Dissertation

at

IIHMR, Delhi

Exploring Nurse Attrition Among Care Providers in Private Hospitals- A Systematic Review

by

Sakshi Chauhan

Enrolled No: PG/22/099

Under the guidance of

Dr. Pijush Kanti Khan

PGDM (Hospital and Health Management)

2022-2024

International Institute of Health Management Research, New Delhi

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Sakshi**, student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at **IIHMR, Delhi** from **01/03/2024** to **03/06/2024.**

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The Internship is in fulfillment of the course requirements.

I wish him all success in all his/her future endeavors.

Dr. Sumesh Kumar
Associate Dean, Academic and Student Affairs
IIHMR, New Delhi

Mentor · Dr. Pijush Kanti Khan.

IIHMR, New Delhi

FEEDBACK FORM

Name of the Student: Sakshi

Name of the Organization in Which Dissertation Has Been Completed: IIHMR, Delhi

Area of Dissertation: Hospital

Attendance: 100%.

Objectives achieved: Obtained knowledge & Experience about Nurse Attrition in Private Hospital.

Deliverables: Requirement Management, User Research

Strengths: Hard-working, Consistent, persiverance, Leadership.

Suggestions for Improvement: To Enhance the knowledge & interest in Public health.

Suggestions for Institute (course curriculum, industry interaction, placement, alumni):

Signature of the Organization Mentor (Dissertation)

Dr. Pijush Kanti Khan.
Assistant Professor.
IIHMR, Delhi.

Date: 22/7/24
Place: IIHMR, Delhi

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CERTIFICATE ON PLAGIARISM CHECK

Name of Student (in block letter)	Dr./Mr./Ms.: _SAKSHI_		
Enrollment/Roll No.	PG/22/099	**Batch Year**	2022-2024
Course Specialization (Choose one)	Hospital Management	Health Management	Healthcare IT
Name of Guide/Supervisor	Dr./ Prof.: Pijush Kanti Khan		
Title of the Dissertation/Summer Assignment	Exploring Nurse Attrition care providers in private hospital		
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Certificate from Dissertation Advisory Committee

This is to certify that **Sakshi**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. He/ She is submitting this dissertation titled **"Exploring Nurse Attrition among Care Providers in Private Hospitals - A Secondary Review"** at **"IIHMR, Delhi"** in partial fulfillment of the requirements for the award of the **PGDM (Hospital & Health Management)**.

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This is to certify that the dissertation titled **"Exploring Nurse Attrition among care providers in Private Hospitals – A Secondary Review"** is submitted by **Sakshi** , Enrollment No. **PG/22/099** under the supervision of **Dr. Pijush Kanti Khan** for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from **1ST March 2024** to **03RD June 2024** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Sakshi
Signature

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This dissertation would not have been possible without the support, guidance, and encouragement of many individuals and institutions.

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I feel to acknowledge my indebtness and sense of gratitude to Mrs. Sakshi Garg, Ex-Manager Human Resources whose Guidance and supervision given to me throughout the course of my internship as well as providing the necessary the information regarding the project which shaped the present work as it shows.

I will make every effort to use newly learned skills and knowledge as fully as is practical to attain my planned professional goals. I would like to extend my gratitude to Dr. Sumesh Kumar, Associate Dean Academics.

TABLE OF CONTENTS

LIST OF ACRONYMS/ ABBREVIATIONS

1) RN- Registered Nurses

2) GNM- General Nursing and Midwifery

3) B.Sc. - Bachelor of Sciences (Nursing)

4) FTE- Full-time equivalent

5) HR- Human Resource Management

ABOUT THE ORGANIZATION

BHAGWAN DAS HOSPITAL

Introduction

Bhagwandas Hospital Sonipat Haryana. Multispecialty Hospital Located in Block – E, Sector-18, Omaxe City, Sonipat, Haryana-131001, operational since 2019.

Bhagwan Das Hospital is a healthcare provider, par excellence, fast establishing itself as a global industry model in the tertiary healthcare system of India. Operating since 2019, this 200 + bedded Multi- Super Specialty hospital, located in Block – E, Sector-18, Omaxe City,

Sonipat, Haryana-131001. Bhagwan Das Hospital is a multi-super specialty tertiary care healthcare facility, delivering world-class healthcare, at an optimum cost. We aim to deliver Affordable, Accessible, and Accurate healthcare to all sections of society, without bias. With prominent doctors from across the globe all under one roof, the cutting-edge infrastructure of global standards in radio diagnosis, research, and clinical practices, and the latest revolutionary and technological advancements, Bhagwan Das Hospital is ready to set new benchmarks in medical care.

## Offer great world-class treatment for all types of specialties:

- General medicine
- General surgery
- Obstetrics and genecology
- Paediatrics
- Laparoscopic surgery
- Physiotherapy
- Neurology
- Orthopaedic
- Cardiology

Other Specialities-

Nephrology, Pulmonology, ENT, Mental Health & Behavioural Sciences, Liver & Digestive Diseases institute, Bone and Joint, Dentistry, General Surgery, Ophthalmology, Paediatric cardiac surgery, cardiac surgery, Diabetology, Endocrinology, Internal medicine, critical care medicine, vascular surgery, Kidney and urology institute, Minimally invasive cardiac surgery,

TAVR , Neurology, Interventional cardiology, organ donation, Radiology, preventive health checkup, physiotherapy, Nuclear medicine, Blood bank, Insomnia Clinic, Minimal Access Bariatric, GI surgery, Oncosurgery, Heart transplant, Preventive medicine, Plastic and cosmetic surgery, rheumatology, Organ transplant, anaesthesiology, electrophysiology, Advanced Heart failure programme.

Organizational values

Patient Centricity ⟷ **Integrity**

Teamwork ⟷ **Ownership**
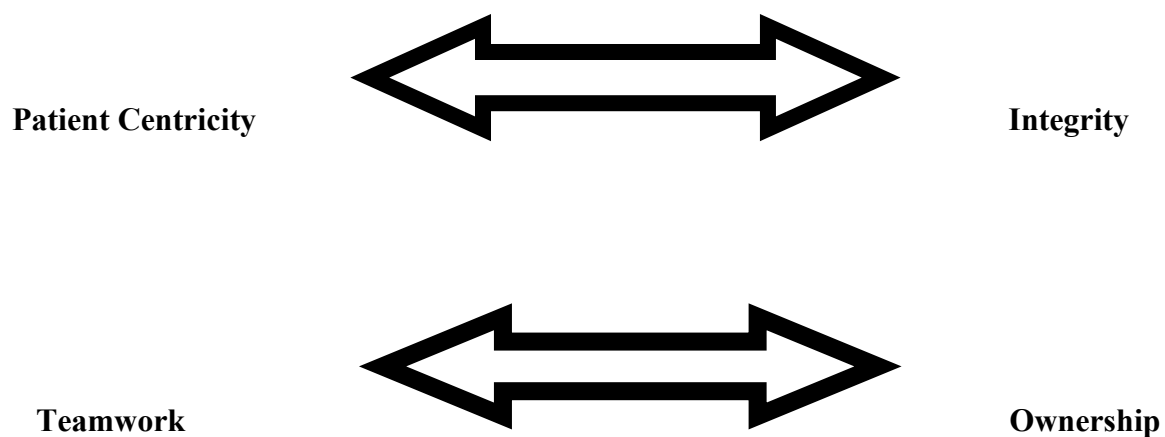
Problems & Issues in the Department
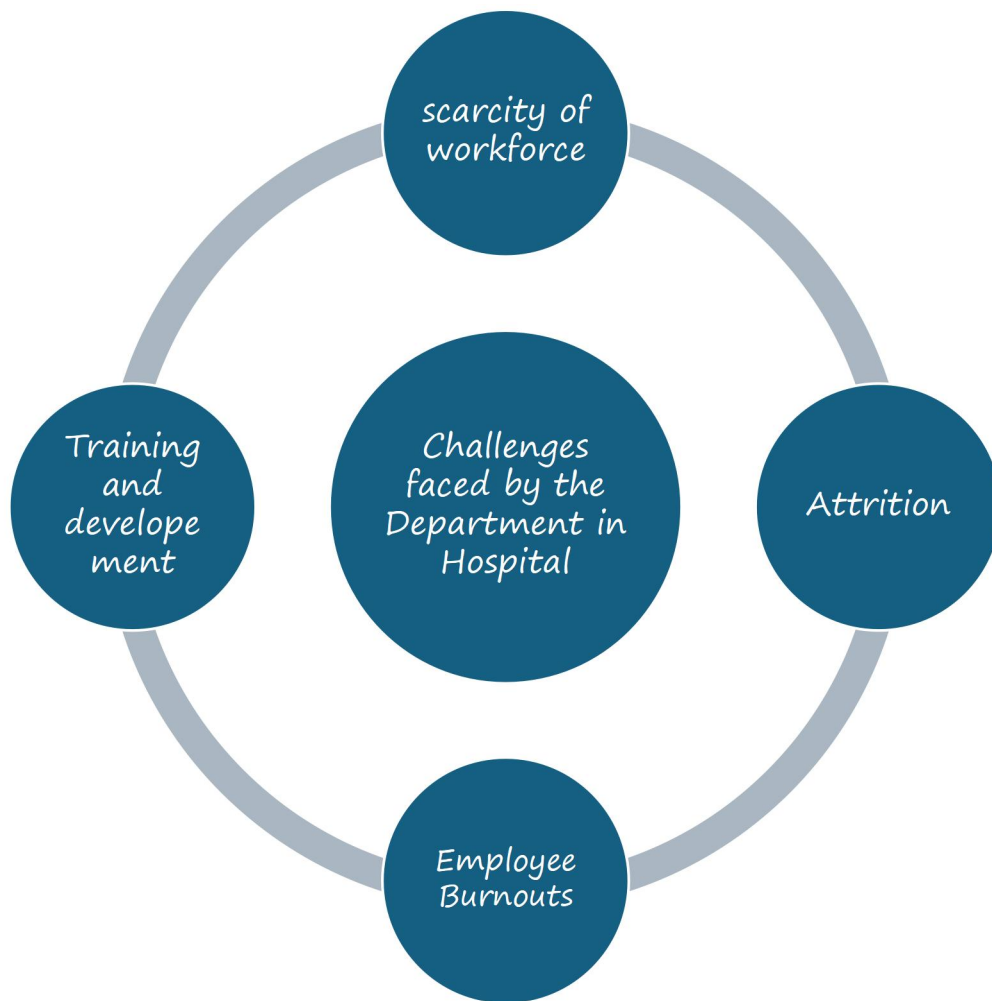
 Attrition rate- Attrition is too high when it comes to nurses. The other categories of staff too face attrition which create loss in manpower.

Employee Burnouts-The major challenge of HR in hospital is to help overcome employee burnouts and maintain the employees 'productivity

Training & Development- Planning and arranging regular and periodic training and development sessions for such a huge workforce of different categories of staff starting from medical, non-medical, administrative, supportive

Scarcity of Healthcare professionals- Shortage of Healthcare Professionals like Physicians, Nurses. This shortage is a major challenge in HR starting from recruitment, selection, training, performance monitoring.

FLOW OF DEPARTMENT

Human Resource Department

It Is Responsible for an array of personal needs that both employers and employees come across. The role of this department to handle all areas of Operations that are employee related.

Main Functions of this department in the Hospital are: -

- Recruitment

- Employee orientation

- Leave management of the employee

- Employee benefits and compensation management

- Training and performance assessment

- Human resources information and payroll

- Staff morale and retention

- Maintaining the code of conduct of the hospital staff

- Rewards and recognition for performers

- Compliance and legality

- Professional development programs which include business communication, patient service training

An HR department is an essential component of any business, regardless of an organization's size. It is tasked with maximizing employee productivity and protecting the company from any issues that may arise within the workforce.

HR responsibilities include <u>compensation</u> and benefits, recruitment, retention, firing, and keeping up to date with any laws

HR Activities-

- Managing and using people effectively

- Tying performance appraisal and compensation to competencies

- Developing competencies that enhance individual and organizational performance

- Increasing the innovation, creativity, and flexibility necessary to enhance competitiveness

- Applying new approaches to work process design, <u>succession planning</u>, career development, and inter-organizational mobility

- Managing the implementation and integration of technology through improved staffing, training, and communication with employees

Observation / Learning

Timely audits and review meetings are immensely helpful to get an idea of the Departmental issues, achievements and shortcomings-

- Training and Development sessions are made mandatory for staff to have a better orientation of their area of work

- Performance Appraisal is a critical and sensitive process that immensely effects the employee turnover

- Induction programmes create a huge impact on the new joiners

- Work life balance assess how the job impacts personal life and family commitments.

- Review policies and practices related to staff retention and recruitment to identify areas for improvement.

Project Undertaken other than Dissertation-

Nursing Recruitment

- Preliminary interview

- Selection tests

- Employment Interview

- Verification

- Selection Decision assisted the assistant Chief of Nursing

- Physical Medical Check-up initiation

- Job Offer

- On-Boarding

- Contract of Employment

- Evaluation of Selection Programs

During recruitment process-

➢ While recruiting nurses, the job description should include specific qualifications, expected duties, and any unique aspects of the nursing position.

➢ A positive workplace culture is a key factor in nurse recruitment and retention. Highlight aspects like teamwork, respect, support from management, and opportunities for professional growth in your recruitment materials.

➢ Continuous learning opportunities are highly valued in the nursing profession. Offer access to conferences, workshops, and courses for ongoing education.

➢ Incentives can range from monetary bonuses to extra vacation days for employees who refer successful hires. This approach not only taps into the networks of your current staff but also brings in candidates who are likely to fit well with your organization's culture

➢ Recognizing the demanding nature of nursing, offer flexible scheduling options as a key benefit. This can include self-scheduling systems, part-time positions, or flexible shift lengths.

PROJECT WORK

Title of the Study

"Exploring   nurse attrition among care providers in private hospitals"-A Systematic Review

ABSTRACT

Background: -The purpose of this study was to determine and discuss nurse retention methods that are connected to nursing turnover intention. This review made use of the Systematic Review design. The following six databases provided the data: SciSearch, EBSCO Cinahl, ProQuest, Science Direct, JSTOR, and Sage Journals between 2012 and 2017.Key terms utilized in this review consist of a scarcity of nurses, nurses, retention, and goal of turnover. papers that were found using the PICOS framework. Paper selection derived in three steps from the PR ISMA model. The first stage was chosen after considering the abstract, entire paper, and title.22 studies made up the total number of chosen papers, and a few retention tactics pertaining to nurse turnover were found. Retention tactics encompass five categories plus (1) a supportive work atmosphere; plus (2) leadership; plus (3) nursing staffing; plus (4) orientation, mentoring, and preceptorship; plus (5) professional development.+ Positive work environments and leadership are the primary takeaways from those 22 different kinds of studies

Methodology: -Using a thorough search approach across key healthcare databases, the study's methodology focused on peer-reviewed journal articles, systematic reviews, and pertinent grey literature. The following keywords were used to search the literature: patient outcomes, nursing leadership, staffing shortfall, work satisfaction, nurse vacancies, job stress, and nurse turnover. The studies that were included in the selection were limited to three main categories: (1) published in the late 1990s or later, excluding early theoretical models; (2) written in English; and (3) investigating employee populations of registered or practical/enrolled nurses with regard to turnover or turnover intention.

Results: Thirty-four studies were included in the review. The investigations looked into the characteristics of the students, demographic and other aspects, and personal reasons for leaving. Regarding overall student attrition, there was no one placement-related reason why

students decided to quit; nevertheless, being a male or young student, having had bad placement experiences, the attitudes of placement personnel, and receiving little assistance were all significant contributing factors. Another factor contributing to placement-related attrition was perceptions of the nursing profession and practice evaluations.

<u>INTRODUCTION</u>

In 2020, the global nursing workforce totalled 27.9 million, with an estimated vacancy position of 5.9 million (World Health Organization, 2020). Nurses account for almost 50% of the global healthcare workforce and their deficits pose the single biggest challenge for many healthcare systems. Nursing workforce shortages have far-reaching and cumulative impacts on patient ratios, staff dissatisfaction, occupational stress and burnout and staff retention to the ultimate detriment of patient safety and quality of care (Aiken & Fagin, 2018). What is lesser appreciated, is by what means employers can safeguard and protect nurses already working within our healthcare systems to stay (Kelly et al., 2022; Shembavnekar et al., 2022).For every nurse that leaves there is a detrimental impact on the working experiences of nurses who remain when job pressures and workloads increase. Nurse leavers are also commercially costly due to the loss of productivity from having a skilled worker and logistical expenses of replacing employees. It is suggested that the financial impact of nurse leavers is hard to quantify yet replacing one nurse alone is said to exceed an annual salary, with totals rising the longer a vacancy remains unfilled (Oxford Economics, 2014). This issue is of spiralling concern as there is presently insufficient replenishing stocks to replace leavers, meaning the effect on a nurse's experience of work and the impacting costs are predicted to grow (Buchan et al., 2022).t is calculated that one out of six nurses is expected to retire in the next 10 years, and therefore to match leavers with joiners, while simultaneously filling the existing vacancy position, nurse graduates must increase by an average of 8% per year up until 2030 (State of the World's Nursing (SOWN), 2020). Balancing the inflows of stock from domestic nursing programmes with outflows such as nurse graduates who fail to maintain employment, nurses who decide to work outside the health sector, retirements and migration abroad suggests a challenge that exceeds the sole reliance on replenishing stocks (Ryan et al., 2019; State of the World's Nursing (SOWN), 2020).It is seemingly evermore improbable that globally, we will be able to recruit into fixing the nursing workforce problem,

and it is suggested that one part of the solution lies in retaining nurses already working within our healthcare systems. It is propositioned that significant gains to the nursing workforce are in the main, achievable through the implementation of effective strategies to retain existing staff and that nurse retention is *the* critical factor in counterbalancing the demand–supply equation (Sherman, 2014; Theucksuban et al., 2022; Van den Heede et al., 2013). Thus, there is an urgency to understand how to improve nurse retention to realise a turning point and support more nurses to stay (World Health Organization (WHO), 2020).

REVIEW OF LITERATURE

The ultimate aim is for healthcare systems worldwide to improve self-sufficiency in balancing growing nurse demand with nurse supply, and yet this is seemingly evermore unattainable while ever the challenges caused by growing pressures are in themselves making the problem greater (Buchan et al., 2022). Market forces dictate when demand outstrips supply, the value of the commodity increases (Sherman, 2014). When nurses are in demand, they can move easily within the labour market in search of better terms and conditions as they are the consumers, this means if nurses do not have their workplace needs met they can leave or move between healthcare providers at liberty (Cowden & Cummings, 2012). This behaviour causes intensifying disruption to an already challenged system, and therefore understanding and supporting staff to stay, will realise marginal gains, which in turn will increase productivity and moderate demand (Moscelli et al., 2022). Hence the corollary; if we change stance from exploring attrition from the perspective of salient antecedent 'push' factors that cause nurses to leave, such as burnout and other factors causing dissatisfaction (Flinkman et al., 2008), to explore the determinant 'pull' factors of why nurses stay, we can

strategically target safeguarding the working experiences of nurses and positively influence the global nursing workforce position by improving retention (Sherman, 2014). According to International Journal of Management, 2018, they found out that achieving low attrition rate is a big challenge as the demand exceeds the supply of nurses by a major mark. According to the study conducted by (Thephilah et al.,2019), Indian Journal of Community Health, they discussed the retention strategies like the nurse administration motivating the nurses by organizing programs for their upgraded way of life, service education programs should be organized for nurses to upgrade their educational level. According to the International Journal of Nursing Studies,2006, High nursing turnover can affect in a negative way on a hospital's ability to meet the patient 'concern. At the nursing unit level, high turnover affects the morale of nurses and the productivity of those who remain to provide care while the new staff nurses are hired and oriented. According to Human Resources for Health Article, 2017, Diversity of definitions of attrition and barely any studies distinguish between total and Voluntary attrition. Attrition and specifically voluntary attrition is under recorded and less studied. According to the study conducted by Pedro Alberto Herrera Ledesma, Nursing turnover continues to present serious challenges at all levels of healthcare. Longitudinal research is needed to produce new evidence of the relationships between nurse turnover and related costs, and the impact on patients and healthcare team.

According to the Journal of Operations Management by Xiasong Peng, Yuan Ye, Xin Ding, states that the key factors impacting are nurse staffing, antecedents of nurse turnover, nursing turnover and their connection with patient care quality which is more directly affected by the nursing care . According to the study conducted by International Journal of Healthcare Management,2020, states that the organizational culture also impacts the nurses' turnover. The key factors include organizational culture, organizational climate and leadership, it will be possible to reduce nurses' turnover rates in different healthcare contexts.

According to the study conducted by Laureen J Hayes and L o Brien-Pallas, states that nursing turnover cost, that is costly, and the negative impact of nurse turnover was partially supported, which found out that the nurse' turnover is costly. According to the study conducted by the International Journal of Current Research, states that attrition may be voluntary or involuntary, though employer-initiated events such as layoffs are not typically included in the definition. Due to the expenses associated with training new employees' attrition is typically seen to have a monetary cost. According to the study conducted by Takawira c Marufu and Alexandra Collins 2021, identified that turnover factors are longstanding. To mitigate the impact of these factors, evaluation of current workforce strategies priority.

-Gretchen Berlin, January 2022 a recent McKinsey survey, not always salary hike is the reason for attrition, recognition from organization and other key factors also matter.

- Thephilah Catherine 2019, Indian Journal of Community Health, they discussed the retention strategies like the nurse administration motivating the nurses by organizing programs

- International Journal of Nursing Studies,2006, High nursing turnover can effect in a negative way on a hospital's ability to meet the patient' concern

- Human Resources for Health Article, 2017, Diversity of definitions of attrition and barely any studies distinguish between total and Voluntary attrition Due to the expenses associated with training new employees' attrition is typically seen to have a monetary cost. According to the study conducted by Takawira c Marufu and Alexandra Collins 2021, identified that turnover factors are longstanding. To mitigate the impact of these factors, evaluation of current workforce strategies priority.

NEED FOR THE STUDY

In India, the nursing profession is suffering from a scarcity of skilled nurses, making it more critical to combat nurse attrition. In addition to interfering with patient care, the loss of seasoned nurses puts additional strain on the remaining employees, which feeds a vicious cycle of discontent and attrition. Despite its significant influence, little thorough study has been done on the precise causes of nurse turnover in Indian private hospitals as well as the efficacy of current retention initiatives.

By thoroughly examining the variables affecting nurse attrition and evaluating the efficacy of tactics employed in private hospitals to lower turnover, this study seeks to close this gap. In order to assist healthcare organizations in putting into practice efficient retention policies, the study aims to identify knowledge gaps and offer evidence-based solutions.

RESEARCH QUESTION

What factors contributing to nurse attrition in private hospitals in India and what strategies can organizations implement to reduce nurse attrition?

OBJECTIVES

Primary Objective- To examine the factors influencing nurse attrition in private hospitals

Secondary Objective-

1) Assess the success of strategies used in private hospitals to lower nurse attrition.

2) To determine any gaps in the knowledge on nurse attrition in India's private hospitals.

RESEARCH METHODOLOGY

Criteria for Inclusion-

The inclusion criteria were as follows:

- Population: The review was focused on those delivering adult nursing (*i.e.* licensed or registered)

- Intervention: The review examined any type of service, management or human resources activity aimed at reducing rates of nurse turnove.

- Outcomes: Any outcome examined within the included reviews

- Review design: Any form of literature review which had been peer-reviewed, contained a statement of review, reported its search strategy and/or inclusion/exclusion criteria, that is a review containing key aspects of a well-conducted systematic review.

- Studies published in the English language.

- Studies published in between January 2010 to January 2022

Criteria For Exclusion-

Reviews that did not evaluate nursing turnover as specified in the inclusion criteria or that presented data on nurses working in a variety of settings, including the care of children or specific mental health settings; reviews that did not report empirical findings; reviews that were only published in abstract form; any kind of literature review that used informal and subjective methods to collect data. Reports from primary studies of any kind. Reviews published in languages other than English.

Research Design

This study employs a secondary research design, which involves examining already published information and literature to gather insights about nurse attrition in private hospitals in India. A systematic review approach is utilized to compile and analyze data from various secondary sources.

Data Sources

To ensure a comprehensive analysis, multiple academic and grey literature sources are consulted:

✓ **Academic Databases:** PubMed, Google Scholar, NCBI, ResearchGate.

✓ **Grey Literature:** Reports, dissertations, and other unpublished research from nursing associations and healthcare organizations

✓ **Study Selection-**

The selection process involves:

✓ **Screening:** Independently screen the titles and abstracts of identified studies to assess their relevance.

- ✓ **Full-Text Review**: Full-text articles are retrieved for studies that meet the inclusion criteria.

- ✓ **Data Extraction**

A standardized data extraction form is used to capture relevant information from the included studies.

The extracted data includes: -

- ✓ **Study characteristics:** authors, publication year, study design, sample size, location.

- ✓ **Influencing factors:** work environment, salary, professional growth opportunities, organizational culture, systemic issues.

- ✓ **Strategies:** Interventions and programs implemented to reduce nurse attrition.

Study Characteristics

The included reviews were conducted between January 2010 to January 2022 . All were published in English and Five reviews focused on the effectiveness of retention strategies targeted at registered nurses or newly graduated nurses. One review aimed to examine the relationship between managers' leadership practices and staff nurses' intent to stay in their current position , and another focused on a single intervention: sabbaticals as strategy to enhance nursing retention and revitalisation to generate positive outcomes .
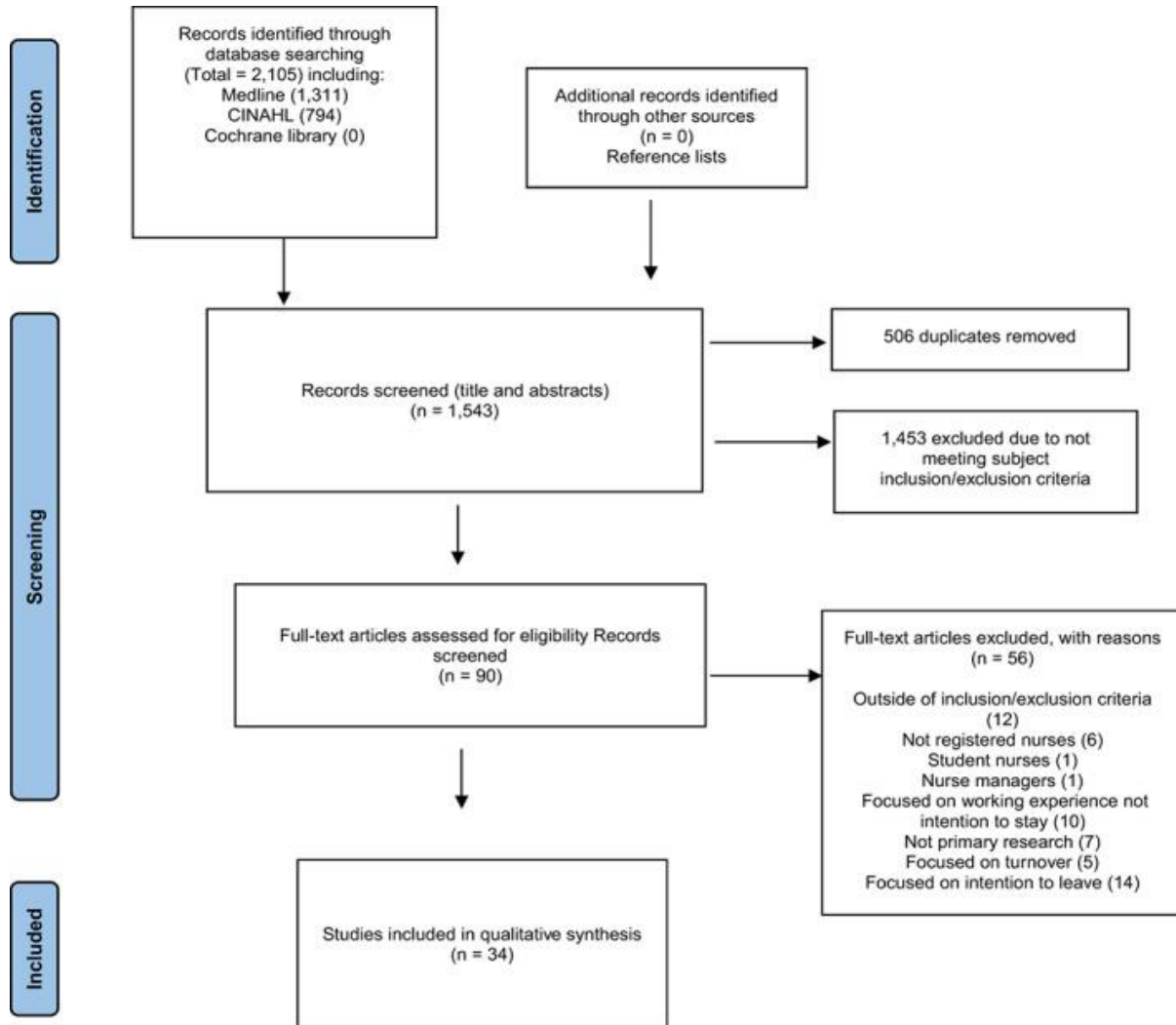
Search methods

Using specific search phrases, searches were performed in the CINAHL, Medline, and Cochrane Library databases to find research. With the assistance of an information technologist, the study team chose and tested the search phrases. A final search was conducted, and papers approved for publication between January 2010 to January 2022 were included.   The agreed search terms were as follows:

"Why" AND "intend" AND "reason" AND "nurses" OR "nurse" OR "nursing" AND "stay" OR "continue"

RESULTS

Flow Diagram-

Identification

Records identified through database searching (Total = 2,105) including:
Medline (1,311)
CINAHL (794)
Cochrane library (0)

Additional records identified through other sources (n = 0) Reference lists

Screening

Records screened (title and abstracts) (n = 1,543)

506 duplicates removed

1,453 excluded due to not meeting subject inclusion/exclusion criteria

Full-text articles assessed for eligibility Records screened (n = 90)

Full-text articles excluded, with reasons (n = 56)

Outside of inclusion/exclusion criteria (12)
Not registered nurses (6)
Student nurses (1)
Nurse managers (1)
Focused on working experience not intention to stay (10)
Not primary research (7)
Focused on turnover (5)
Focused on intention to leave (14)

Included

Studies included in qualitative synthesis (n = 34)

Search outcome

2105 papers were identified through searches; duplicates were eliminated to leave 1543 articles, which were then filtered by title and abstract. Ninety-nine papers were left for full-text examination after an additional 1453 articles were eliminated based on eligibility criteria applied to the abstract and title.

Ninety articles explicitly detected intention to stay, and thirty- four of them used a theoretical intention to stay tool. In all, 17 papers—Boyle et al. (1999), McCloskey and McCain (1987), Nedd (2006), Price and Muleller (1981), Tao and Wang (2010), Turnley and Feldman (1998), and Wang et al. (2012)—applied seven distinct intentions to stay instruments. All four of the studies that did not specifically look at retention intention found a link through a direct relationship with organizational commitment or work satisfaction.

The two main outcomes that affected "intention to stay" were (i) work satisfaction and (ii) organizational commitment. There are 26 elements that have been found to positively connect with organizational commitment or work satisfaction. Three groups were created out of these:

(i)   environmental factors (including organizational culture) (ii) relational factors (including professional dynamics) and (iii) individual factors (including psychosocial, emotional and professional cultures)

<u>Theoretical framework: protective factors informing nurses intention to stay:-</u>

Intention to stay

Job satisfaction	Organizational commitment	
i) **Environmental factors: organizational culture**	**ii) Relational factors: professional dynamics**	**iii) Individual factors: psychosocial, emotional and professional cultures**
Conditions of work	Leadership	Stress
Work environment	Teamwork	Morale distress/emotional labour
Safety climate	Trust	Emotional intelligence/personality
Workplace culture	Organizational conflict	Burnout
Organizational support	Job embeddedness	Work–family conflict
Pressure management	Social support	Resilience
Flexible working	Belonging	Autonomy
Perceived development		Job control
		Empowerment
		Professional values

➢ **Findings on Interventions to Reduce Turnover in Adult Nursing**

1. **Interventions at the Individual Level**- At the individual level, interventions were heavily but not exclusively focused on newly qualified/graduated nurses (NGNs), and on supportive programmes of transition or development. Preceptorship - one-to-one guidance through clinical experience - was a component of the majority, alongside a range of programme components (for example, classroom learning or group discussion) and support systems (for example, the programme director or clinical educator).Residency received positive support in four reviews (Rush et al, 2013)and (Park et al, 2010) reporting several studies, with some overlapping reviews. One of these reviews did not provide the description of the study designs, although the authors noted that the excluded studies appraised to be of low quality (Park et al, 2010).

2. **Interventions at the Organisational Level**

Two reviews considered interventions at the group or organisational level. One of these reviews (Cowden et al ,2011). discussed nine primary studies where group cohesion was reported as significantly associated with intention to stay .Another review also described two studies demonstrating a positive impact of one year team oriented interventions (one of team discussion groups, the other undefined) on turnover (Salt et al, 2008)

3. **Interventions at the Leadership Level**

Two reviews addressed interventions at the leadership level. Management training in leadership behaviour featured in one study in one review (Lartey et al,2014) , and supervision support in seven primary studies in another review (Cowden, 2010) , as significantly related to intent to stay.

✓ Seven reviews of interventions to reduce nurse turnover were found which had undertaken a quality appraisal of their included studies. These reviews provided consistent and important messages about what might work to increase retention or at least intention to stay. Firstly, they reported positive impact of transition programmes for newly qualified nurses(Rush et al, 2013)and (Park et al, 2010).

DISCUSSIONS

According to research, there is a generational gap in the demands and motives of nurses, resulting in differences in behavior (Cahill, 2012; Shacklock & Brunetto, 2011). Although it is acknowledged that there is no one-size-fits-all solution, generational theories describe how individuals develop within a group of peers who share similar experiences in life, which in turn shapes unique generational traits, attitudes, beliefs, work habits, expectations, and behaviors (Piper, 2012; Sherman, 2014). Workers from generation Z and millennials, for instanceare claimed to have the same professional ethics as the nurses who came before them, including compassion and the drive to deliver top-notch patient care. However, when it comes to the demands, incentives, and difficulties of the profession, there are significant differences between age groups. The intention to stay is significantly impacted by the fact that "younger" or early career nurses (ECNs) are more ephemeral and have a lower commitment to organizations and their jobs than "older" nurses (Shacklock & Brunetto, 2011; Wieck et al., 2009). It is important to recognize that, in comparison to mid- and late-career

nurses, our ECNs require more "effort" to acquire new skills when they first enter the workforce.

Key Highlights Discussion-

1. Most nurses who plan to resign are **fresher to 2 years** experienced

2. These nurses plan to stay in the hospital for **1-2 years** and look for better opportunity for **salary hike.**

3. They also stated that were not satisfied with the policies related to **employee benefits** including reimbursement **policy of health insurance**, **cancellation of planned leaves during emergency**

4. Most of them stated that they had a **communication gap** with the management due **to inaccessibility** of reaching to the **top-notch managerial authority in Nursing**.

5. Most of them mentioned that the **salary was not paid according to the heavy workload due to high bed occupancy rate.**

6. There was a concerned issue of no **extra payment for extra shifts/ double duties**.

CONCLUSION

The study conducted can be concluded by the following factors

- ✓ Nursing retention strategies to be taken such as Nursing day celebration, awards and recognition, acknowledgement of their day to day work .

- ✓ The other way of their retention can be a well planned salary structure according to their skill set , acknowledging who are working double shifts by giving monetary benefits

- ✓ Overall by educating them and giving them good training and making their induction experience better by creating an impactful session which will create a long lasting impression of the hospital in their mind

To sum up, a shortage of workers is a significant obstacle for healthcare organizations, executives, and people. Lack of nurses leads to an increase in the demand for nurses, which in turn leads to a rise in the number of nurses quitting their jobs. If nothing is done to address this issue, the problem will only become worse. The factors that influence a nurse's decision to stay are systematically reviewed and narratively synthesized in this study. The study isolates characteristics that are influenced by age and professional stage and finds organizational, relational, or individual factors that influence a nurse's decision to stay.

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