressive loss of workers due to retirement, resignation, or death. It may also be referred to as employee defection or employee turnover. When an employee who has been trained and adapted well departs the company, a void results. As a result, the company loses important relationships, expertise, and abilities. Modern managers and people administrators are very interested in decreasing attrition in the company in a way that will support the organization's growth, success, and optimum performance. Attrition is expensive. In spite of being one of the most expensive expenses for all kinds of organisations, it is also one of the least understood. To retain the most productive employees, organisations must develop novel strategies. Understanding intrinsic motivators is important for employee retention because everyone has different motivations. Employee retention is a crucial and constant effort. Staff members need encouragement, guidance, and acknowledgment to develop and feel satisfied in their roles. Managers must be aware of this and understand that putting such elements in place shows their goals. An outcome of the topic "A Study on Attrition Management" is this study. This study aims to identify the factors that contribute to attrition across several dimensions and has suggested some solutions. It examines how the same thing will affect both the employer and the employee. In this study, I have made an effort to highlight employee retention methods, retention techniques, and attrition expenses. Following this, some peculiar causes of attrition have

been discussed. Attrition's advantages have also been covered in detail. Additionally, the corrective actions have been covered in this article. Managing attrition is essential for survival; it's not merely good to do.

Thus, there is a need for employee retention.¹⁰ Employers make a concerted effort to develop an environment that encourages current employees to stay with the company by putting policies and procedures in place that cater to their various needs. This is known as effective employee retention. When workers quit their jobs after receiving all necessary training, the organisation suffers a complete loss. The many steps taken to ensure that a person stays with the company for the longest possible time are considered in the employee retention process. It is advantageous to both the company and the employee.

A successful retention plan becomes an effective recruitment tool. Any organization's long-term health and performance depend on its ability to retain essential personnel. It is common knowledge that keeping workers on board results in satisfied customers, increased product sales, content coworkers and subordinates, efficient succession planning, and deeply ingrained organisational knowledge and learning. Employee retention is important, as are organisational considerations including the cost and duration of training: lost information: there are insecure workers and an expensive candidate search. Therefore, losing a key person to departure costs a business money. Intelligent employers are always aware of how crucial it is to keep their top talent.

➤ Causes of Attrition

- Internal causes: These factors relate to an organization's internal environment. As a result, they can be managed. Compensation: a. Insufficient compensation;

- b. Payment delay;
- c. No delayed increment;
- d. Wage compression

a. Unfair promotion b. No or a postponed promotion Transfer a. Transfer by force. B. Transfer to a location the employee is averse to going Workplace Facilities & services Lack of essential amenities like water, a canteen, etc., including poor cleanliness. Task Task monotony, a task-labor mismatch, a team problem, a reduced level of job autonomy Uncertainty in the leadership leading to a lack of understanding of instructions and demands, frustrating the employees. 19 Not Being Flexible Lack of flexibility with regard to timing, work selection, etc. a. New technology introduction b. Employee incompetence/reluctance to learn and comprehend



About company profile



The goal of Centre for Sight, which was founded with this objective in mind, is to offer the highest standard of personalised, all-inclusive eye care. It has progressively become known as one of India's top eye hospitals, with a staff of highly knowledgeable medical professionals who are well-versed in the most advanced surgical and diagnostic technology to provide successful treatment. The eye care services and surgeries provided by the experts at CFS include LASIK eye surgery, glasses removal surgery, blade-free cataract surgery, treatment for glaucoma, retinal diseases, squint correction, keratoconus, and more. Centre for Sight (CFS), a premier provider of eye treatment in India, was

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founded in 1996 by Dr. Mahipal S. Sachdev, a renowned ophthalmologist and recipient of the Padma Shri award. For more than 20 years, Centre for Sight has led the way in providing high-quality vision care. The Directorate General of Health Services has registered it as a nursing home under the Nursing Home Act in numerous states because of its objective to offer the best eye care to everyone. It is a member of the panels of numerous reputable corporations, TPAs, and PSUs.

Patients at Centre for Sight have access to the full spectrum of contemporary ophthalmic treatments. The Directorate General of Health Services has registered it under the Nursing Home Act in a number of states. The eye bank for Centre for Sight is located in Delhi's Preet Vihar.

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As a testament to its ideals, Centre For Sight received the renowned Frost & Sullivan award as the eyecare provider company of the years in 2010 and 2014. For operational performance, it received the prestigious FICCI Healthcare Excellence Award in 2012. Additionally, CFS was honoured with the 2014 ET Now Leaders Of Tomorrow Award for Business Excellence. At Businessworld's 3rd Healthcare Summit & Awards, it also won "Best Single Speciality Hospital Chain 2016."

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At the 2017 Times Health Achiever Delhi NCR, Dr. Mahipal S. Sachdev, chairman and MD of the CFS Group of Hospitals, was presented with a lifetime achievement award. In the same conference, the hospital was also recognised as the finest single speciality hospital.

About Centre for Sight

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The Centre for Sight has carefully hand-selected a team of more than 150 doctors from top institutions across the nation, all of whom are committed to providing the best eye care to everyone. committed to making eye care a top specialty in India.

A renowned network of eye hospitals known as Centre for Sight has contributed significantly to the evolution of the country's eye care industry.

The largest private, multi-specialty eye centre in north India is the Centre for Sight Eye Institute in Dwarka. It offers comprehensive care for all eye-related illnesses and issues. CFS distinguishes apart thanks to its infrastructure and cutting-edge eye care technologies. We work hard to provide thorough diagnoses, surgical procedures, and a variety of ocular specialties that have received international approval.

A Leading Super Specialty Eye Care Hospital in North India is Centre for Sight, Dwarka

It occupies 90,000 square feet of space.

It comprises six floors and seventeen examination rooms.

There are more than 20 consultation rooms there.

There are 9 modern, technologically advanced modular operation theatres there.

Wing of the Center for Sight Foundation

Our commitment to offer everyone access to high-quality eye care motivates the CFS team. For the economically disadvantaged population, our Dwarka Eye Institute in Delhi has a specially built wing named the CFS Foundation Wing. It enables our group of eye doctors in Dwarka to offer all consultations, operations, and treatments at a reduced cost without sacrificing the standard of care.

Centre for Sight: Committed for Providing Quality Eye Care

Our collection of eye care hospitals has 47 state-of-the-art eye centres spread around the nation. Our eye doctors in Dwarka are committed to treating patients' eye conditions with the highest care and knowledge. CFS is dedicated to upholding and enhancing its illustrious status as one of the top providers of high-quality eye care by combining its over two decades of experience, competent specialists, and technologically sophisticated techniques.

Different eye surgery

Cataract eye surgery

The term "cataract" refers to the natural lens of the eye becoming clouded, which impairs the patient's eyesight. Daily tasks including reading, driving, and far-away observation become challenging as a result. The best location in Dwarka for cataract surgery is Centre for Sight.

The following are typical causes of cataract development:

Age: People over 60 are at an increased risk of developing cataracts.

Exposure:

Overexposure to UV radiation can harm the eyes and lead to cataracts.

Drug-induced:

long-term use of steroids and other prescription medications

Diabetes: Diabetic individuals are more likely to have a cataract

Injury-induced:

An eye injury may result in a cataract or possibly total blindness.

Surgery is the only method available to remove cataracts because there is no specific medication to treat them. Depending on the extent of the

cataracts and the patient's existing eye health, our eye hospital in Dwarka is ready to provide a variety of surgical alternatives.

A variety of cataract examinations are performed by our team of eye doctors in Dwarka, including:

Workup for biometry and intraocular lenses (IOLs)

To determine the required IOL power in the eyes

Using specular microscopy, you can examine the cornea's health and look for any corneal diseases.

OCT Exam:

In order to detect any retinal pathology

B scanning or ultrasound

To assess the condition of the retina and other internal structures

OCT test: To examine the retina for any pathology

Ultrasound or B-scan:

to assess the health of the retina and other internal eye structures

Pentacam Test:

examine corneal abnormalities caused by prior LASIK, PRK, or RK procedures.

We are concerned about your vision and provide our patients with cutting-edge facilities, technology, and services. Our group of eye doctors at Dwarka Center performs two different kinds of cataract removal surgeries:

Femtosecond Laser-Assisted Cataract Surgery (FLACS):

To cut down on the time and energy needed to perform the surgery, the first five processes have been automated. The capsulotomy is exact, the incisions don't need blades, and the cataract is more softer. Cataract

surgery is now safer and more precise thanks to femtosecond laser technology. The most important cataract surgery procedures can be automated to provide little discomfort, optimal accuracy, a speedy procedure, and a quick recovery.

Experience cataract without a blade

The laser works for only 30 to 40 seconds.

increased safety and accuracy

All crucial surgical stages are automated.

improved visual result

Micro Incision Cataract Surgery (MICS):

In this procedure, the natural lens is removed and replaced with an artificial lens through a 1.8mm to 2mm big incision. From the first incision until the fracturing of the lens into smaller pieces for easier removal, the entire treatment is painstakingly carried out by the surgeon. It is a very difficult undertaking that calls for a variety of skills and is generally characterised by the traits listed below:

requires a 2mm or smaller incision.

A foldable IOL is implanted after phacoemulsification, which breaks up a cataract into small pieces.

The "Walk-in, Walk-out" method

No-stitch, no-blood, no-pain surgery

rapid post-operative recovery and healing

Uvea and retinal services

With the right diagnosis and care, many retinal issues are treatable. The Centre for Sight's Retina Department of Excellence provides comprehensive medical and surgical care of complex vitreoretinal diseases with the finest results.

Treatment for diabetic retinopathy

The most serious eye-related consequence of diabetes is diabetic retinopathy. It steals your vision invisibly.

The numerous options for treating diabetic retinopathy are as follows:

Photocoagulation with a laser

injected intravitreal

Vitrectomy

Our range of retinal care services consists of:

modern vitreoretinal operations

Treatment for retinal detachment

Management of diabetic retinopathy

laser retinal surgery

intravitreal injections of anti-VEGF

At CFS, Dwarka, we provide thorough eye examinations utilising the following procedures to identify diabetic retinopathy:

Tests of visual acuity

eye pressure readings

using an ophthalmoscope to view the retina up close

The ophthalmologist may occasionally need more thorough imaging techniques, such as fundus fluorescein angiography (FFA) and optical

coherence tomography (OCT), to determine the severity of the problem and record the specifics of the damage produced by aberrant blood vessels. The newest spectralis technology of OCT & OCT angiography is available at Centre for Sight. Treatment for retinal detachment

If the retina detachment is not quickly fixed, the patient could lose their vision permanently. Even the worst-case situations are successfully handled by our eye doctors in the Dwarka centre.

Age-related macular degeneration therapy

Centre for Sight is well-equipped with infrastructure, cutting-edge medical technology, and a pool of skilled retina specialists.

We provide a range of therapeutic choices, such as:

PDT and laser therapy

VEGF-antibody injections

Combination therapy

Low vision aids

Treatment for uveitis

The type of uveitis must be determined by a thorough eye exam. In order to assist a better evaluation of the problem, ocular drops are typically administered to widen the pupils.

Checking for signs of any more underlying reasons, such as autoimmune diseases, infections, trauma, etc., is equally important. A wide range of tests, including blood tests, X-rays, scans, and others, may be necessary for this. Collaborations between ophthalmologists and other specialists, such as rheumatologists, infectious disease experts, or oncologists, may be necessary for the treatment of specific types of uveitis.

One of India's top treatments for uveitis is provided by our eye doctors in Dwarka.

Optical Services

The most typical corneal conditions are successfully treated by us at Centre for Sight, Dwarka.

Corneal Ulcers

A corneal ulcer is an open sore that can develop for a number of reasons, including infection, extreme eye dryness, trauma, allergies, and insufficient eyelid closure. For corneal ulcers, we offer both medicinal and surgical treatment. A corneal transplant is performed to save the eyes if the ulcer is severe and cannot be cured medically. Transplanting the cornea prevents the infection from spreading to other bodily parts.

Glaucoma therapy

A team of knowledgeable glaucoma doctors at the Centre for Sight in Dwarka is capable of offering cutting-edge glaucoma care. Glaucoma can't undo the harm it does. However, prompt treatment can stop this illness from worsening. We offer extensive glaucoma consultations, and the aim of glaucoma treatment is to lower eye pressure in order to lessen optic nerve damage. Our eye doctors in Dwarka work to protect the patient's vision through treatment, laser surgery, or other procedures.

Squint and paediatric ophthalmology

Children frequently suffer from eye conditions such squint, lazy eye, congenital or paediatric cataracts, and retinopathy of prematurity (ROP). Children's eyes need special care because the eye-brain connections are still developing in this age group. They need a unique strategy and specialised tools for both diagnosis and therapy.

Our skilled paediatric ophthalmology team is knowledgeable in providing eye care for young patients. We make certain that your child gets the absolute finest care available. Eye conditions including strabismus and squints are successfully treated by us.

Our Dwarka location offers the following services in addition to comprehensive eye exams:

Refraction test with dilated pupils

Amblyopia Therapy and Treatment

strabismus operation

corrective lenses for eyes

Oculoplasty and ocular oncology

Both the soft tissues that surround the eye and its internal components are susceptible to cancer. Retinoblastoma, choroidal melanoma, and orbital tumours are a few prevalent types of eye cancer. To prevent, identify, and cure eye malignancies, our eye institute in Dwarka provides a cutting-edge and economical strategy.

For retinoblastoma treatment

Our retinoblastoma treatment facilities include:

Child-friendly daycare and chemotherapy institution

Brachytherapy with plaque

IO transpupillary thermotherapy with a large spot

cutting-edge cryosurgery suite

paediatric digital fundus photography with a wide aperture

FFA for pericular chemotherapy using nanoparticles and image-guided therapy

chemoradiotherapy intravitreal

having use of a blood bank

very targeted intra-arterial chemotherapy

The use of clinical genetics and bone marrow transplantation

The face, orbital, and ocular prosthesis

When all other treatments are unsuccessful, patients might receive ocular, orbital, and face prosthesis at our centre in Dwarka for cosmetic rehabilitation. The scope of work for our ocularistry service includes creating custom facial prostheses, osseo-integrated prostheses, lightweight prosthese, silicone prostheses, custom conformers, hydrogel socket expansion, glue-on and spectacle-mounted exenteration prostheses, and ocular prostheses.

Oculoplastic & Facial Aesthetics

The Centre for Sight in Dwarka provides complete, cutting-edge services for cosmetic surgeries on the face and eyes. To help patients seem younger and better, our skilled ophthalmic and face cosmetic surgeons combine their expertise in cosmetic eye surgery with their

extensive knowledge of ophthalmology. You can rely on our eye doctors in Dwarka to give you the look you've always desired.

We provide all-encompassing care for:

weary and drooping eyes

crow's feet

Deep expression lines and wrinkles

shady circles

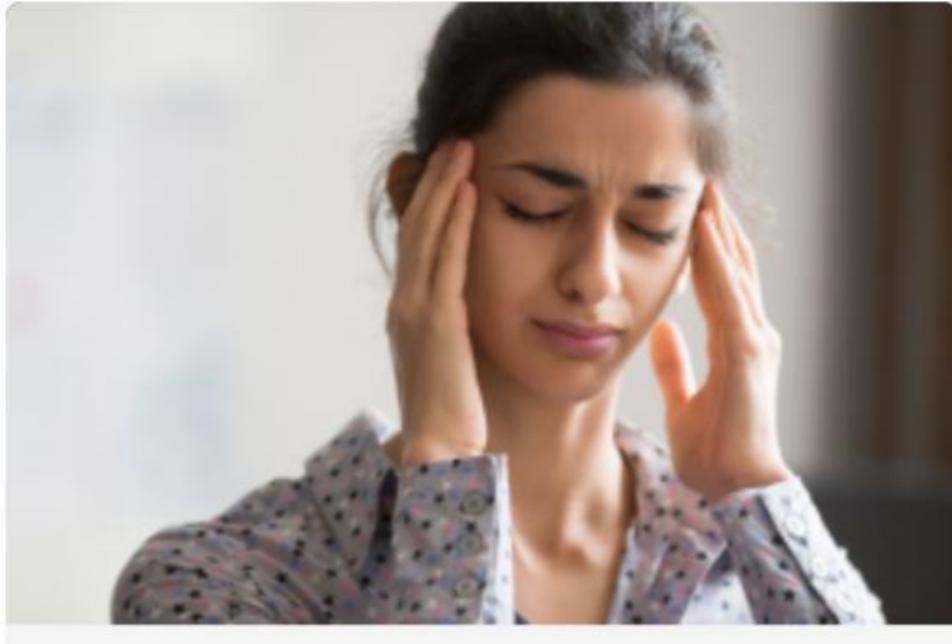
Older eye

Skin changes on the face

Correction of inherited and acquired eyelid, lacrimal system, orbital, and socket abnormalities is provided by the department of ophthalmic and face plastic surgery. The procedures available at the Centre for Sight, Dwarka, include ptosis surgery, brow lifts, upper and lower blepharoplasty, Botox

When there aren't enough good tears to moisten the eyes, a person has dry eye. It is a frequent and persistent eye condition. Tears lubricate the eyes and lower the risk of infection by clearing away any foreign objects that may have gotten into them. Visit the Centre for Sight in Dwarka, which provides thorough eye care and treatment for dry eyes, if you feel irritated, scratchy, or burning eyes, as well as blurred vision.

Neuro Ophthalmology



The Center for Sight has one of the top teams of specialists to identify and address the most prevalent neuro-ophthalmological issues, such as:

ocular neuritis

Myasthenia gravis of the eye

a vision-impairing brain tumour

Pseudotumor Cerebri

Other prevalent conditions brought on by problems with eye motility and pupillary health

Thyroid eye disease



The neuro-ophthalmologists at Centre for Sight frequently collaborate with skilled neurosurgeons, neurologists, and radiologists to offer patients the good care and cutting-edge treatment. Our eye institution in Dwarka has cutting-edge technology that aids in the diagnosis of numerous complex neuro-ophthalmic diseases. These amenities include some of the following:

SCOPE OF THE Study

Main causes rising demand for hospital services is the increased popularity of lifestyle shows that go hand in hand with rising propriety. Other variables that contribute to the accessibility of health services include rising costs and greater availability of health insurance. With the growth of corporate hospital chains that offer tertiary healthcare services in the major towns and cities, inadequate public investment in health

infrastructure gives private hospitals the chance to take a significant market share.

OBJECTIVES OF THE STUDY

The project has been undertaken in order to get a thorough understanding of the ideas, procedures, strategies, and problems associated with managing human resources in order to make it easier to hire, retain, and advance a motivated force inside a business.

The main objective for conducting this research was to study about employee attrition specifically in the healthcare sector.

To study the attrition management at center for sight hospital that is, what all retention tools they use in order reduce the attrition rate, what is the attrition level in healthcare sector, level of attrition in various department.

The aim is mainly to find the major causes of attrition and provide solutions to control or prevent employee attrition.

1. To get the practical knowledge of the practices and functioning of human resource department.
2. To study about the healthcare sector.
3. To gain knowledge about employee attrition.

4. To study about employee attrition in healthcare sector.
5. To study the attrition management at Centre for Sight
6. To examine the attrition rate in healthcare sector.
7. To analyze the main reasons/causes of attrition.
8. To analyze attrition level in different departments.
9. To examine the root cause of attrition and provide recommendations.

3. RESEARCH METHODOLOGY ¹⁷ OF THE STUDY

3.1 RESEARCH DESIGN

The problem is investigated via descriptive research. Researchers must specify the conceptual framework in which their research will be done. The goal of study design is to make it possible to gather pertinent data with the least amount of time and effort. The research methodology was used in this report to gather data from the internet, books, news articles, questionnaires, etc.

Several data sources were employed for this project study's execution. Primary and secondary data of different types were utilised.

A scientific approach to solving research difficulties is through research technique. It can be viewed as a science that studies how scientific research is conducted; in it, we look at several approaches that researchers typically take while analysing their research challenges. It is essential that researchers understand methodology in addition to research methods/techniques. The range of research techniques goes beyond those research techniques.

3.1.1 SCALING METHOD

Likert Scale: A method of measuring attitudes that enables respondents to express how strongly they concur or disagree with precisely crafted

phrases that range from extremely favourable to extremely unfavourable toward an attitude-related item.

Rating

- | | | |
|---|--------------------|-------------------------|
| 1 | – Highly Satisfied | 3 – Dissatisfied |
| 2 | – Satisfied | 4 – Highly Dissatisfied |

3.1.2 SAMPLING METHOD

Random sampling.

18 3.2 DATA COLLECTION-PRIMARY & SECONDARY DATA

A Research can be done on the basis of the data collected and the data can be collected in mainly two ways either through primary data or secondary data.

3.2.1 Primary Data: Primary data are information that was first gathered during an investigation or research project..

7 Primary data may be obtained by the following methods:

- Direct personal Interviews
- Indirect oral investigation
- Information from correspondents
- Mailed questionnaire method

3.2.2 Secondary Data:Data that are important to one person become less important to another.

The sources of secondary can be obtained under two heads:

- Published Data
- Unpublished Data

In the above Research problem, the data for research has been collected from the primary as well as secondary sources like questionnaire, internet, Magazines, Newspapers etc.

Inclusions

All the employees who left the organization

Exclusion

Employees who are still working in organization

3.3 SAMPLE DESIGN:

² An established strategy for drawing a sample from a certain population is known as a sample design. It alludes to the method or process the researcher would use while choosing the items for the sample. The sample's size, or the number of objects that will be included in the sample, may also be specified in the sample design. Before the data are gathered, a sample is chosen.

Population- The sample consisted of employees resigning the organization.

Sample size- Sample size in this project is 30.

Sampling method- Random sampling method is used in this project.

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3.4 METHOD OF DATA COLLECTION:

Method of data collection in project is both primary and secondary. Questionnaire were filled by the individuals (professionals) which were chosen by random sampling method

Instrument of data collection- Data is collected through questionnaire. This procedure entails sending a questionnaire to the relevant parties and asking them to complete it and return it. There are specific, concrete, and predetermined questions in structured questionnaires.

Nature of Questions used in the Questionnaire

1. Open-ended and closed ended
2. Multiple-choice Question

3.5 TOOLS TECHNIQUES

Average mean method is used to analyze the questionnaire.

3. CAUSES FOR EMPLOYEE ATTRITION

According to a poll, there are many causes of employee churn.

1. A better pay package at a different employer
2. Optimal operating circumstances

3. Prospects for expansion in a new business
4. Change of Location
5. A better Boss in the new business
6. The brand identity of the new business

4.2 RETENTION SUCCESS MANTRAS



1. Transparent Work Culture

An open-minded and transparent workplace culture is essential for retention of employees in today's fast-paced corporate environments where employees are always working to accomplish business goals within time constraints.

A lot of time spend by compines and money on staff education and training. When people quit, especially in the middle of a major project or business effort, it has a significant negative impact on these companies. Although most employees would rather remain with the same company and devote their time and resources to improving themselves, the primary reasons why they quit are stress and dissatisfactions related to their jobs.

One of the main catalysts for encouraging accountability, trust, communication, responsibility, pride, and other positive behaviours is a transparent workplace .workerss in an open workplace are thought to regularly communicate with one another and exchange ideas and concepts before they fully develop into full-fledged conceptions. It encourages employees to take responsibility for themselves and for their fellow coworkers,

which progressively fosters pride and confidence. More importantly, transparency in the workplace inhibits work politics, which frequently obstructs company goals as individuals begin to pursue their own ambitions at the price of the growth of the business as a whole.

The company's most important asset is its workforce. Employees are more likely to leave a job if they can't reach their full potential, aren't heard, and aren't treated with respect. A strong, dependable workforce with fresh ideas for the company's growth benefits the business in a transparent environment where employees feel a sense of accomplishment and belonging.

2. Quality of Work

Any organization's ability to attract, engage, and retain talent is key to its success. Organizations need to be more adaptable if they want to attract and retain a talented staff. Organizations must therefore handle employees' work-life difficulties in order to keep them on board.

A person's quality of work life is influenced by a variety of elements, including the task at hand, the physical workspace, the social climate within the organisation, the administrative structure, and the relationship between work and personal life.

3. Supporting Employees

Nowadays, businesses want to safeguard their most important and precious asset, and they want to do so in a way that best fits their corporate culture. Keeping staff is a challenge. Employers can help their staff members by fostering a culture of trust and instilling the company's ideals in them.

Direct or indirect support from management is available to employees. They directly offer assistance with dealing with emotional problems, stress management, and personal growth. Management can assist staff members indirectly in a number of ways, including:

Control staff churn: Productivity throughout the entire company is impacted by employee churn. Thus, controlling turnover becomes a

crucial task. It is possible to prevent attrition by taking a proactive approach. Plans should be drafted beforehand and indented when the time arrives

- **Become a top employer:** What qualifies a business as a top employer? Is it the benefit it provides or the pay it delivers to its staff members? Or is it determined by how much they value their employees or by how satisfied their customers are? Following a road map that outlines your brand's future requires working toward becoming an employer of choice.
- **Involve the new hires:** It has been reported that freshly hired staff are the least involved in the company. Keeping them interested is a crucial effort. Before they get disinterested in the company, the Center for Sight Hospital should make use of the fresh talent.
- **Increase employee engagement:** Employee engagement, not employee contentment, is the key to measuring an organization's productivity. When workers demonstrate a desire to stick with the company and adopt a favourable attitude toward it, the company is said to be engaged. High levels of engagement are also correlated with employee satisfaction. Consequently, firms should strive to increase employee engagement.
- **Coaching and mentoring:** Bosses should offer effective coaching to workers whose performance at work suffers as a result of strained interpersonal relationships or a lack of interpersonal skills.

4. Feedback

The employee and his management can communicate with one another through feedback. We refer to feedback as the quantity of information given to employees on how well or how poorly they have performed. It is a conversation between a manager and a worker.

This serves as a means of disseminating knowledge concerning the performance. It identifies both areas of strong employee performance and those that need development.

Employees may receive either favourable or negative feedback from their managers. The employee can evaluate his performance and pinpoint areas for development with the aid of this feedback.

Managerial pleasure is communicated through positive feedback. Positive reinforcement for successful work enhances staff morale and causes performance to improve to a better productivity level. Positive feedback is thought to be the only kind of feedback that results in performance above the bare minimum acceptable level.

Non positive feedback unmistakably conveys the manager's displeasure. Negative criticism, on the other hand, occasionally motivates an employee to work harder to enhance his performance. Even yet, they are quite uncommon. Additionally, this benefit is just temporary.

Some bosses don't offer their staff any form of feedback at all. Employees may assume they are working productively or that the manager is happy with their performance if there is no feedback. According to studies, performance tends to stay the same or even declines without feedback is provided.

4.3

4.3.1 HOW ATTRITION IS CALCULATED AT CENTRE FOR SIGHT

Opening balance of employees + number of employees joined-
Employees left)

100

Average Monthly attrition= 4.23%

5. ANALYSIS AND INTERPRETATIO

This chapter, which serves as the project's major body, is concerned with the analysis of the data.

A questionnaire with five major questions along with sub parts is designed.

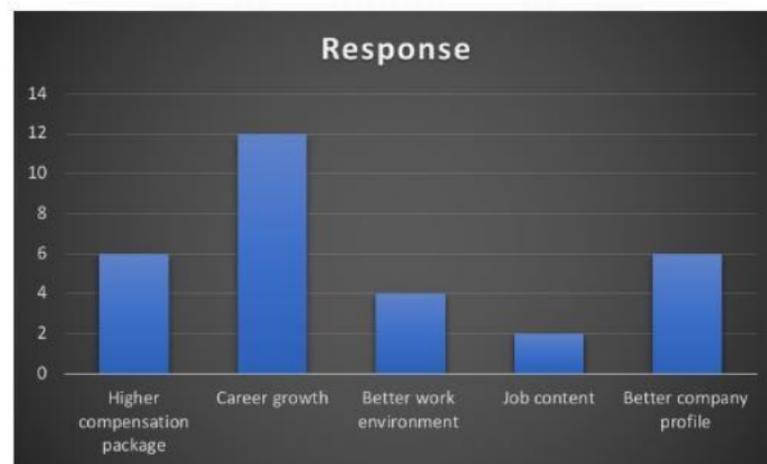
Likert's scale with factors- Highly Satisfied (HS), Satisfied(S), Dissatisfied (D), and Highly Dissatisfied (HDS) have been used. Also, an open-ended question is included in for employees feedback.

Random sampling was utilised to select a sample size of 30 people from the population (workers) who were quitting their jobs. The tool and technique used in order to analyze the data have been- Average mean method.

Question 1. Why did you join this present organization(hospital)

REASON	RESPONSE	PERCENTAGE%
Higher compensation package	6	20%
Career growth	12	40%
Better work environment	4	13%
Job content	2	7%
Better company profile	6	20%

Reason for joining



High compensation
Career growth
Better work environment
Job content
Better company profile

Analysis:

20% joined because of higher compensation package.

Rest: 40% of employees 40% because of career growth.

13% because of better work environment. .

7% because of job content.

20% because of better company profile.

A

Question 2. When after joining your organization did you first think of leaving?

PERIOD	RESPONSE	PERCENTAGE%
0-6 months	12	40%
6-12 months	10	33%
12-18 months	2	7%
> 18 months	6	20%



- 0 to 6 mon
- 6 to12 mon
- 12 to18 mon
- Above 18 mon

Analysis:

40% thought of leaving within 0-6 months.

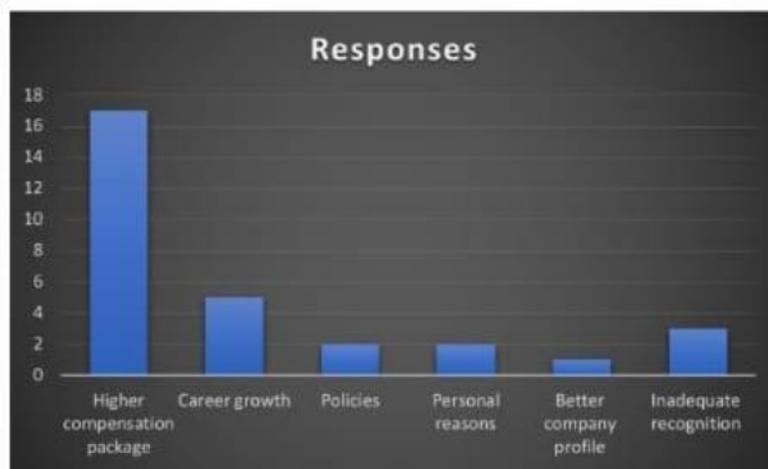
33% of them thought in 6-12 months

7% of employees in 12-18 months.

20% of them after 18 months.

Question 3. What are your major reasons for leaving your current o

REASONS	RESPONSE	PERCENTAGE%
Higher compensation package	17	57%
Career growth	5	17%
Policies	2	6.5%
Personal reasons	2	6.5%
Better company profile	1	3%
Inadequate recognition	3	10%



Analysis :

57% are leaving because of higher compensation

17 % because of career growth.

3% because of better company profile..

6.5% of them because of policies.

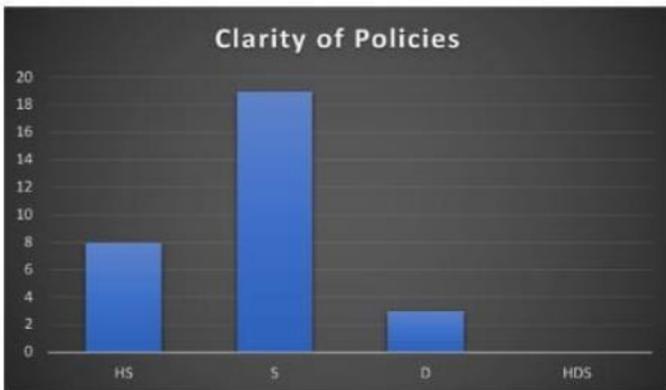
6.5% of employees because of personal reasons.

10% of them because of inadequate feedback.

4. Please comment on how satisfied you were on follow with while you worked in organization.

HS-highly satisfied, S-satisfied, DS-dissatisfied, HDS- highly Dissatisfied

CLARITY OF POLICIES	RESPONSES	PERCENTAGE%
HS	8	27%
S	19	63%
D	3	10%
HDS	0	0%



Analysis:

27% HS.

63% S .

10% DS

0% HDS

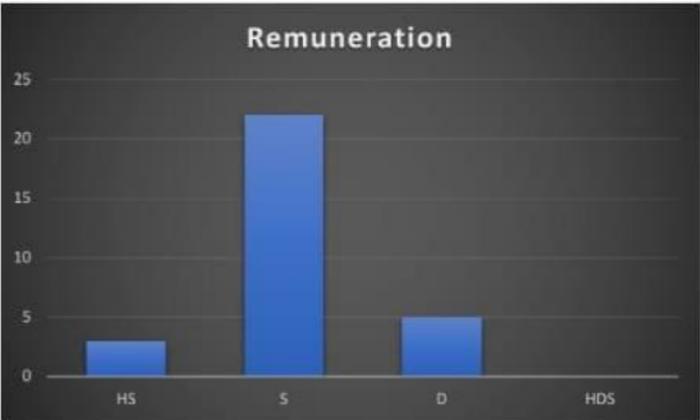
(b) Remuneration

REMUNERATION	RESPONSE	PERCENTAGE%
HS	3	10%
S	22	73%
D	5	17%
HDS	0	0%

Analysis: :

10% HS

73% S

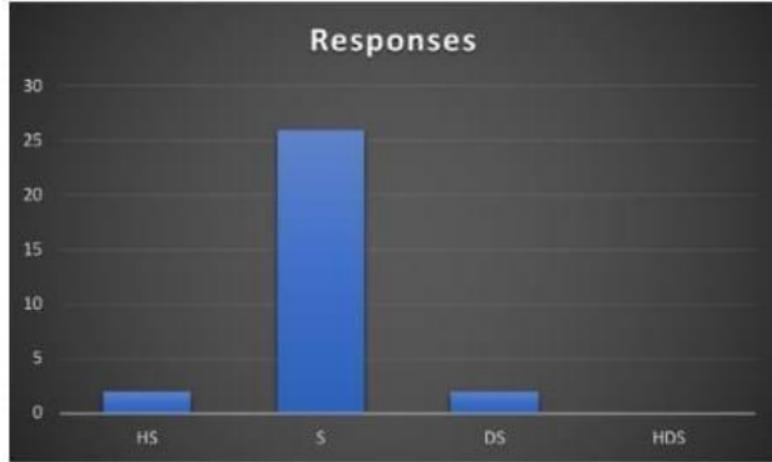


17% DS

0% HDS

© **Job content**

JOB CONTENT	RESPONSES	PERCENTAGE%
HS	2	7%
S	26	86%
DS	2	7%
HDS	0	0%



Analysis:

:

7% HS

86% S

7% DS

0% HDS

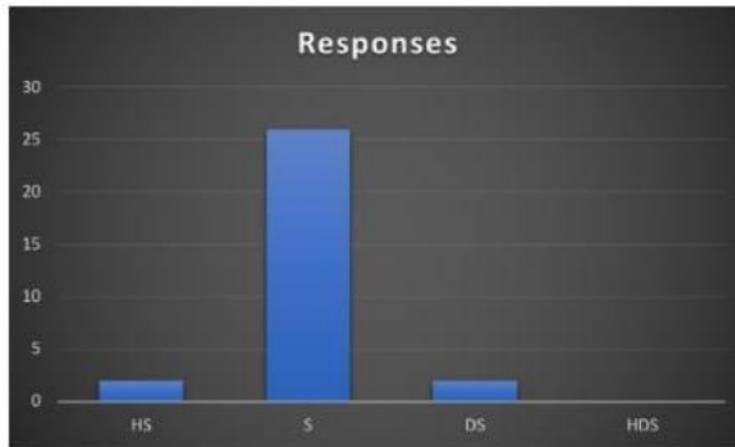
:

Organization Communication

ORGANISATION COMMUNICATION	RESPONSES	PERCENTAGE %
HS	1	3%
S	17	57%
DS	12	40%
HDS	0	0%

Analysis:

:



Analysis:

:

3% HS.

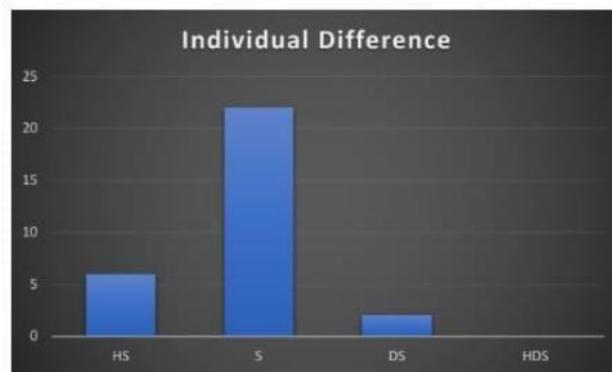
57% S

40% DS

0% HDS .

(f) Respect for individual difference

RESPECT FOR INDIVIDUAL DIFFERENCES	RESPONSES	PERCENTAGE %
HS	6	20%
S	22	73%
DS	2	7%
HDS	0	0%



Analysis: :

20% HS

73% S

7% DS

0%HDS

(g) Performance management/ feedback system

Feedback system	RESPONSES	PERCENTAGE %
HS	3	10%
S	18	60%
DS	9	30%
HDS	0	0%



Analysis:

:

10% HS

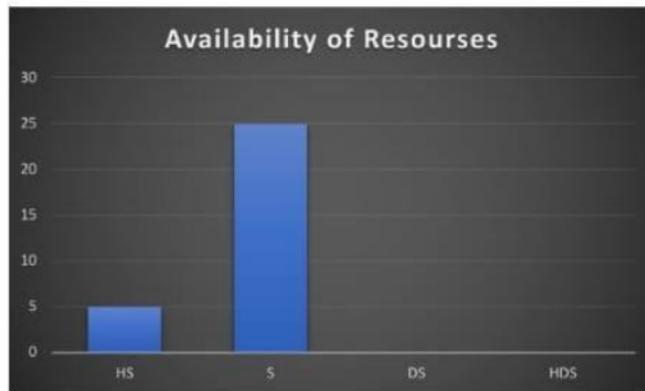
60% S

7% DS

0% HDS

(h) Availability of resources

Availability of Resources	RESPONSES	PERCENTAGE %
HS	5	17%
S	25	83%
DS	0	0%
HDS	0	0%



Analysis:

:

17% HS

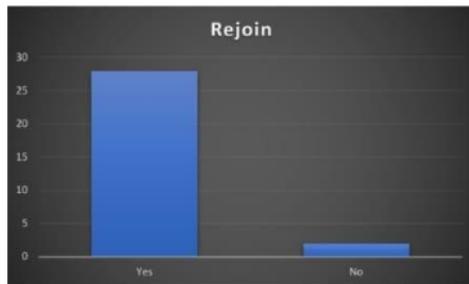
83% S.

0% DS

0%HDS

Question.5 Given the opportunity; would you like to rejoin the current institution?

OPTION	RESPONSES	PERCENTAGE%
Yes	28	93%
No	2	7%



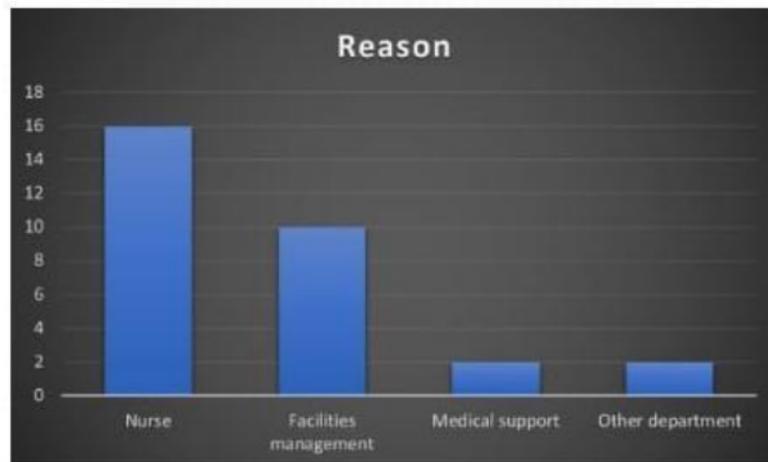
Analysis:

93% JOIN

7% DON'T JOIN

Level of attrition Department-wise analysis

Department	Reason	Percentage
Nurse	16	53%
Facilities management	10	33%
Medical support	2	7%
Other department	2	7%



Department wise analysis

Analysis: :

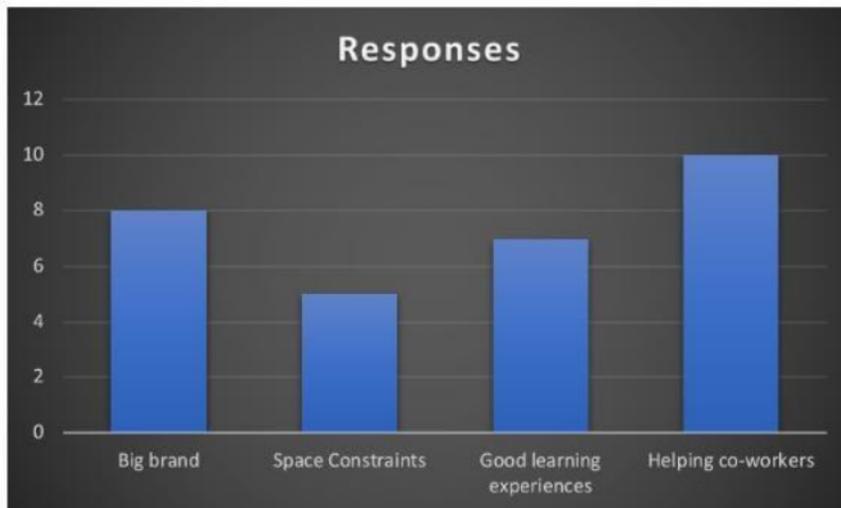
53% Nursing department
: 7% in medical support
33% in the facilities management department.

7% in another department

Level in the nursing department.

Question 6. Please feel free to tell us more that may not be covered above.

FEEDBACK RESPONSES		PERCENTAGE
		%
Big Brand	8	27%
Space Constraints	5	17%
Good Learning Experience	7	23%
Helpful Co-workers	10	33%



Analysis:

27% of employees consider a big brand.

17% of employees find space constraint

23% consider it as a good learning experience.

33% of employees find their co-workers helpful.

6. FINDINGS AND RECOMMENDATIONS

6.1 FINDINGS

1. Very less number of employees have joined their organization because job of content.
2. Lot of people plan to leave their organization within 6 months of joining.
3. Most of the Employees are leaving their organization due to higher compensation package.
4. A number of employees are not clear with the policies and practices of the organization.

5. Many employees are dissatisfied with their salary/ remuneration.
6. Working condition can be another factor of attrition.
7. Poor organization communication.
8. Some employees feel that respect for individual differences is not taken into consideration.
9. A few employees are dissatisfied with the performance management.
10. Major attrition takes place at in nursing department.
11. Space is a major problem in the unit.

6.2 Recommendations

1 Provide competitive pay that is fair. Offering below-market salaries increases the likelihood that employees may look for work elsewhere considerably more than offering fair compensation alone does. Conduct regular reviews of the pay you provide for all job titles—entry-level, experienced staff, and supervisory level—if you want to keep employees.

2 Keep in mind that advantages are also significant. Benefits are significant even if they are not the main factor in keeping employees with a company.

3 Your administrative staff, managers, and supervisors should receive training. It cannot be emphasised enough: Bosses, not businesses, determine whether employees stay or leave. Employee satisfaction depends heavily on the manager-employee interaction. Give them the instruction they require to gain effective leadership and management abilities.

4 Roles and responsibilities should be precisely stated. For each title or position in your department, provide a written job description. Ensure that your staff is aware of the daily expectations.

a. Present sufficient prospects for promotion. Implement a career ladder and make sure staff members are aware of the requirements for receiving promotions to promote employee loyalty. Conduct regular performance assessments to pinpoint employees' strong points and areas for development.

5 Assign responsibility for retention to someone. Calculate your turnover rate and assign someone the task of lowering it. Too many workplaces don't do much to promote employee retention because no one is held responsible when workers quit.

- 6 Gather feedback from employees using surveys. ¹³ If you don't ask, you won't know what's wrong or right. Regularly administer anonymous employee satisfaction surveys to get a feel for how things are going at work. One suggestion is to find out what employees want to see more of and less of.
- 7 Encourage a culture of cooperation. Building an effective team requires work, but the rewards include higher morale, better resource management, enhanced production, and better customer service. ¹ Here are a few ideas to foster a team environment in your department:
- 8 Ensure that everyone is aware of the department's objective, mission, or purpose.
- 9 Encourage, participation and the sharing of ideas.
 - a. Based on the skills of your staff, rotate leadership duties.
 - b. Ask employees for their input and participation in decision-making.
- 10 Ensure that everyone is aware of the department's objective, mission, or purpose.
 - a. ⁹ Encourage discussion, participation and the sharing of ideas.
 - b. Based on the skills of your staff, rotate leadership duties

- 11 Employers should be asked to participate in decision-making.
- 12 Allow for enjoyment. Celebrate accomplishments and note significant dates. The reasons why your business is a terrific place to work will be brought up at potluck meals, birthday celebrations, employee outings, and creative competitions.
- 13 Create a departmental mission statement. Everyone likes to believe that they are making progress toward something important and useful. Create a departmental purpose statement with your team, then put it online for all to see. Make sure the staff is aware of the value of their participation.
- 14 Give students a selection of assignments. Find out what your staff members are good at, and then encourage them to expand their skill sets. Encourage him/her to take the helm at a staff meeting or to conduct a poster session on a noteworthy case. Do you know someone who enjoys organising and arranging events? Request that he arrange an open house for the department. Do you know a sharp thinker? Request that they collaborate with a vendor to create specialised application training for a new piece of machinery. A diversity of difficult tasks keeps the workplace dynamic and stimulating.
- 15 Be honest when you speak. When managers are seen as being transparent with them about important issues, employees are more loyal to a company. Are there

plans for a corporate merger? Is a significant growth anticipated? Your staff will be more committed if they hear it directly from you rather than via the evening news.

16 Promote learning. Give your workers the chance to develop and learn. Reimburse them for attending classes, seminars, and business meetings; talk with them about recent journal papers; and ask them to investigate a fresh scheduling strategy for the department. You can build an enthusiastic, motivated, and dedicated workforce by encouraging each employee to master at least one new skill each week.

17 Flexible. Employees today often have responsibilities for children, ageing parents, chronic health concerns, and other matters in addition to their work obligations. They will remain loyal to employers who make their life easier by providing on-site childcare facilities, on-site dry cleaning and hair services, flexible work schedules, part-time jobs, job-sharing, or similar activities

18 Create a successful orientation programme. Implement a rigorous orientation programme that lasts at least three weeks and offers a comprehensive explanation of each

19 A brief introduction to other departments and the area of your department. Assign a senior employee to serve

as the new employee's mentor during the orientation phase.

20 Provide the best tools and resources to your staff.

Nobody wants to work with outdated or frequently malfunctioning equipment. Maintain your equipment appropriately, and update your hardware, software, and computer systems on a regular basis. Don't forget to give your staff the best supplies you can afford.

Although cheap, leaky pens may appear insignificant, they can raise workers' stress levels in general. So make sure the workers have the right tools.

21 21 Make it clear to your staff that you cherish them.

Recognize exceptional accomplishments quickly and openly, but also take the time to acknowledge the numerous smaller contributions that your staff members make on a daily basis to the organization's mission.

Remember that these are the folks who enhance your reputation.

CONCLUSION

Employee churn is a very serious issue.. Attrition rate is increasing day by day.

Nursing is one of the departments which have high attrition level. The main reason behind most people joining the organization has been career growth and not job content. People generally tend to leave the organization within the probation period of their job.

Another reason behind employees leaving the organization is their dissatisfaction with the pay package or in scope of higher pay package in other organization. Mostly people are not clear with the people policies.

Employees are also dissatisfied with the working condition and space can be considering a major constraint. Respect for individual differences is really important for employees. The performance management system should be transparent and unbiased. The employees should be provided with proper resources and equipment.

The positive side is that employees feel happy and motivated while working with good brands. Moreover, the employees find their co-workers very helpful and co-operative. People find the overall organization communication quite satisfactory.

Although the attrition rate cannot be entirely eliminated, it can certainly be reduced.

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