



Dissertation
On
Employee Attrition
At
B.L. Kapur Superspeciality Hospital, Rajender Place, New
Delhi
(06-Feb, 2017 to 06 May, 2017)

A Report
By
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ACKNOWLEDGEMENT

A training is a golden opportunity for learning and self development. I consider myself fortunate for having been provided with an opportunity to undergo my training at B.L.Kapur Super Speciality Hospital, Rajender Nagar , New Delhi.

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Khushboo Gulati

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ORGANIZATION PROFILE

ABOUT THE HOSPITAL: B.L Kapur Super specialty Hospital

Dr. BL Kapur, an eminent Obstetrician and Gynecologist, set up a charitable hospital in 1930 at Lahore. In 1947, he moved to post-partition India and set up a maternity hospital at Ludhiana. In 1956 on the invitation of the prime Minister, Dr. B. L Kapur initiated the project for setting up a 200 bed hospital in Delhi. The Hospital was inaugurated by the Prime Minister, Pt. Jawaharlal Nehru on 2nd January, 1959.

In the late 1990s, the trustees of the hospital felt the need to upgrade it to a tertiary care hospital and tied up with radiant life care private limited to re-develop and manage the facility. Today, a modern state of the art tertiary care hospital has come up in the place of the old hospital. It is one of the biggest stand alone private hospitals in the National Capital Region today.

VISION: To create a patient centric, tertiary healthcare organization focused on non instructive quality care utilizing leading edge technology with a human touch.

MISSION: Achieve professional Excellence in delivering Quality Care.

- : Ensure care with integrity and ethics.
- : Push frontiers of care through Research and education.
- : Adhere to National and global standards in healthcare.
- : Provide quality healthcare to all sections of Society.

A Passion For Healing.....

At BLK, they are passionate about delivering the highest standard of healthcare. Be it the finest Doctors, cutting-edge medicine, state-of-the-art infrastructure or nursing with a smile.

INFRASTRUCTURE & FACILITY

- BLK Super Speciality Hospital has a unique combination of the best in class technology, put to use by the best names in the professional circles to ensure world-class health care to all patients. Spread on five acres of land, with a capacity of 650 beds, BLK super speciality Hospital is one of the largest tertiary care private hospitals in the country, BLK has consistently ranked amongst the Top 10 multi Super Speciality Hospitals in Delhi NCR. The outpatient services are spread on two floors with 60 consultation rooms. All Ambulatory services have been designed with intent to create dedicated aides for all specialities, with their interventional services in close vicinity. Therefore ,whether it is the proximity of diagnostic services and blood bank to the emergency or one of the best Endoscopy suites to ensure timely and efficient services, the infrastructure speaks volumes about BLK’s commitment to ‘PASSION FOR HEALING ‘
- The hospital Has 17 state –of-the-art well equipped modular operation theaters with three stage air filtration and gas scavenging system to ensure patient safety. All the operation theater fitted with best in class pendants, operating lights, anesthesia work stations and advanced information management system.
- The hospital has one of the biggest critical care programmes in the region with 125 beds in different intensive care units viz Medical ,Surgical, Cardiac,Paediatrics,Neonatology, Neurosciences and organ transplant. All critical care beds are in the close vicinity of the Operation Theaters complex for easy accessibility and continuity of care. Each critical care unit is equipped with high end patient monitoring devices, ventilators and dedicated isolation rooms. Facilities for haemodialysis, CRRT, SLED, endoscopy and bronchoscopy are available 24*7 by the bedside.
- Liver and renal transplant centers have been equipped with dedicated ICUs with individual hepafilters , specialized instruments and equipments, Veno -venous bypass system and dedicated anesthesia equipment.
- The Hospital has specialized birthing suites with telemetric foetal monitors to follow the progression of labor, and also the facility for the family to stay with the patient during the labor. A dedicated operation theater adjacent to the labour room helps in shortening the response time in case there is a need to conduct the delivery through surgical means.

- The hospital's advanced building management system provides for multi-tiered access control, electronic security systems with integrated CCTVs spanning across the facility and advanced fire management system amongst other utilities. The Hospital is the first in NCR to install and start using automatic pneumatic chute system to enhance the efficacy of health care delivery.
- The whole organization is Wi-Fi enabled, with the vision of the hospital becoming the first truly paper-less healthcare facility in the country. BLK has top of the line Hospital Information System (HIS) which is seemingly connected across outpatient, inpatient and diagnostic areas. The System has facility for contemporary electronic medical records (EMR) with remote-accessibility enabling ongoing consultation to patients from distance as well.

STATE-OF-THE-ART-EQUIPMENT:

- **Cyberknife VSI**- BLK recently became the proud home to Cyberknife VSI, Asia Pacific's first whole body robotic radio-surgery system for treatment of hitherto inoperable tumor.
- **PET CT Scan** - BLK has installed the latest generation PET CT Scan machine to aid accurate diagnosis and treatment of a plethora of diseases. This makes BLK the first hospital in Delhi to offer coupled services of PET CT & Cyberknife.
- **Neuro Vascular Biplane Cath Lab** – BLK Super Speciality Hospital is the first centre in New Delhi to have Neuro Vascular Biplane Cath Lab, which is capable of providing many complex features like road map, 3D rotation capabilities and many more. This enables us to do many challenging cases and we call them neurosurgery in cath lab.
- **A Trilogy TX Linear Accelerator with cone beam CT for Radiation Oncology** –Image guided radiotherapy (IGRT), intensity and gated Radiotherapy.
- **MRI**
- **CT Scan**-128 Slice volume CT scan capable of generating high quality 3D images.

- **Cath Lab**-Flat panel combo Cath. Lab with 3D reconstructions, DSA and Electrophysiological studies.
- **Nuclear Medicine**-The hospital has a first of its kind dual head Spect CT, with variable angle gamma camera. This enables the doctors to trace physiological Pathways early in the disease process, in a non invasive manner.
- **Blood Bank**-A state-of –the-art blood bank meeting all standards has been set up with facilities like Aphaeresis, blood component separation and stem cell harvesting. The Blood Bank is equipped with the NAT (Nucleic Acid Testing) system for the screening of blood to ensure the safest possible blood for all its patients. In addition, a Blood Irradiator-another First of its kind in any corporate hospital for specifically treated blood for cancer and other subgroup of patients, shall be installed in the current year.
- **Laboratories**-The hospital has one of the most well equipped labs in the NCR for entire gamut of diagnostic services in Hematology, Biochemistry, Microbiology, Molecular Biology and Histopathology.
- **Ultrasound**-Ultrasound machines with 3D and 4D imaging and whole body Doppler.
- **Mammography**-Low radiation digital imaging and stereotactic (3D) biopsy system.
- **X-Ray**-With high frequency low radiation digital radiography.
- **Bone Mineral Density**-Whole body mineral density scan capable of giving instant reports.
- **Dental Facilities**-BLK has fully integrated and automatic dental chairs complemented by low radiation and high precision digital X-Ray.
- **Endoscopy Suites**- The Hospital has dedicated endoscopy suite for endoscopy ultrasound and other advanced endoscopic procedures like ERCP, Stenting, UGIE, Colonoscopy etc.
- **Ambulance Services**-The Hospital has a fleet of fully equipped Advanced Life Support System (ACLS) ambulances for all kinds of emergencies.
- **Bronchoscopy Suite**- With most modern equipments in Safest and convenient environment

Hospital Management

The BLK Super Speciality Hospital is now being managed by Radiant Life Care Private Limited. Prior to taking over management of the Hospital, Radiant Life Care was responsible for financing and re-developing the erstwhile general hospital known primarily for mother & child care services and establishing in its place a ultra-modern and one of India's most comprehensive tertiary care Hospitals.

In order to manage the day to day operations of BLK Super Speciality Hospital, Radiant Life Care has deputed the entire leadership team including the CEO, Director - Finance & Strategy, Director - Operations & Planning, Head of Human Resources, Head of Marketing and Administration. In addition, Radiant Life Care has been effective in putting in place processes and global best practices encompassing both clinical and managerial facets of Hospital operations. Attainment of NABH & NABL accreditation in the very first year of operations is testimony to the hospital's commitment for patient safety and quality. Radiant Life Care continues to facilitate the pursuit of excellence by assisting in procuring of not only the best clinical and non clinical talent but also state of the art equipment and technology enabling delivery of the highest standards of services to the patients.

Journey So Far:

The hospital has gone from strength to strength over the last 2 years. Today, BLK Super Speciality Hospital offers one of the most comprehensive bouquet of services for tertiary & quaternary care, at par with country's most renowned institutes like AIIMS and Tata Memorial in Mumbai. We have India's largest Bone Marrow Transplant centre which is amongst the biggest in Asia as well. BLK Cancer Centre is amongst the regions' most comprehensive cancer centers of its kind, with over 100 beds dedicated for oncology services. Our Bariatric program is the largest in the Region. BLK was the youngest Hospital to have achieved NABH and NABL accreditations.

Besides the domestic patients, Hospital's international patient base has grown significantly over the last 12 months, owing to it being one of the most advanced healthcare facilities in the region.

Community Services

The hospital is proud to be the trusted healthcare provider of the community it is located in, and has instituted extensive measures to benefit the communities it is associated with.

The hospital conducts a free OPD for two hours every morning in various super-specialties where senior consultants provide professional consultation to the masses, free of cost. This facility was instituted as a practice by our founder and has been continued as a service we are proud of. Hundreds of patients have benefitted from this service over the past years.

Free camps are conducted every fortnight for the general public. These camps are held at community halls, parks, colleges, premises of social organizations and educational institutes.

We understand that the pressures of the rat-race and the stress of corporate lifestyle is a detriment to health. To spread the message of wellness and prevention, free health talks and screening camps are conducted at premises of the hospital as well as at offices of many corporate and PSU organizations. Senior specialists, psychologists, nutritionists and physiotherapists are part of our corporate wellness service.

Free health lectures are also conducted at schools and educational institutes, along with residential localities, to spread awareness about health issues that affect the children and the elderly, such as childhood obesity and rheumatism. These talks also aim at informing the public about preventive measures during epidemics and seasonal diseases such as swine flu and dengue.

We believe that it is the responsibility of the medical fraternity to update their knowledge and skills in order to provide their patients with the best treatment possible. The hospital conducts regular free Continuing Medical Education programs for doctors as well as training programs for nurses and paramedics.

Employee Attrition at B.L Kapur Superspeciality Hospital

INTRODUCTION: The phenomenon of the employees leaving the company. It is usually measured with a metric called attrition rate, which simply measures the number of employees moving out of the company (voluntary resigning or laid off by the company). It is also refer as churn rate or turnover. A reduction in the number of employees through retirement, voluntary/involuntary resignation or death is called attrition.

High Attrition- Cause of concern as it presents a cost to the company. The company loses on the amount it spent to recruit and select these employees and to train them for their respective jobs. The company may also have to spend additional money to fill the vacancies left open by these employees.

Healthcare is one industry that is said to be recession proof and has ample demand. Yet the industry is convulsed with increasing attrition rate. The attrition rate of hospitals staff members remain high either because they want more money, hate the working conditions, can't get along with their co-workers or want a change. This has become the toughest concern of hospital administrators for healthcare workers. The rising attrition rate not only poses the threat of losing skilled work force., but also of hiring highly qualified employees, which in turn, results in high staff cost overhead.

Employee Attrition Rate:

Number of employee who have left/ Number of employees at the beginning + newly joined staff X 100

Literature Review

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employees turnover. Although, there is no standard framework for understanding the

employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determine employee turnover, effects and strategies that managers can put in place minimize turnover. With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated . (2002). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organizations success . (2000). Managers should control employee turnover for the benefit of the organization success. The literature on employee turnover is divided into three groupings :sources of employee turnover, effects of turnover and the strategies to minimize turnover. Employees turnover is a much studied phenomenon Shaw et al. (1998).But there is no standard reason why people leave organization. Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (2000). The term turnover is defined by Price(1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy:Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover Woods, (1995).This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. ³Unfolding model´ of voluntary turnover represents a divergence from traditional thinking (Hom and Griffeth,1995) by focusing more on the decisional aspect of employee turnover, in other words, showing instances of voluntary turnover as decisions to quit. Indeed, the model is based on a theory of decision making, image theory Beach, (1990). The image theory describes the process of how individuals process information during decision making. The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting. Beach (1990) argues that individuals seldom have the cognitive resources to systematically evaluate all incoming information, so individuals instead of simply and quickly compare incoming information to more heuristic-type decision making alternatives.

Mercer Human Resource Consulting (2004) advised 5 key factors influencing employee commitment and motivation with % age of employees voting for each of the factors as follows :

- Being treated with respect - 85%
- Work-life balance - 79%
- Providing good service to others - 74%
- Quality of work colleagues - 74%
- Type of work - 73%

It is important to recognize the commitment of individuals to an organization, as well as the organization's need to create an environment in which one would be willing to stay (Harris, 2000). It is often believed that an organization is only as good as its people (Templer & Cawsey, 1999). Organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport et al., 2003). Therefore, worldwide, retention of skilled employees has been of serious concern for organizations in the face of ever increasing high rate of employee turnover (Samuel & Chipunza, 2009). Globally, managers admit that one of the most difficult aspects of their jobs is the retention of key employees in their organizations (Litheko, 2008). Retention is a critical element of an organization's approach to talent management (Lockwood, 2006). Empirical studies such as Stovel and Bontis (2002) have shown that employees, on an average switch employers every six years. Replacing existing employees is detrimental to organizations and may have adverse effects on service delivery. It is therefore imperative for management to reduce, to the minimum, the frequency at which employees, particularly those that are crucial to its operations quit (Samuel & Chipunza, 2009). Branch (1998) contends that the objective of retention policies should be to identify and retain committed employees for as long as is profitable both to the organization and the employee. It can be further categorized as functional or dysfunctional. When non-performers leave and performers stay, it is identified as functional, and can in fact assist organizations to increase optimal performance. On the contrary, when non-performers stay and performers leave, retention is highly dysfunctional, and damages organizational innovation and performance (Abbasi & Hollman, 2000). Samuel and Chipunza (2009) noted that the main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. Similarly, Guarino et al. (2006) maintained that studies focusing on retention might identify factors that relate to teacher attrition. Similarly, Bogdanowicz and Bailey (2002) noted that organizations try to provide their workforce benefits and a holistic motive to stick to the current organization and making the decision to leave the organization difficult and pointless. Certo and Fox (2002) found

that “reasons for leaving and reasons for staying often acted as inverse variables (for example, a teacher may leave because of poor administration or stay because of quality administration)”. In a survey carried out on recruitment, retention and turnover in organizations in UK (CIPD, 2005), top three reasons behind departure with % age of employees voting for each of the reasons were found out as :-Promotion outside of the organization (53%) , Lack of development or career opportunities (42%) , Change of career (41%) The same study found that the top 8 initiatives taken to improve retention in organizations in UK with % age of employees voting for each of the initiatives were: , Improved employee communication/involvement (57%) , Increased learning and development opportunities (49%),improved induction process (45%) , Increased pay (40%) , Improved selection techniques (38%) , Improved benefits (34%) , Made changes to improve work-life balance (34%) ,Improved line management HR skills (32%) In a report by Deloitte (2004), it was noted that demographic changes show that the number of skilled 15-29 years old entering the job market is steadily contracting, while the population in both developed and developing countries is ageing. This, coupled with rising globalization is increasing the strain on human resources. The results of the survey showed that attracting and retaining talents are considered as the most critical people issues faced by surveyed organizations.

OBJECTIVES OF THE STUDY

GENERAL OBJECTIVE: To Study the nature, causes & implication of employee attrition rate in B.L Kapur hospital also to suggest the necessary interventions to counter the same.

SPECIFIC OBJECTIVE:

- 1- To Study the Attrition rates of employees in the hospital.
- 2- To Assess various reason of employee attrition.
- 3- To suggest the necessary interventions or solution to either reduce or eliminate the causes of attrition.

RESEARCH METHODOLOGY

This deals with research design and the description of methods used to obtain primary and secondary data.

RESEARCH DESIGN

The research design for the present study has the following steps

- Based on the needs of the organization and procedure a list of excel sheet was provided for the data to be analyzed.
- The excel sheet consisted the data of the employees who has resigned.
- The data was of the employees who left the organization in between February 2017 TO May 2017.
- The data was then analyzed by using the present figures and reasons.
- The tabulated data was then represented using various styles of graphs.
- Based on data analysis and its interpretation finding conclusions were arrived.
- Based on this findings and conclusions recommendations and suggestions were made.

METHOD OF DATA COLLECTION

PRIMARY DATA

Following are the sources used to obtain primary data.

- Exit interview form & excel data sheet from H.R

SECONDARY DATA

The secondary data required for the research consisted of literature that composed the theoretical background necessary for the research.

Following are the secondary data used in the research.

- Company profile - for this the main source was organization's website and manual
- Review of literature – the main source was books and websites. For books libraries were visited and books referred.

Research approach: The research option availed was Exit Interview Form found to be best method keeping in mind the information needed for the project.

Study design: Descriptive, Cross Sectional research it explored all the possible causes of the research with a view to describe the employee opinion, attitude, feelings towards the organization.

Population: The targeted population included all the employees who left the hospital during this 3 month period i.e Feb- Mar. the population included medical staff , nonmedical staff ,paramedical staff and nurses. Universes of 225 employees were taken and the study was conducted.

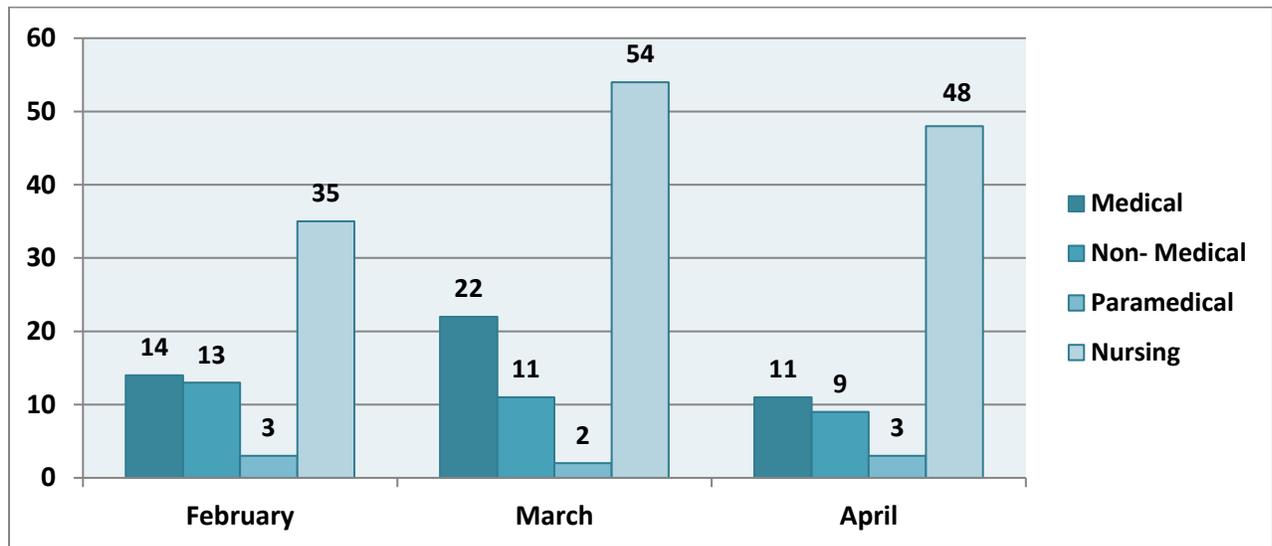
Study Duration: 3 Months

Sample size: A sample of 225 employees are selected from Different Categories Medical, Non Medical, Paramedical, Nursing(Exit interview form) & a sample of 120 employees are selected from Different Categories Medical, Non Medical, Paramedical, Nursing (Questionnaire).

Bar diagram: it is pictorial representation of statistical data with several distributions in circular and tabular form. This is used to show the breakdown of the various elements. It helps in easier understanding of the statistical data which is represented in easier manner.

Tool & Techniques used: The tool used was exit interview Form & questionnaire. All the forms were administered directly to the employees after their submission of resignation & the technique followed was the in depth interview alongside.

FINDINGS

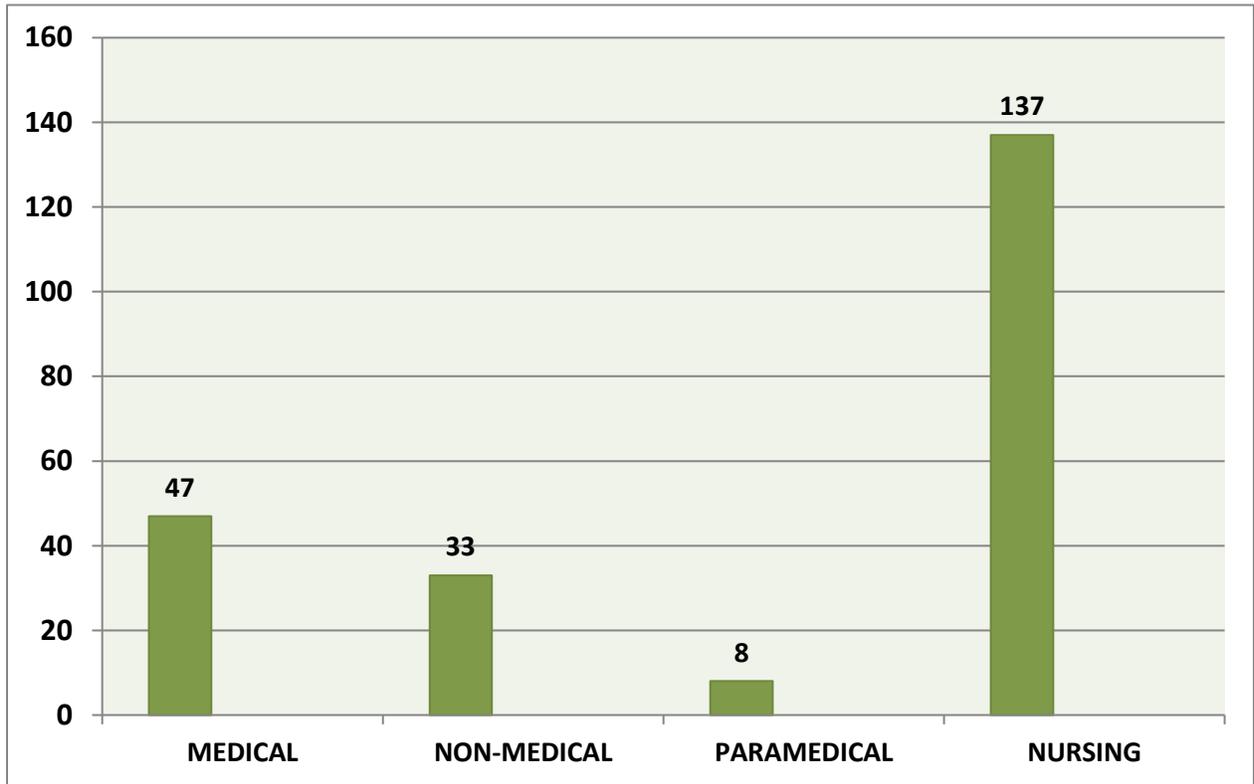


Category	Months		
	February	March	April
Medical	14	22	11
Non Medical	13	11	9
Nursing	35	54	48
Paramedical	3	2	3
Grand Total	65	89	71

Data Interpretation: Highest attrition categories of employees are nursing and medical.

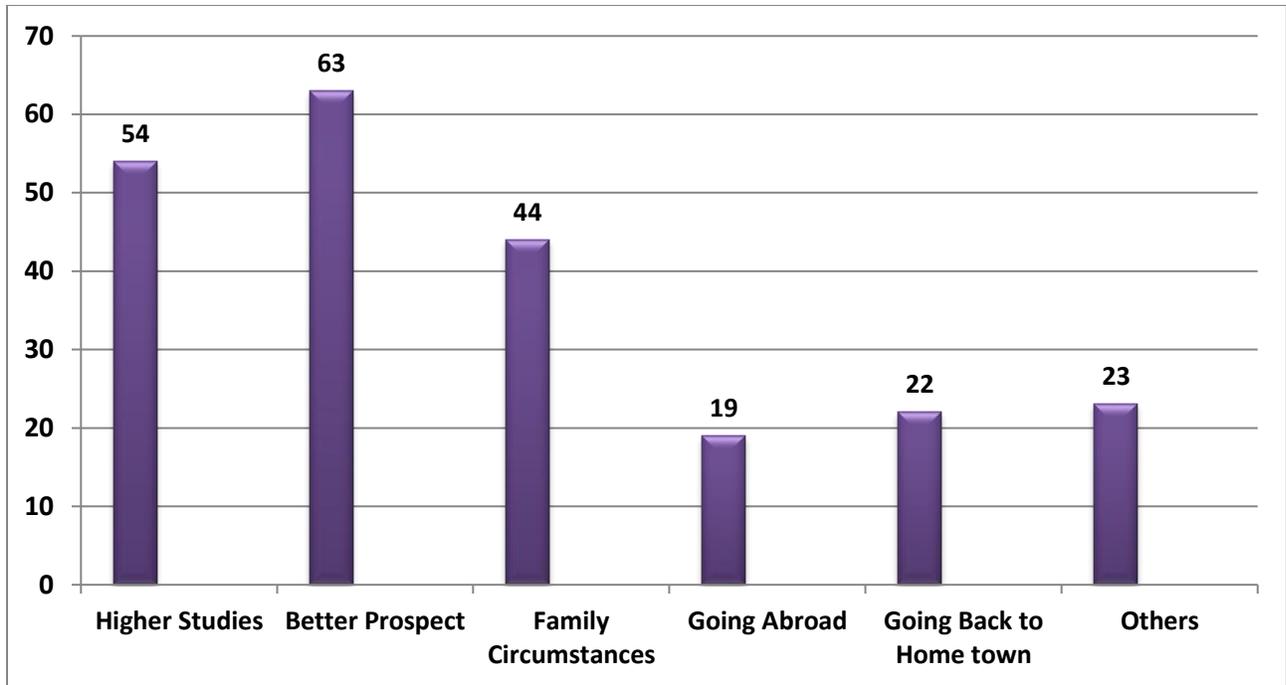
Employee leaving the organization is more in month of March the time when medical & nursing personnel pursue higher studies or get their results for government jobs.

Attrition Feb to Apr 2017(Category)



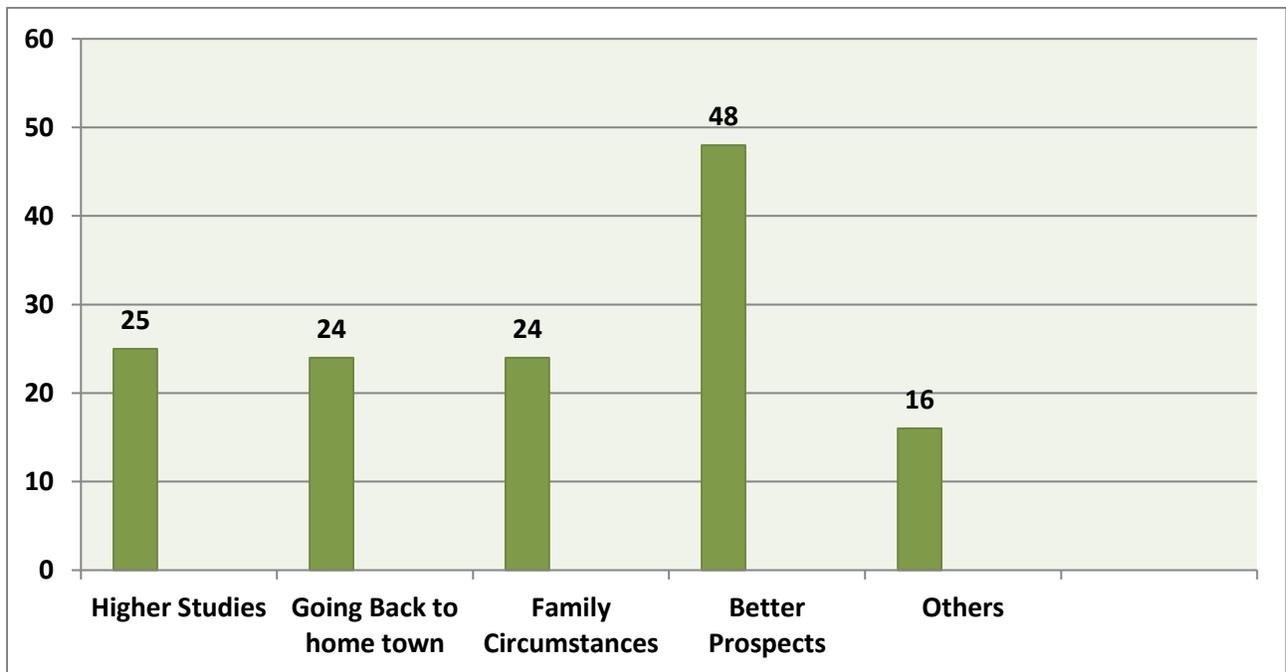
Category	Employee Count
Medical	47
Non Medical	33
Nursing	137
Paramedical	8
Grand Total	225

Reason for leaving :



Total Employees=225

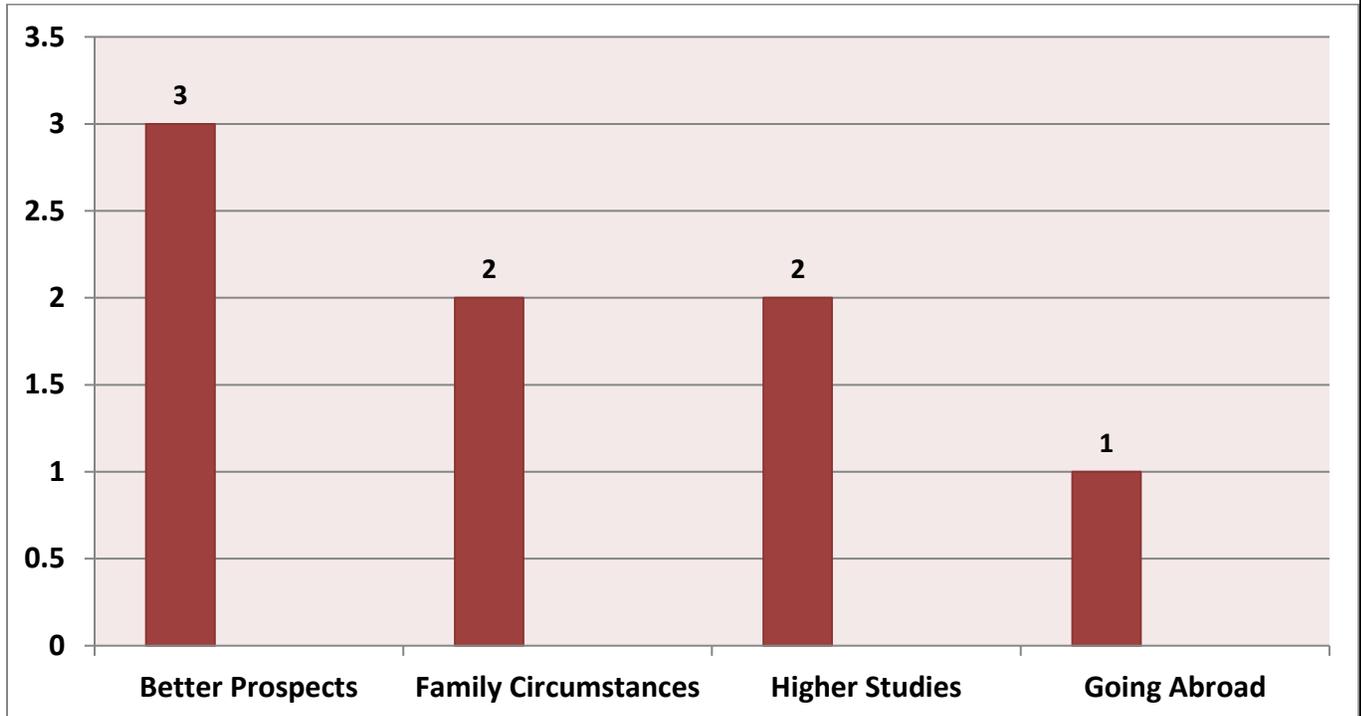
❖ Nursing:



Total Attrition of nurses in 3 months=137.

Most of the employees in the nursing category are leaving the organization because of higher studies & better prospects.

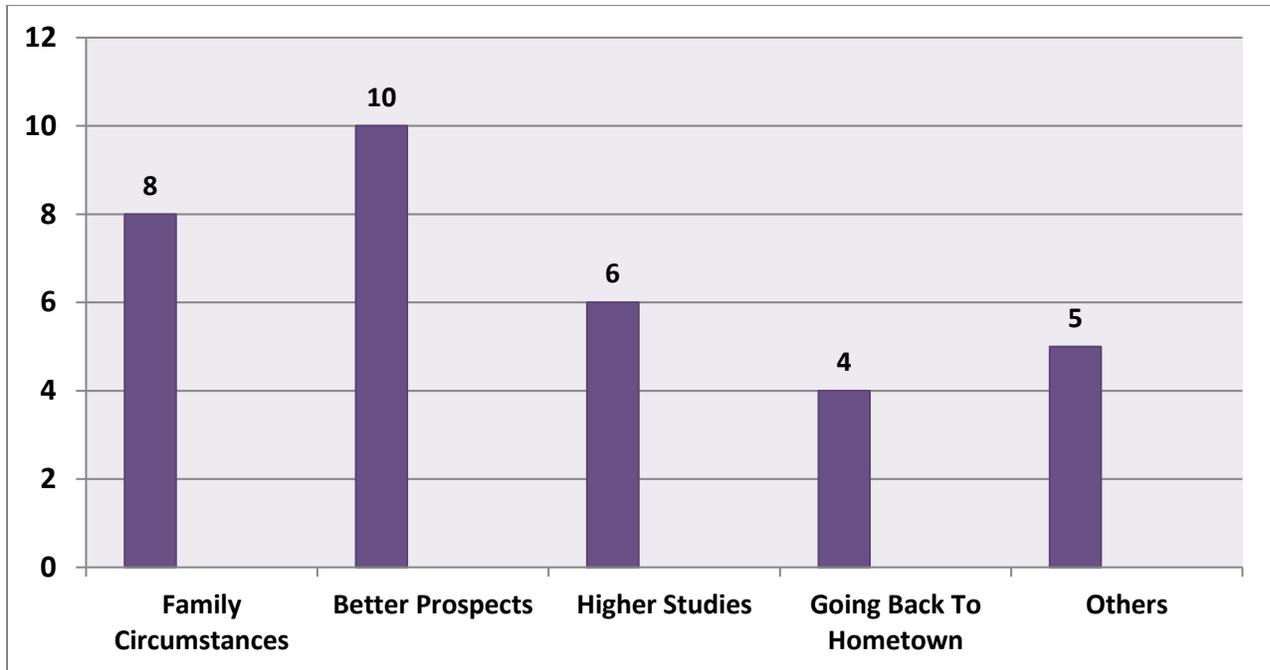
❖ Para Medical



Total Attrition of Paramedical in 3 months=8.

- The employee of paramedical category are leaving the organization because of their personal growth & better opportunities.

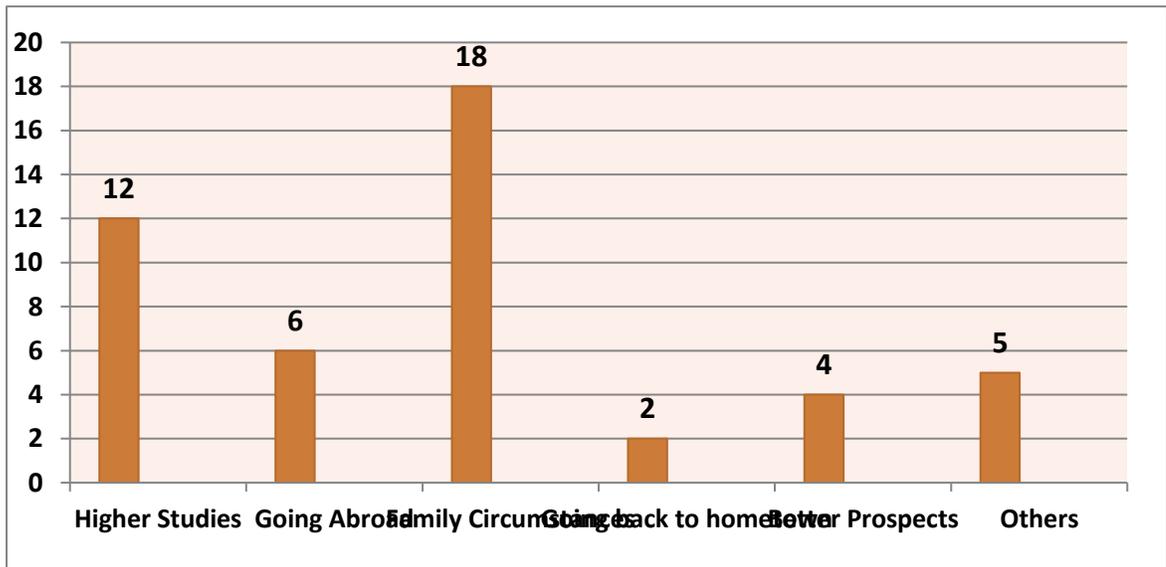
❖ Non Medical-



Total Attrition of Non-Medical in 3 Months=33

The non-Medical category employees leaving the organization because of better prospects & family circumstances.

❖ **Medical-**



Total Attrition of Medical in 3 Months=47 -The medical category are leaving the organization because of growth, higher studies & Family circumstances.

Table -1: Distribution of Respondents According to Their Age

Age	No. of respondents
21-30	97
31-40	12
41-50	3
51&above	8
total	120

Interpretation : The above table shows the distribution of respondents according to their age out of the total sample size, 19% are in the age of 41-50 years, 26% are in the 31-40 and 16% in the age of 51 & above.

Graph-1

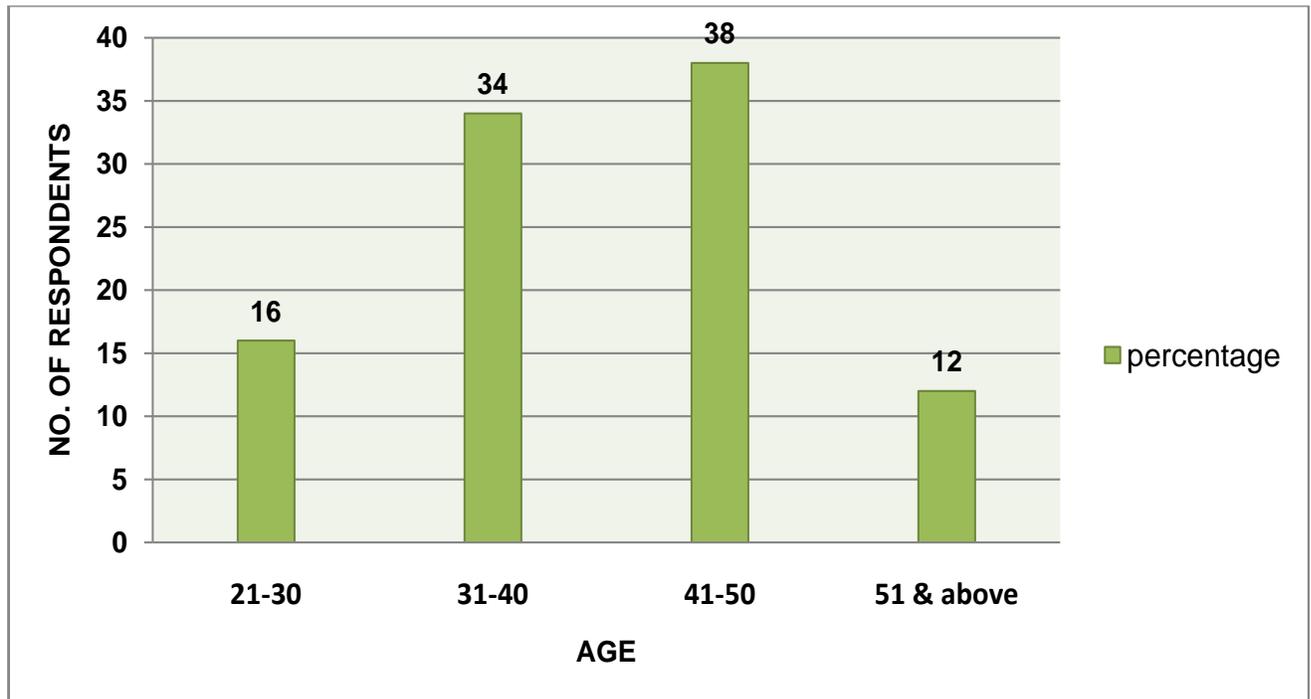


Table -2 Distribution Of Respondents According To The Gender

Gender	No. of respondents	Percentage
male	44	37
female	76	63
total	120	100

Interpretation: From the above table it can be inferred that 63% of respondents are female and 37% of respondents are male employees.

Graph-2

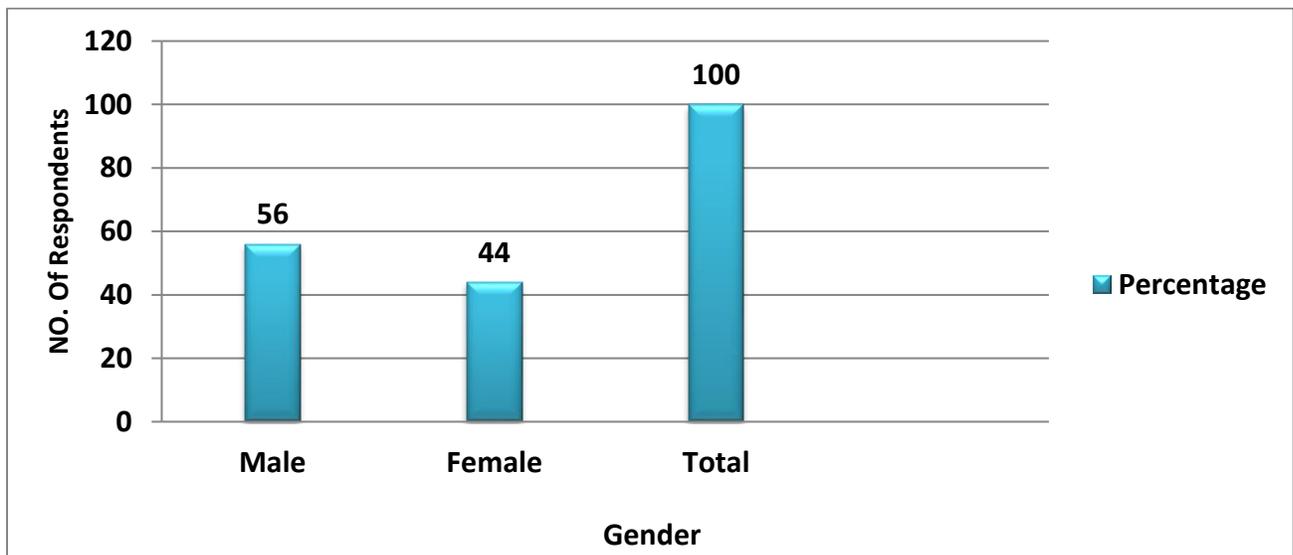


Table-4: Distribution of respondents according to their experience:

Experience	No. of respondents	Percentage
Below 1 year	102	23
between 1-2 year	12	45
Above 2 year	6	32
Total	120	100

Interpretation: From the above table it can be inferred that 23% of employees are below 1 year of experience, 12% of employees are between 1-2 years of experience, 6% of employees are above 2 years of experience.

Graph-4:

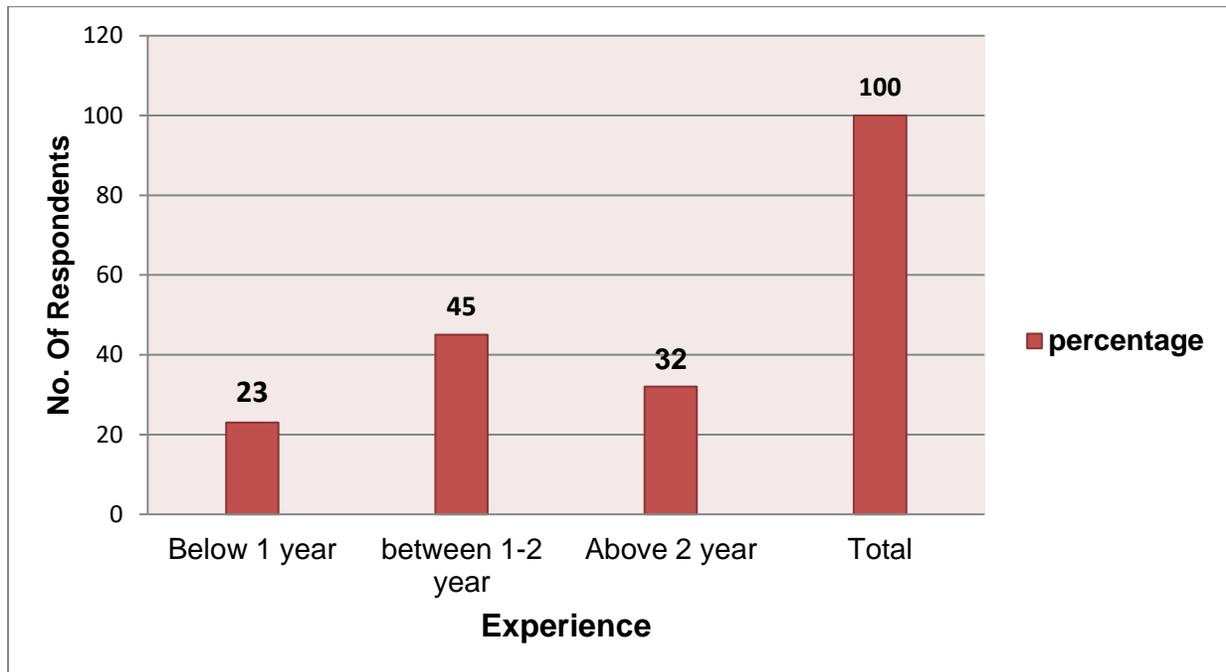


Table-5: Satisfaction regarding inter personal relationship among the employees

Particulars	No. of respondents	Percentage
Highly satisfied	5	6
satisfied	48	39
neutral	67	55
Dissatisfied	2	0
Highly Dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 39% of the employees are satisfied with the relationship in the organization other 6% of employees are highly satisfied and 67% of employees have agreed that that the relationship with the hospital is neutral.

Graph-5:

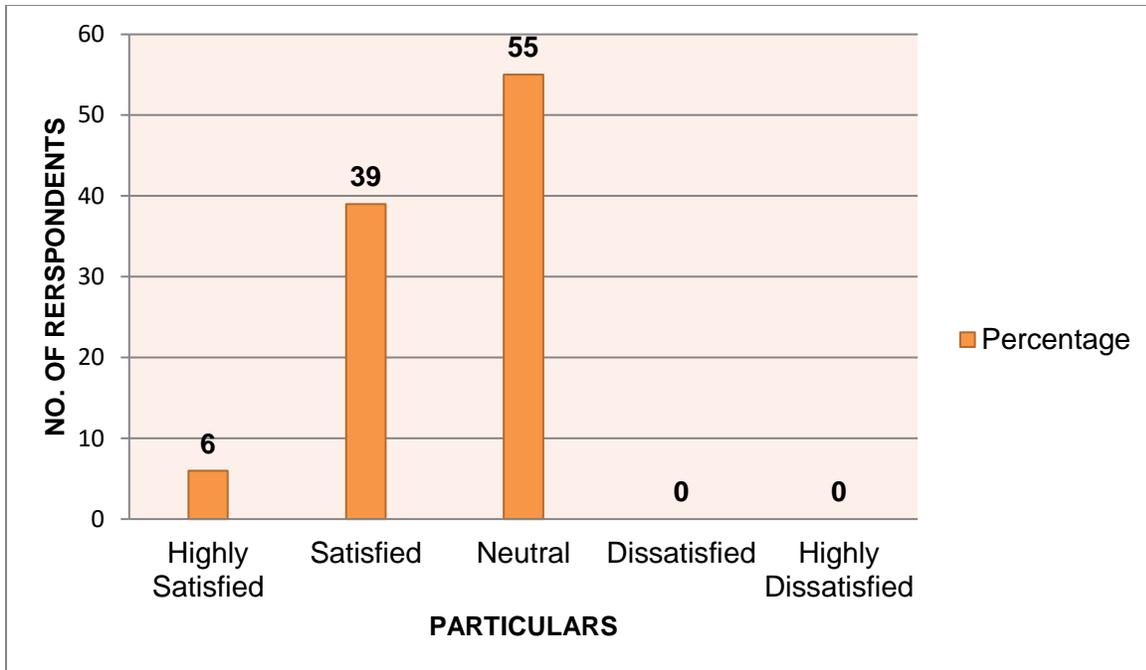


Table-6: Satisfaction Regarding Feeling About The Manner In Which Employees Efforts Are Valued In The Hospital

Particulars	No. of respondents	percentage
Highly Satisfied	12	10
Satisfied	42	35
Neutral	66	55
Disatisfied	0	0
Highly Dissatisfied	0	0
Total	120	100

Interpretation : From the above response clearly shows 42% of the employees are satisfied about the manner in which efforts are valued in the hospital other 12% of employees are highly satisfied and 66% of employees have agreed that satisfaction about the manner in which efforts are valued in the hospital is neutral.

Graph-6:

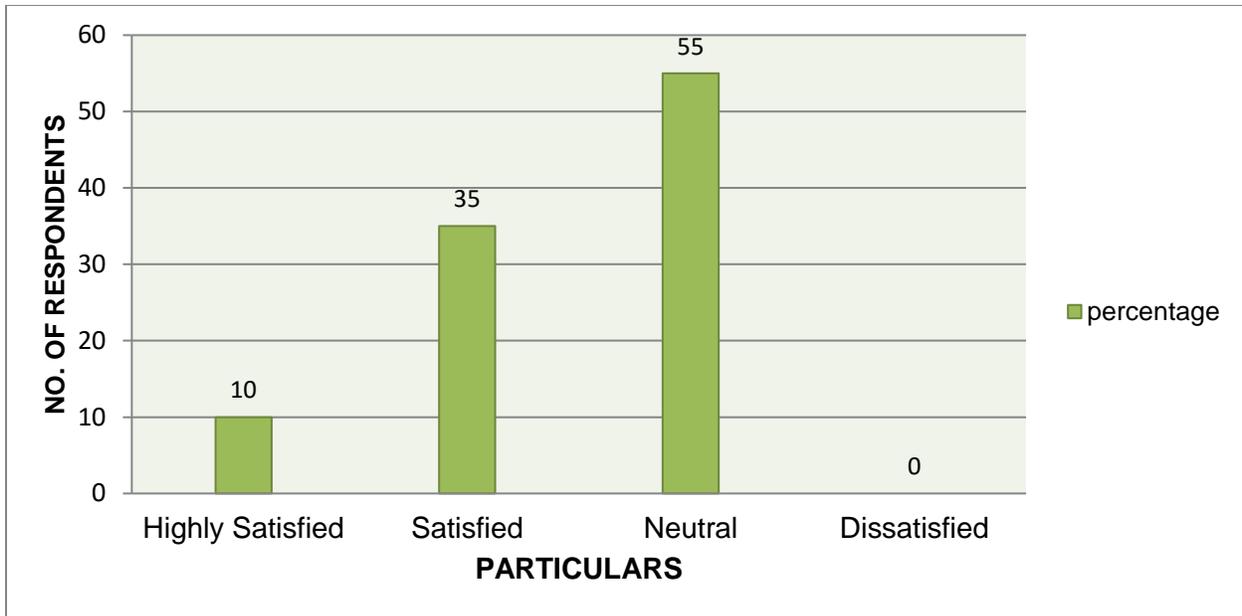


Table-7: Degree Of Motivation As For As The Job Is Concerned In The Hospital

Particulars	No. of respondents	Percentage
Highly satisfied	5	4
Satisfied	43	36
Neutral	56	46
Dissatisfied	16	14
Highly Dissatisfied	0	0
Total	120	100

Interpretation: From the above response clearly shows 36% of the employees are satisfied with degree of motivation in the hospital other 4% of employees are highly satisfied and 14% are Dissatisfied about degree of motivation in the hospital.

Graph-7:

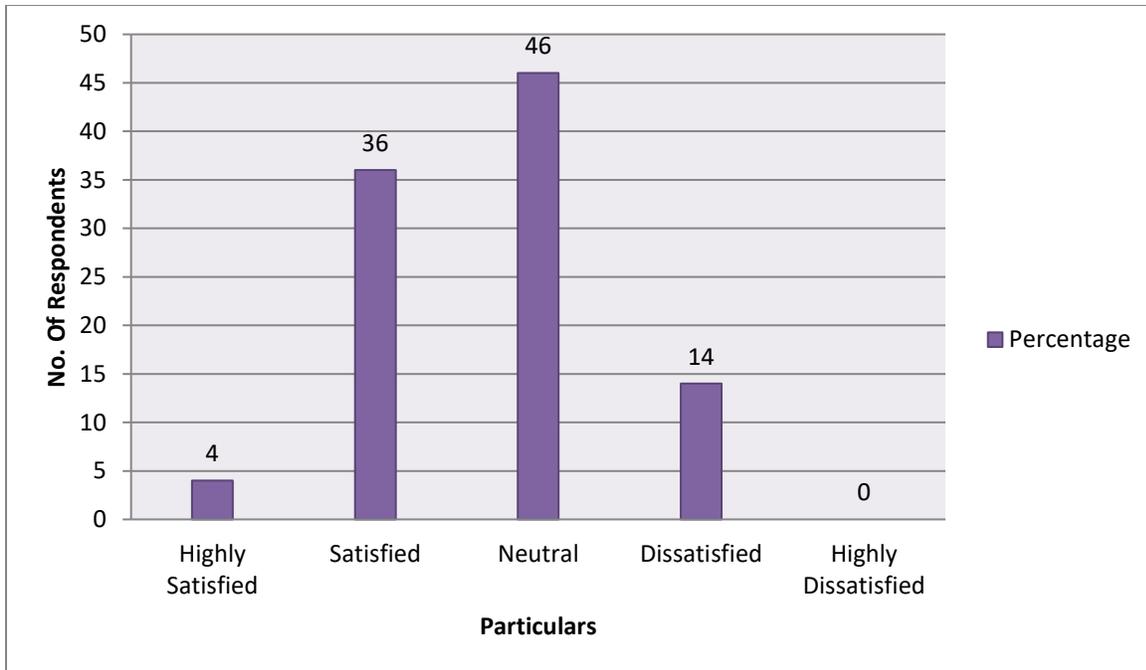


Table-8 : Satisfaction Regarding Their Current Career Opportunities In The Hospital

Particulars	No. of respondents	Percentage
Highly Satisfied	35	29
Satisfied	67	56
Neutral	18	15
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	120	100

Interpretation: From the above response clearly shows 56% of the employees are satisfied with current career opportunities in the hospital other 35% of employees are highly satisfied and 15% are Neutral about degree of motivation in the hospital.

Graph-8:

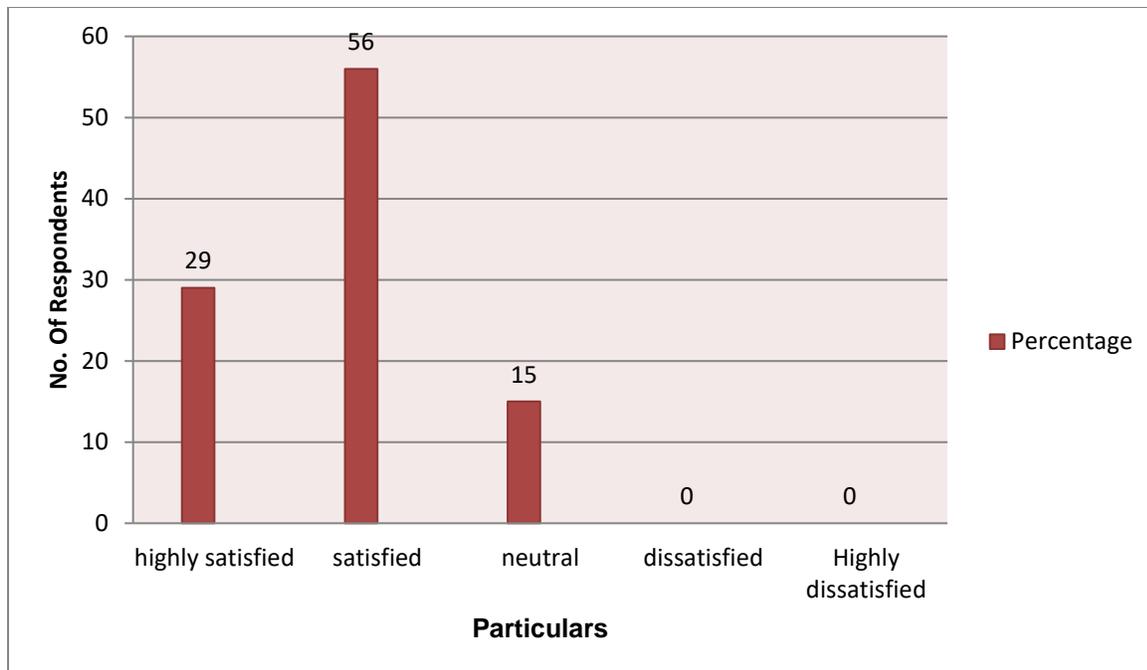


Table-9: Satisfaction Regarding Extent Of Employees Involvement With Hospital Goals And Image

Particulars	No. of respondents	Percentage
Highly Satisfied	48	40
Satisfied	68	57
Neutral	4	3
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	120	100

Interpretation: From the above response clearly shows 74% of the employees are satisfied with current career opportunities in the hospital other 26% of employees are highly satisfied about the extent of their involvement with hospital goals and image.

Graph-9:

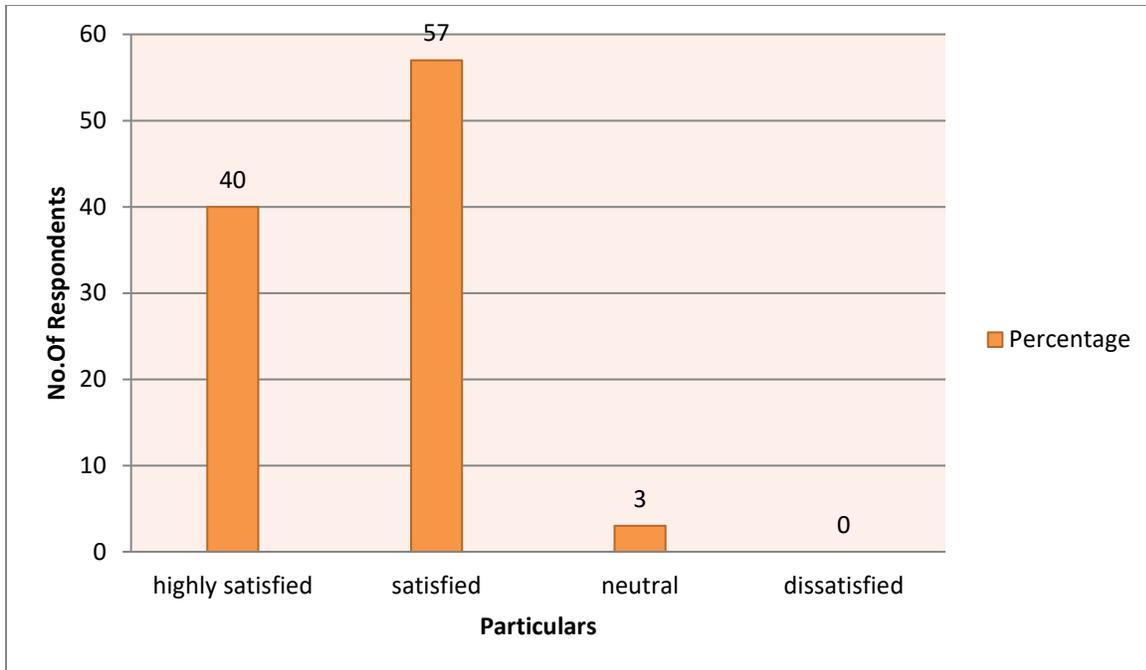


Table-10: Satisfaction Regarding Opinion About Nature Of Supervision

Particulars	No. of respondents	Percentage
highly satisfied	36	30
satisfied	72	60
neutral	12	10
dissatisfied	0	0
Highly Dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 70% of the employees are satisfied about the nature of supervision other 30% of employees are highly satisfied about the nature of supervision.

Graph-10:

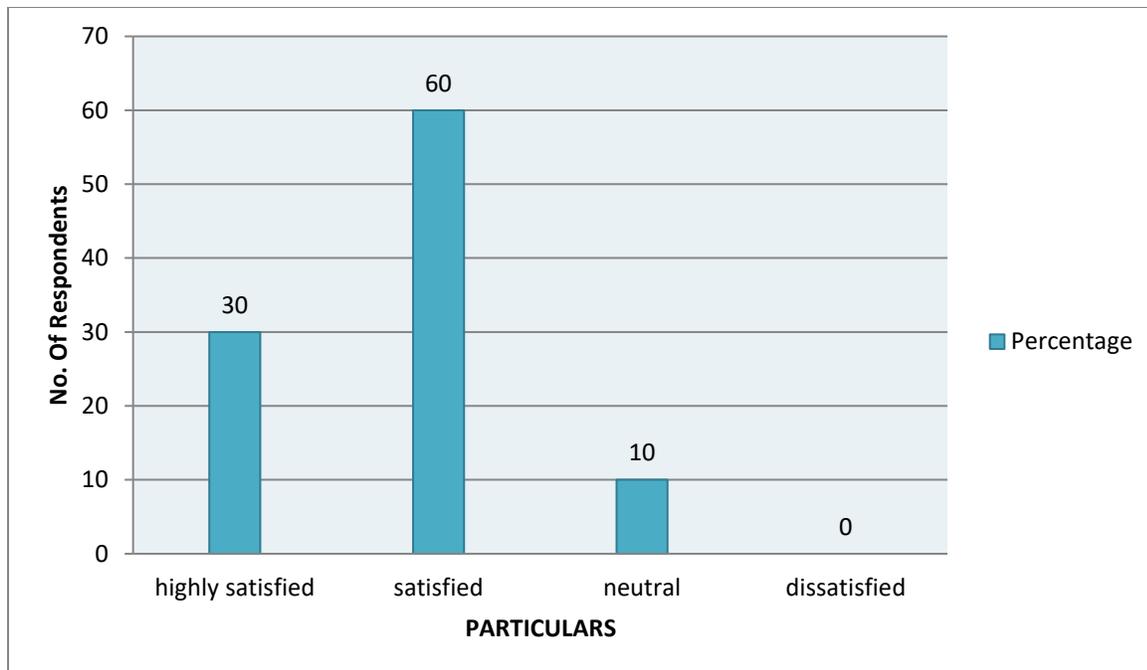


Table-11: Satisfaction With Regard To Organizational Climate

Particulars	No. of respondents	Percentage
highly satisfied	19	16
satisfied	48	41
neutral	39	32
dissatisfied	14	11
Highly Dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 40% of the employees are satisfied about organizational climate other 20% of employees are highly satisfied 14% of the employees are dissatisfied about organizational climate 26% of employees have agreed that satisfaction regarding organizational climate is neutral.

Graph-11:

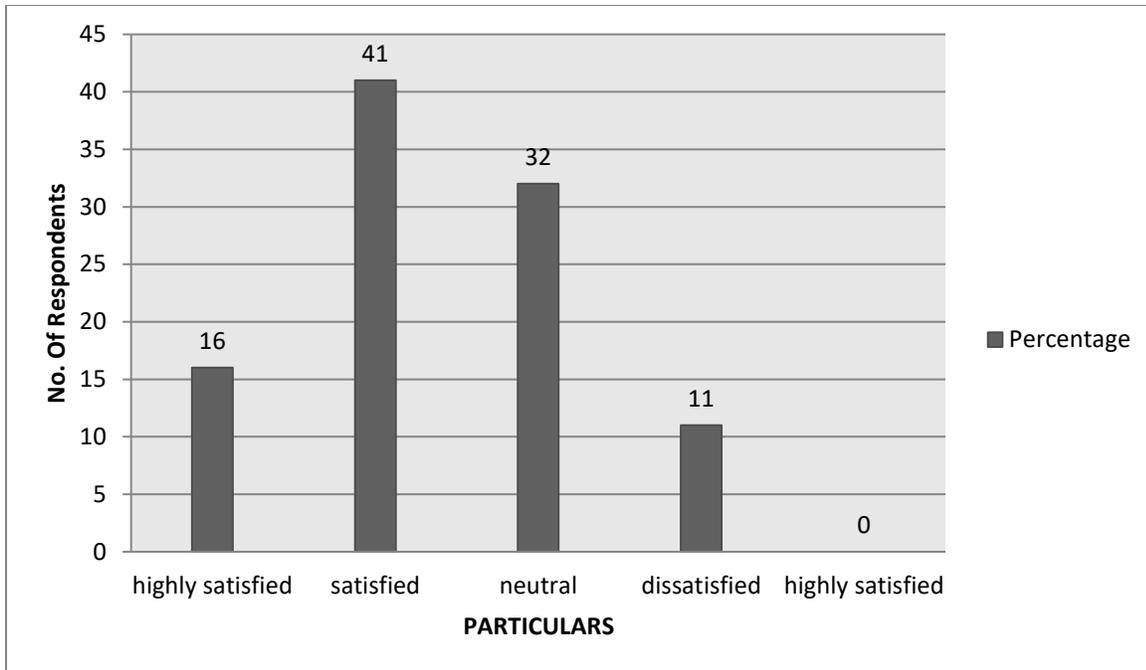


Table-12: Satisfaction With Regard To The Quantity Of Work Expected/ Work Allocation To The Employee In The Hospital

Particulars	No. of respondents	Percentage
highly satisfied	24	20
satisfied	79	67
neutral	16	13
dissatisfied	1	0
total	120	100

Interpretation: From the above response clearly shows 60% of the employees are satisfied, 30% of employees are highly satisfied and 10% of employees have agreed as neutral regarding work expected or work allocated in the hospital

Graph-12:

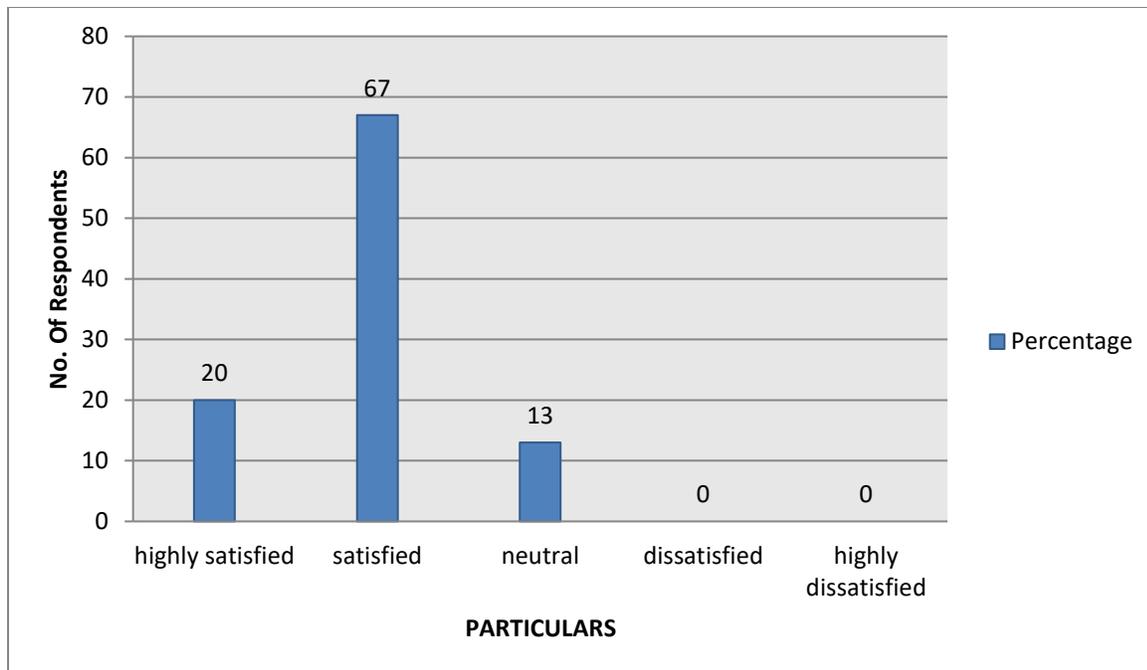


Table-13: Satisfaction Regarding Working Conditions In The Hospital

Particulars	No. of respondents	Percentage
highly satisfied	37	31
satisfied	54	45
neutral	29	24
dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 24% of the employees are satisfied, 74% of employees are highly satisfied and 2% of employees have agreed as neutral regarding work expected or work allocated in the hospital

Graph-13:

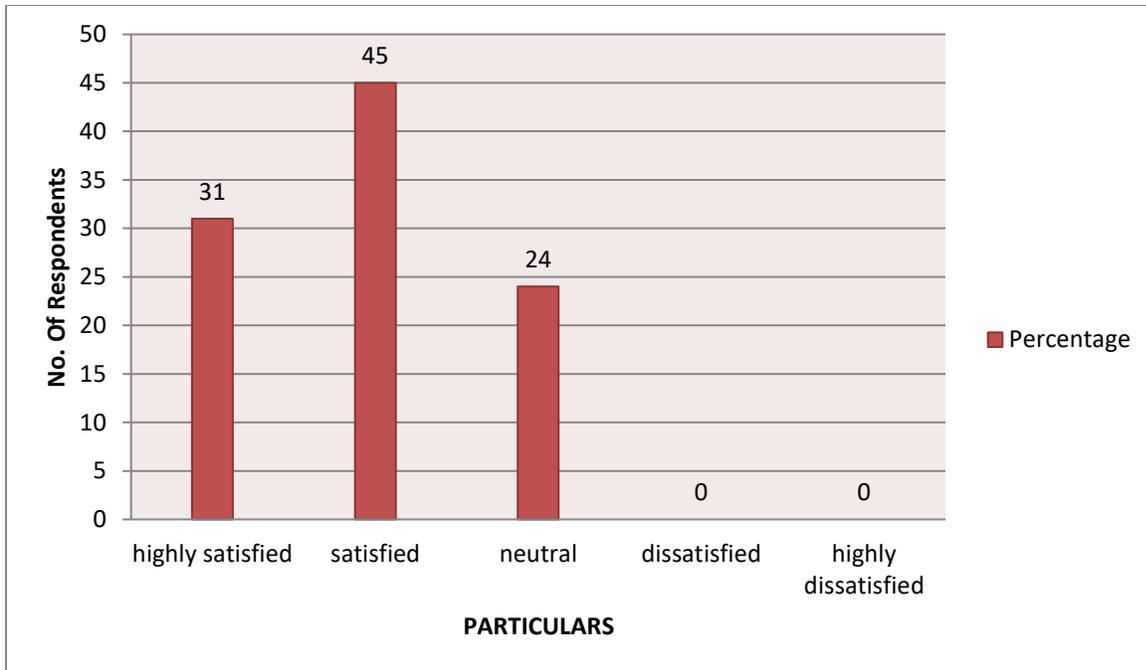


Table-14: Satisfaction Regarding Meal Time And Break For Employees

Particulars	No. of respondents	Percentage
highly satisfied	4	3
satisfied	68	56
neutral	48	40
dissatisfied	1	0
total	120	100

Interpretation: From the above response clearly shows 96% of the employees are satisfied and 4% of employees have agreed as neutral regarding meal time and break for employees.

Graph-14:

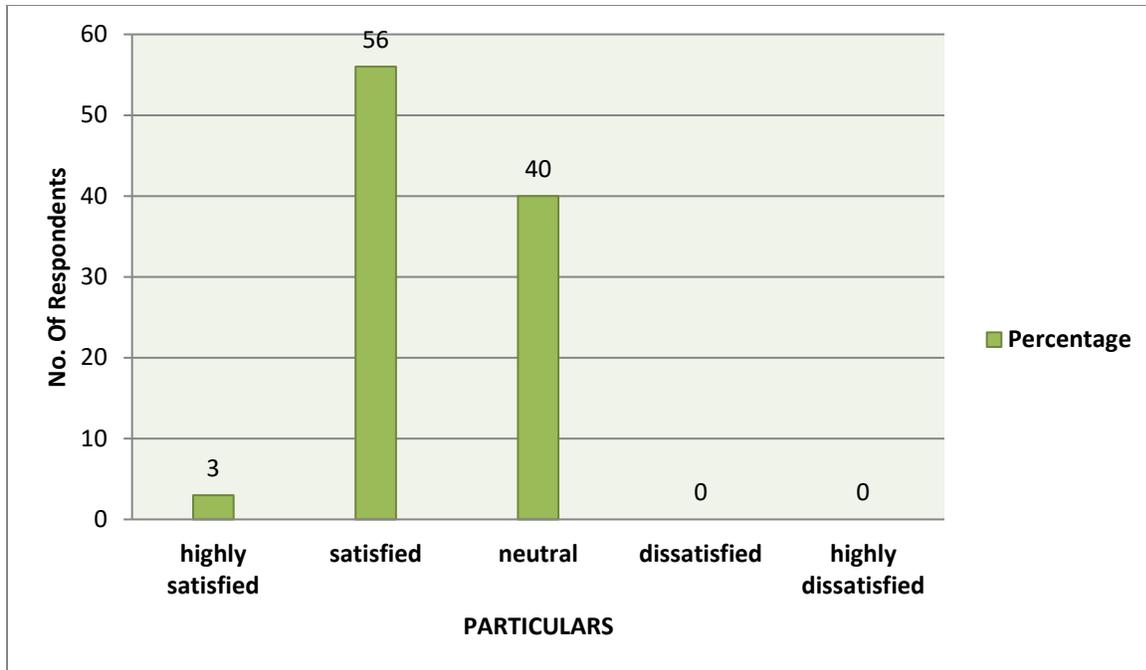


Table-15: Satisfaction Regarding Emergency Exit And Emergency Alarm For Employees

Particulars	No. of respondents	Percentage
highly satisfied	13	11
satisfied	58	48
neutral	49	41
dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 68% of the employees are satisfied, 28% of employees are highly satisfied and 4% of employees have agreed as neutral regarding emergency exit for employees in the hospital

Graph-15:

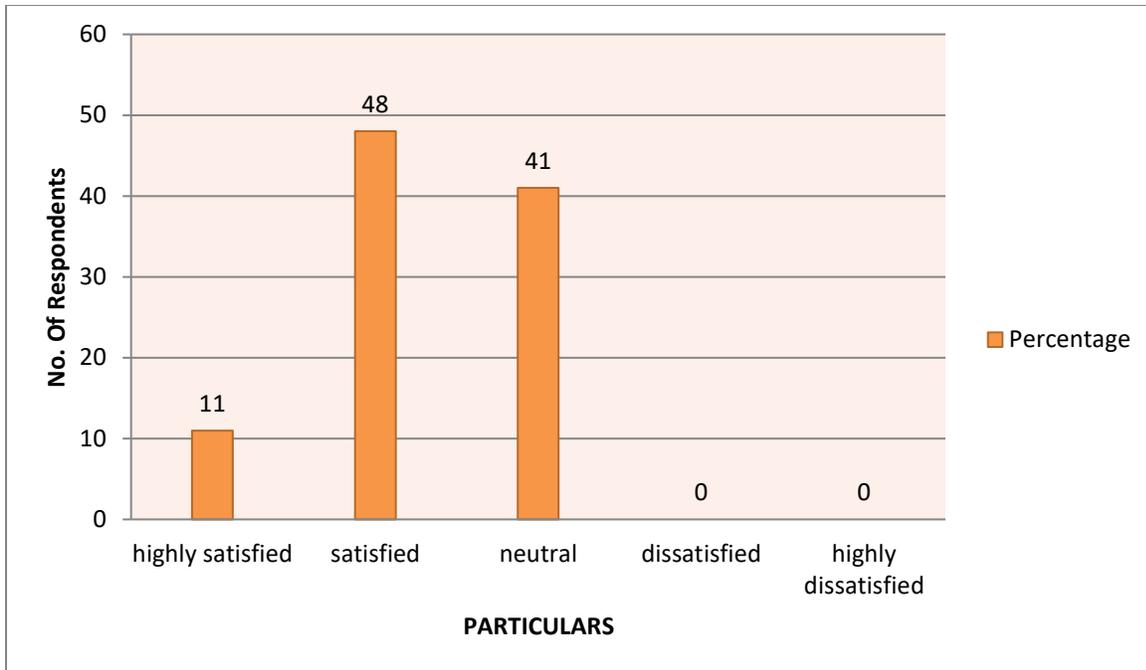


Table-16: Satisfaction Regarding Rest Room For Employees

Particulars	No. of respondents	Percentage
highly satisfied	39	32
satisfied	74	63
neutral	7	5
dissatisfied	0	0
Highly Dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 76% of the employees are satisfied, 20% of employees are highly satisfied and 4% of employees have agreed as neutral regarding rest room for employees in the hospital

Graph-16:

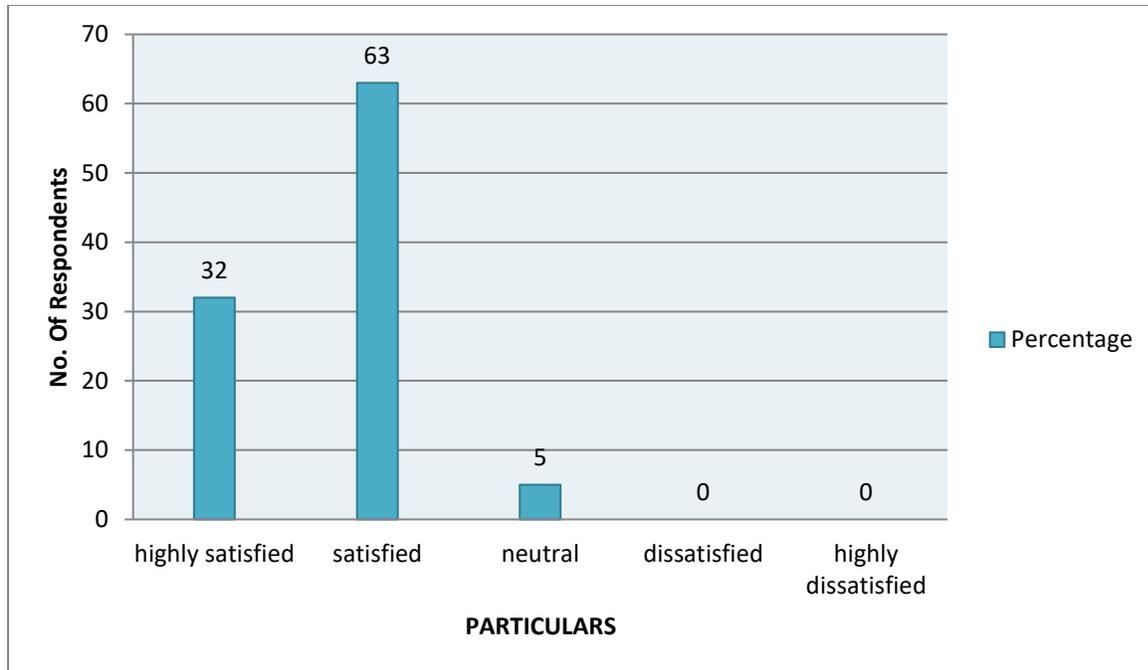


Table-17: Satisfaction Regarding Rewards And Incentives Given To The Employees

Particulars	No. of respondents	Percentage
highly satisfied	18	18
satisfied	43	36
neutral	38	31
dissatisfied	19	14
Highly dissatisfied	2	1
total	120	100

Interpretation: From the above response clearly shows 68% of the employees are satisfied, 24% of employees are highly satisfied, 4% of the employees are dissatisfied and 4% of employees have agreed as neutral regarding rewards and incentives given to the employees.

Graph-17:

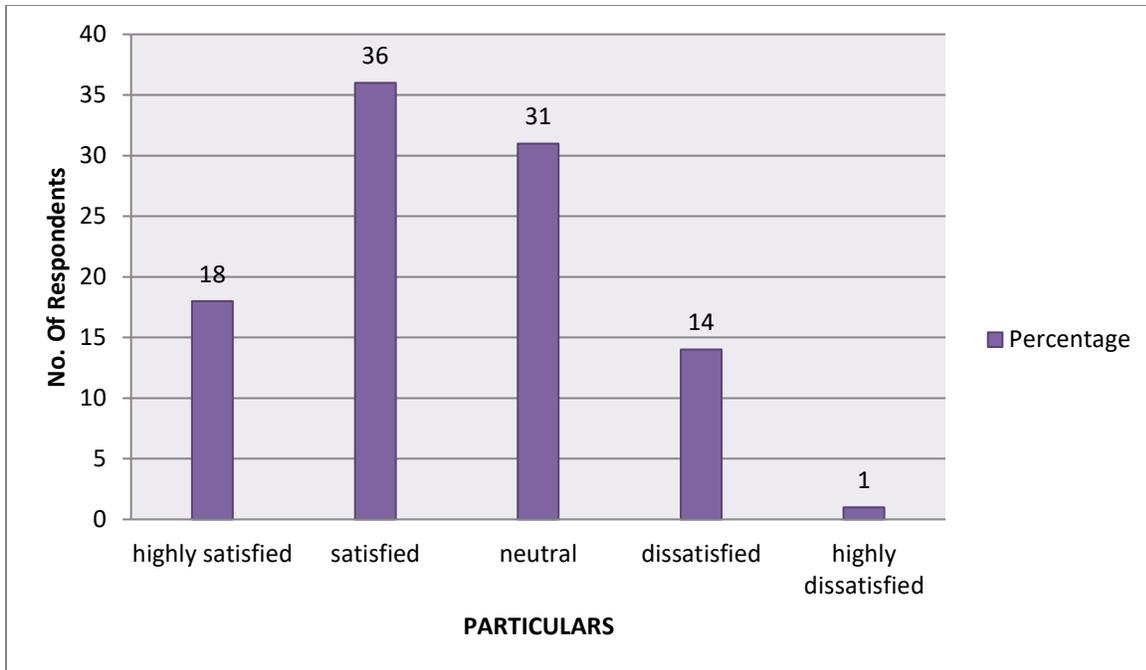


Table-18: Satisfaction Regarding Gratuity And Pension Given To The Employees

Particulars	No. of respondents	Percentage
highly satisfied	14	11
satisfied	45	38
neutral	57	48
dissatisfied	4	3
Highly dissatisfied	0	0
total	120	100

Interpretation: From the above response clearly shows 76% of the employees are satisfied, 16% of employees are highly satisfied, 4% of the employees are dissatisfied and 4% of employees have agreed as neutral regarding gratuity and pension given to the employees.

Graph-18:

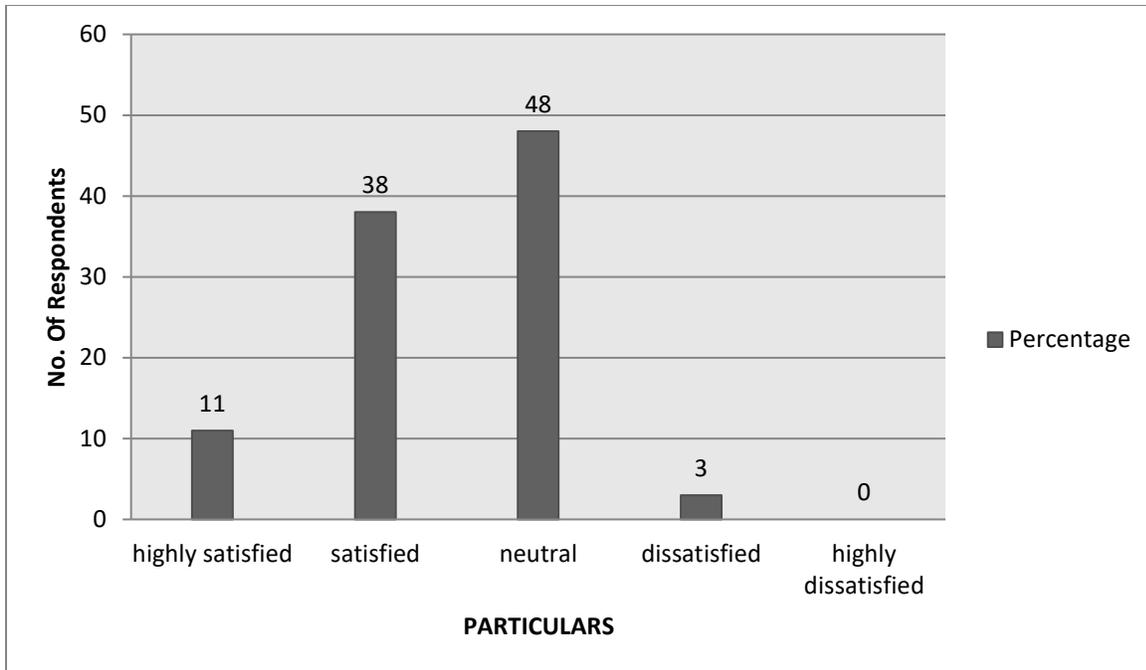


Table-19: Satisfaction Regarding Financial Grants Given To The Employees

Particulars	No. of respondents	Percentage
highly satisfied	44	36
satisfied	29	24
neutral	35	29
dissatisfied	12	10
total	120	100

Interpretation: From the above response clearly shows 8% of the employees are satisfied, 88% of employees are highly satisfied, 2% of the employees are dissatisfied and 2% of employees have agreed as neutral regarding financial grants.

Graph-19:

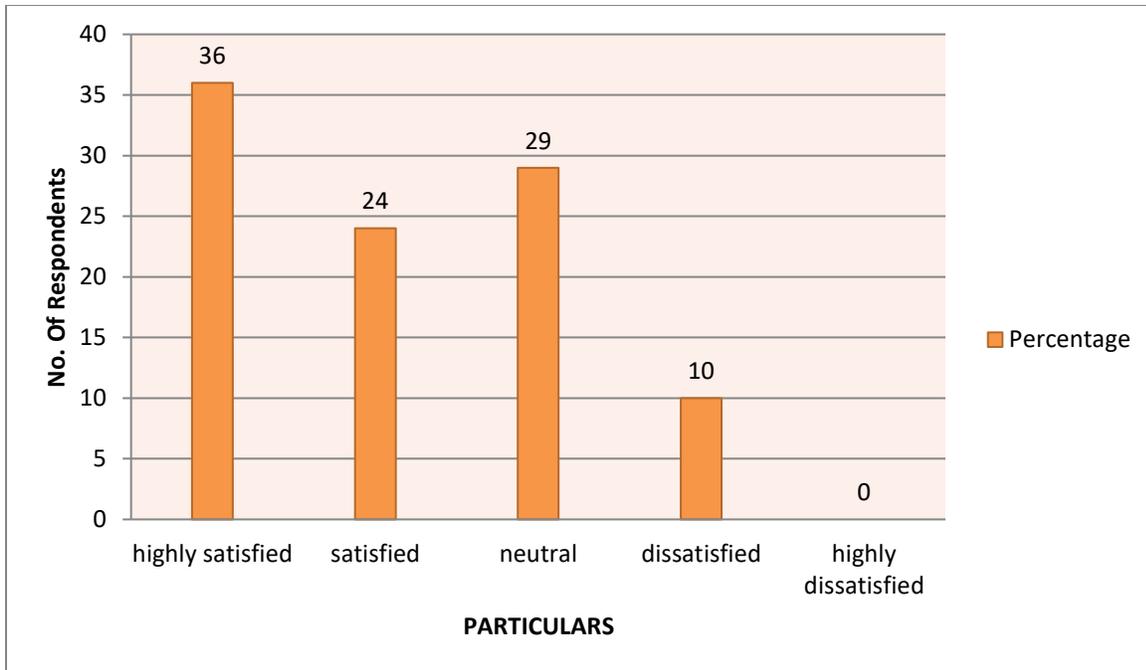


Table-20: Satisfaction Regarding Sanitary Measures In The Hospital

Particulars	No. of respondents	Percentage
highly satisfied	54	45
satisfied	66	55
neutral	0	0
dissatisfied	0	0
Highly dissatisfied	0	0
Total	120	100

Interpretation: From the above response clearly shows 8% of the employees are satisfied, 88% of employees are highly satisfied, 2% of the employees are dissatisfied and 2% of employees have agreed as neutral regarding financial grants.

Graph-20:

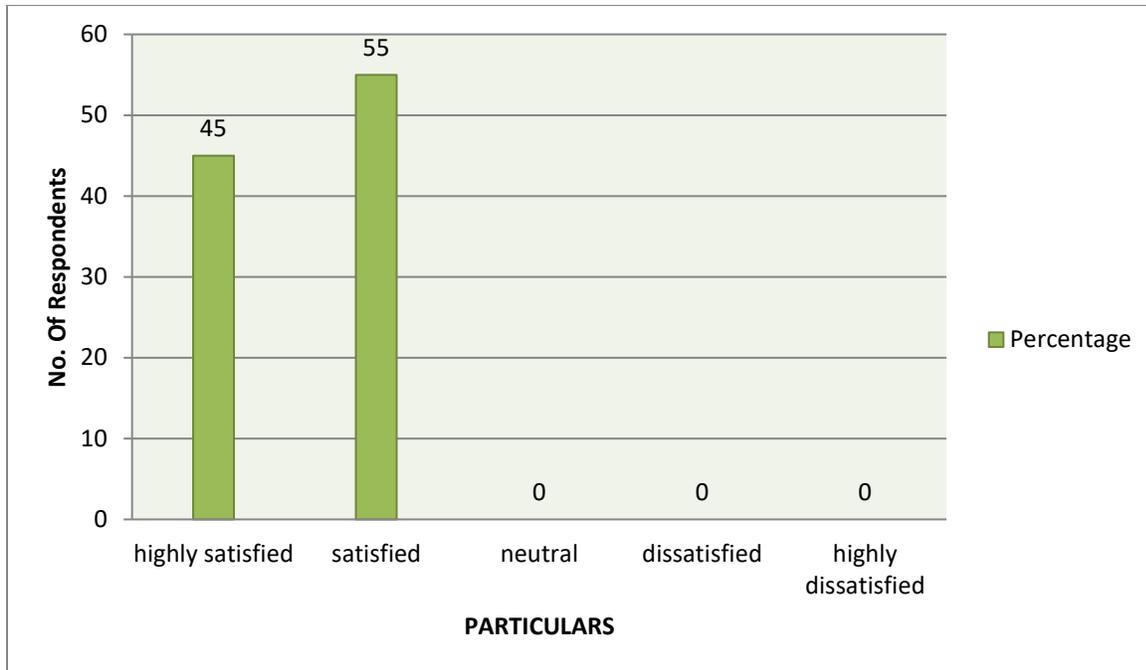
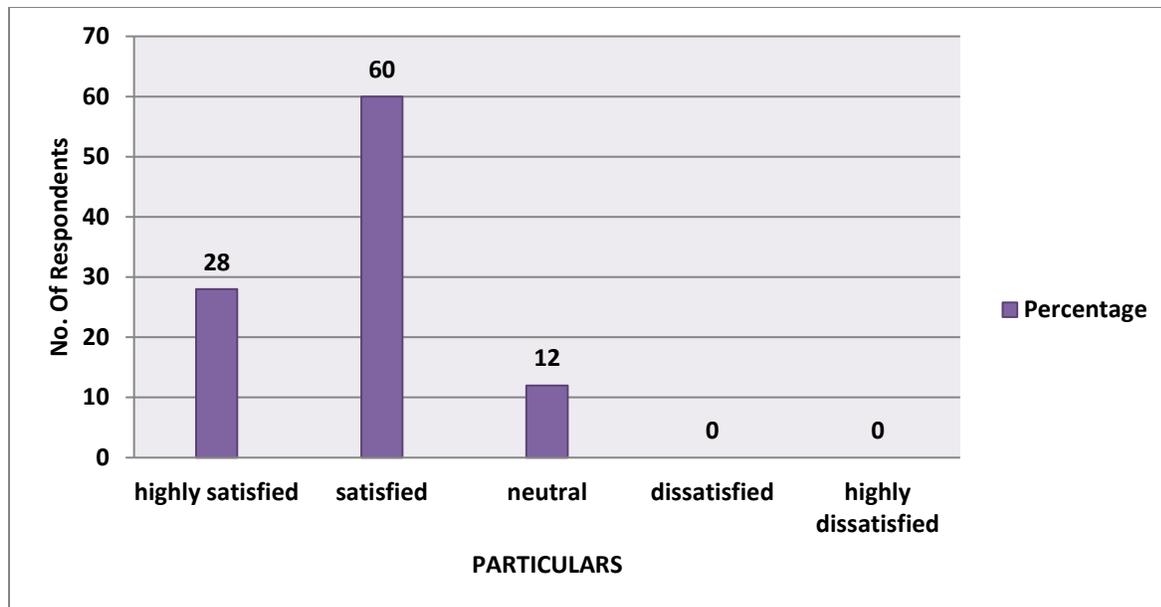


Table-21: Satisfaction Regarding Leave Benefits Availing In The Hospital

Particulars	No. of respondents	Percentage
highly satisfied	34	28
satisfied	72	60
neutral	14	12
dissatisfied	0	0
Highly dissatisfied	0	0
Total	120	100

Interpretation: From the above response clearly shows 20% of the employees are satisfied, 78% of employees are highly satisfied and 2% of employees have agreed as neutral regarding leave benefits availing in the hospital.

Graph-21:



Suggestions & Recommendations

These Suggestions or recommendation given by taking into consideration both exit forms & questionnaire.

- Attrition rate is good only when it is balanced. Attrition rate should be maintained by providing adequate and competitive remuneration and proper working hours to the employees.
- Stay-in interviews and regular counseling and mentoring help to find out, whether the employee is satisfied with the working condition.
- Continuous development of the employees by way of trainings should be implemented to retain the employees.
- Proper performance appraisal techniques should be implemented in the organisation so that employee's good performance is duly recognized and rewarded. This motivates others to perform better.
- Proper training and orientation programs must be provided to the employees about the product whenever needed so that they feel confident in doing their job and be able to communicate to the customer There should be proper working hours for the employees and adequate space should be provided to have their lunch, conduct meetings and training programs.
- The employers need to handle employees in such a manner that they don't get frustrated and over burdened by the work.
- Employee engagement is one of the options to reduce their stress and to make them feel as a part of the organisation, also better training and development can be provided. This

can be done by way of conducting cultural programs every week, sports, celebrating birthdays etc.

From a very broad personal reason a specific reason of exit must be obtained so that the organization can work towards the betterment of the other employees and hence, reduce the rate of attrition. Apart from above recommendations given above for retaining the employees in the organization, a detailed exit interview form should be formatted with an in depth interpersonal interview where the exact reason can be drilled out of the employee.

LIMITATIONS OF THE STUDY

- 1- Data analyzed on the basis of the exit interview form. Most of the employees leave the organization for their personal reasons which is not quite elaborated in the exit form.
- 2- Some part of data must be subjected due to emotions of the employees which might not give a clear reason of their exit.
- 3- The data was not collected personally & all the interferences were withdrawn on the basis of previously collected information through the exit interview form.
- 4- Exclusion-Absconding Employees are not included in the study.

CONCLUSION

At the end the conclusion says that attrition rate is observed almost everywhere. The only main thing is that we should know the proper tactics how to tackle it in a proper way. For this we can engage the employees in a very good working environment so that there will be very good human touch i.e. good relations between the employee and the company.

Attrition rate is an indicator of many things intrinsic to the organisation, and revealing it may affect negatively. So proper and utmost care should be taken in order to avoid such situations in future.

Annexure

Questionnaire-This Questionnaire is included during the exit interview but the sampling size for this questionnaire is 120.

1. Name :
2. Age :
3. Gender : () male () female
4. Department:
5. Experience:
6. Rate the welfare amenities given below:

Schemes	Excellent	Good	Average	Poor
Canteen				
Drinking water				
Gratuity				
Allowance				
Rest room				

7. How satisfied are you with meal time & break time in the hospital?
() highly satisfied () satisfied () neutral () dissatisfied () highly dissatisfied
8. How satisfied are you with inter personal relationship in the hospital?
() highly satisfied () satisfied () neutral () dissatisfied () highly dissatisfied
9. Express the manner in which your efforts are valued in the hospital?
() highly satisfied () satisfied () neutral () dissatisfied () highly dissatisfied
10. how satisfied are you with degree of motivation in the hospital?
() highly satisfied () satisfied () neutral () dissatisfied () highly dissatisfied
11. How satisfied are you with the current career opportunities in the hospital?
() highly satisfied () satisfied () neutral () dissatisfied () highly dissatisfied
12. What is the extent of your involvement and identification with hospital goals and image?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

13. Opinion about – nature of supervision?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

14. Mention the level by which your skills are utilized in the hospital?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

15. How satisfied are you with the organizational climate?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

16. How satisfied are you with the quantity of work expected and allotted to you in the hospital?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

17. how satisfied are you with the leave benefits availing in the hospital?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

18. how satisfied are you regarding emergency alarm and exit?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

19. how satisfied are you with the financial grants?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

20. How satisfied are you with rewards and incentives?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

21. How satisfied are you with the working conditions of the hospital?

highly satisfied satisfied neutral dissatisfied highly dissatisfied

Give your suggestions if any.....

Bibliography: K. Ashwathappa (Human Resource Management)

P. Subbarao (Personnel & HRM)

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