



REVIEW ARTICLE

A STUDY ON THE ATTRITION OF NURSES IN A MULTI SPECIALTY HOSPITAL AT CHENNAI

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ARTICLE INFO

Article History:

Received 24th August, 2016
Received in revised form
09th September, 2016
Accepted 17th October, 2016
Published online 30th November, 2016

Key words:

Hospital Management,
Attrition,
Nurses,
Human Resource,
Organizational Climate,
Nurses Attrition.

ABSTRACT

Attrition is defined as the “Loss of a material or resource due to obsolescence or spoilage” Attrition in human resources refers to the gradual loss of employees over time. In general, relatively high attrition is problematic for companies. Human Resource professionals often assume a leadership role in designing company compensation programs; work culture and motivation systems that help the organization retain top employees. The attrition may be either voluntary or involuntary, though employer-initiated events such as layoffs are not typically included in the definition. Each industry has its own standards for acceptable attrition rates, and these rates can also differ between skilled and unskilled positions. Due to the expenses associated with training new employees, any type of employee attrition is typically seen to have a monetary cost. It is also possible for a company to use employee attrition to its benefit in some circumstances, such as relying on it to control labor costs without issuing mass layoffs. Nurses in most healthcare organizations have some of the highest levels of direct patient contact of any employees. As a result, they play a pivotal role in the financial performance of these companies. The financial cost of losing a single nurse has been calculated to equal about twice the nurse’s annual salary. Losing these critical employees negatively impacts the bottom line of healthcare organizations in a variety of ways.

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Citation: Krishnan Chellammal and R. Magesh, 2016. “A study on the attrition of nurses in a multi specialty hospital at Chennai”, *International Journal of Current Research*, 8, (11), 41840-41844.

INTRODUCTION

Attrition is a critical issue and pretty high in the industry these days. It’s the major problem which highlights in all the organizations. Though the term ‘attrition’ is common, many would be at a loss to define what actually Attrition is, “Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death”. It can also be said as Employee Turnover or Employee Defection” Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization.

Attrition Rate

“The rate of shrinkage in size or number of employees “is known as attrition rate. A common attrition rate definition refers to employee or staff turnover, but in a broader sense,

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attrition rate is a calculation of the number of individuals or items that vacate or move out of a larger, collective group over a specified time frame. Attrition rate is also commonly referred to as churn rate. A term often used by human resources professionals to determine a company’s ability to retain employees, attrition rate is increasingly used in the marketing world as a figure that points to the company’s ability to retain customers or to project the number of new sales necessary to maintain the status quo, accounting for customer churn or customer attrition. To calculation your company's attrition rate, you divide the number of employees who leave in a given year by the total number of positions you have. For instance, if you have 100 positions available and 30 employees leave the company in a given year; your attrition rate is 30 percent. This may be high or low, depending on the industry. Retail, as an example, tends to have a relatively high level of attrition as an industry.

Calculation of Attrition

$$\text{Attrition} = \frac{\text{Number of employees who left in a month}}{\text{Average employees in a month}} \times 100$$

Nursing attrition is the rate at which organizations and/or company's hiring and fire employees to either represent their

firm or leave their firms. It also referred to the employee turnover rate. There are many different ways for a company to lose employees, most of which are typically taken into account to ensure that the organization is able to operate efficiently. Attrition refers to the loss of employees due to reasons other than firing and other employer-initiated events. This means that an employer has no direct control over how many personnel are lost to employee attrition. Retirement is one major cause of employee attrition, and since people tend to retire around a specific age this is a factor that can be accounted and planned for. Other causes of employee attrition, such as personnel who quit due to prolonged illness, dissatisfaction with the company, or other reasons, can be more difficult to estimate. The attrition may be either voluntary or involuntary, though employer-initiated events such as layoffs are not typically included in the definition. Each industry has its own standards for acceptable attrition rates, and these rates can also differ between skilled and unskilled positions. Due to the expenses associated with training new employees, any type of employee attrition is typically seen to have a monetary cost. It is also possible for a company to use employee attrition to its benefit in some circumstances, such as relying on it to control labor costs without issuing mass layoffs

Types of Employee Turnover

Voluntary Turnover: When employees leave an organization at their own discretion, it is referred to as voluntary turnover. It is initiated by the choice of the employee. A similar definition is given by, stating that “An instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organization, whereas an instance of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship”.

Involuntary Turnover: Define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer's decision to terminate the employment relationship”.

Factors influencing nurses to quit the job

Two approaches have been used to diagnose the causes of nursing turnover. The first is to identify why nurses choose to work in different jobs and then determine if those needs are being met. In other words, are employers supporting the “employment value proposition” that led nurses to originally accept a job offer. The second approach is to identify things that occur after nurses are hired that lead them to quit jobs even though the jobs may have met their initial job expectations. This approach focuses on identifying specific events or conditions that lead nurses to conclude that their current job no longer matches their personal career goals and/or job needs.

Short staffing: short staffing runs rampant in nursing. There never seems to be enough staff to care for patients on any given day. Staffing issue cause under stress on the average nurse, especially when it's an ongoing issue. When nurses pick up an overtime shift or two and this then become the norm. The money for overtime shifts may be good, but nurses get tired of continually pulling more than their weight during any given shift.

Too much tasks: It seems as if each time I report to work there's a new piece of paper to fill out or a new task for nursing to do that another department used to handle. Sometimes it seems as if every other department in the hospital dumps on nursing. As a result, nurses end up doing someone else's job (and well at that matter!) and soon the hospital is finding other ways to further cut costs and push even more on the nursing staff.

Poor management: Poor management can cause toxicity among coworkers and increased workload. There is a correlation! If management truly cared about the backbone of the hospital (nurses!) then maybe they wouldn't lose so many.

Underpayment: A common misconception among the general public is that nurses are paid very well for the work they do. Although they hold a tremendous amount of responsibility, this couldn't be further from the truth for many of them. Nursing salaries vary widely based on geographic location, but most nurses feel underpaid for the amount of responsibility they have on a daily basis. Another issue concerning underpayment is that nursing salaries are capped after so many years of experience. Even worse, some newer nurses make almost as much as experienced nurses because their starting salaries begin higher than the experienced nurses did so many years ago. There are many more reasons nurses end up leaving the profession.

Rude behavior: Studies have shown that everyday indignities have an adverse affect on productivity and result in good employees quitting. Rudeness, assigning blame, back-biting, playing favorites and retaliations are among reasons that aggravate employee turnover. Feeling resentful and mistreated is not an enticement for a good work environment.

Work-life imbalance: Increasing with economic pressures, organizations continue to demand that one person do the work of two or more people. This is especially true when an organization downsizes or restructures, resulting in longer hours and weekend work. Employees are forced to choose between a personal life and a work life. This does not sit well with the current, younger workforce, and this is compounded when both spouses or significant others work.

The job did not meet expectations: It has become all too common for a job to significantly vary from the initial description and what was promised during the interviewing stage. When this happens it can lead to mistrust. The employee starts to think, “What else are they not being truthful about?” When trust is missing, there can be no real employee ownership.

Employee misalignment: Organizations should never hire employees (internal or external) unless they are qualified for the job and in sync with the culture and goals of the organization. Managers should not try to force a fit when there is none. This is like trying to force a size-nine foot into a size-eight shoe. Neither management nor employee will be happy, and it usually ends badly.

Feeling undervalued: Everyone wants to be recognized and rewarded for a job well done. It's part of our nature. Recognition does not have to be monetary. The most effective recognition is sincere appreciation. Recognizing employees is not simply a nice thing to do but an effective way to

communicate appreciation for positive effort, while also reinforcing those actions and behaviors.

Coaching and feedback are lacking: Effective managers know how to help employees improve their performance and consistently give coaching and feedback to all employees. Ineffective managers put off giving feedback to employees even though they instinctively know that giving and getting honest feedback is essential for growth and building successful teams and organizations.

Decision-making ability is lacking: Far too many managers micromanage to the level of minutia. Micromanagers appear insecure regarding their employees' ability to perform their jobs without the manager directing every move. Organizations need employees to have ownership and be empowered! Empowered employees have the freedom to make suggestions and decisions. Today "empowerment" seems to be a catch-all term for many ideas about employee authority and responsibility. However, as a broad definition, it means an organization gives employees latitude to do their jobs by placing trust in them. Employees, in turn, accept that responsibility and embrace that trust with enthusiasm and pride of ownership.

People skills are inadequate: Many managers were promoted because they did their jobs very well and got results. However, that doesn't mean they know how to lead. Leaders aren't born—they are made. People skills can be learned and developed, but it really helps if a manager has a natural ability to *get along* with people and motivate them. Managers should lead by example, reward by deed.

Organizational instability: Management's constant reorganization, changing direction and shuffling people around disconnects employees from the organization's purpose. Employees don't know what's going on, what the priorities are or what they should be doing. This causes frustration leading to confusion and inefficiencies.

Raises and promotions frozen: Over the years, studies have shown that money isn't usually the primary reason people leave an organization, but it does rank high when an employee can find a job earning 20 to 25 percent more elsewhere. Raises and promotions are often frozen for economic reasons but are slow to be resumed after the crisis has passed. Organizations may not have a goal to offer the best compensation in their area, but if they don't, they better pay competitive wages and benefits while making their employees feel valued! This is a critical combination.

Faith and confidence shaken: When employees are asked to do more and more, they see less evidence that they will ultimately share in the fruits of their labor. When revenues and profits increase along with workload, organizations should take another look at their overall compensation packages. Employees know when a company is doing well, and they expect to be considered as critical enablers of that success. Organizations need to stop talking about employees being their most important asset while treating them as consumables or something less than valuable. If an organization wants empowered employees putting out quality products at a pace that meets customer demand, they need to demonstrate appreciation through actions.

Growth opportunities not available: A lot of good talent can be lost if the employees feel trapped in dead-end positions. Often talented individuals are forced to job-hop from one company to another in order to grow in status and compensation. The most successful organizations find ways to help employees develop new skills and responsibilities in their current positions and position them for future advancement within the enterprise. Employees who can see a potential for growth and comparable compensation are more inclined to stay with an organization.

Review of Literature

According to Prince & Miller (1981) job dissatisfaction influenced actual turnover indirectly through its direct effect on turnover intention. The variables that effect job satisfaction are pay, promotion opportunities, immediate superior, fringe benefits, contingent rewards, rules and procedures, relation with co-workers, type of work done, and communication within the organization. According to Cranny, Smith and Stone (1992) factors affecting employee turnover today have become increasingly complex. The variables affecting job satisfaction are numerous and complex in relation to each other. Nevertheless, among all the possible factors affecting job satisfaction, most studies classify factors such as work environment and coworker relationships as the most influential factors affecting job satisfaction (Cranny, Smith, and Stone, 1992). According to Lum *et al.* (1998) The relationship between satisfaction and turnover has been consistently found in many turnover studies. According to Shamian and O'brien-pallas (2001) turnover increases the work load of remaining nurses. This result is consistent with the study of Ontario study which indicated that more than one-third of nurses experienced high emotional exhaustion, had higher overall and Musculo-skeletal claim rates compared to non-nurses, and musculo-skeletal claims comprised the majority of nursing claims. According to Clarke *et al.* (2002) high load of remaining nurses because of high turnover of nurses produce minor injuries in the work place such as needle stick injuries and the like. This finding provide support for the study who found poor organizational climate and high workloads to be associated with 50% to 2-fold increases in the likelihood of needle stick injuries and near-misses (with a needle or Sharp) to nurses.

Statement of Research Problem

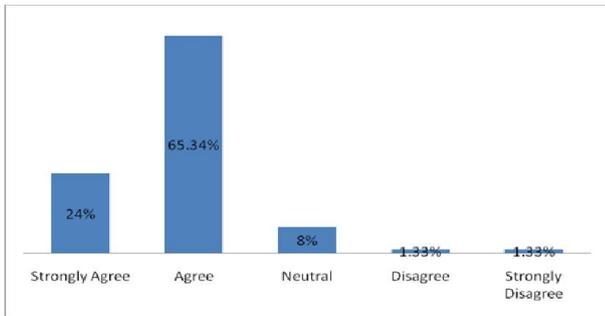
Nursing has been reported as a stressful specialty. Nursing staff working at the bottom of the hierarchy in hospitals are the ones who are more stressed out. The current nursing shortage and high turnover is of great concern because of its impact upon the efficiency and effectiveness of any health-care delivery system. Keeping into account the importance and sensitivity of the issue of attrition and retention of employees to any organization, the researcher has done this study "A study on the Attrition of nurses in a multi specialty Hospital at Chennai"

Objectives of the Study were 1. To measure the attrition rate among nurses, 2. To find out the reasons of attrition and 3. To analysis the satisfaction level of nurses by applying Maslow motivation theory in relation to attrition.

Research Methodology: The source of primary data associated to this study is collected through Questionnaire and

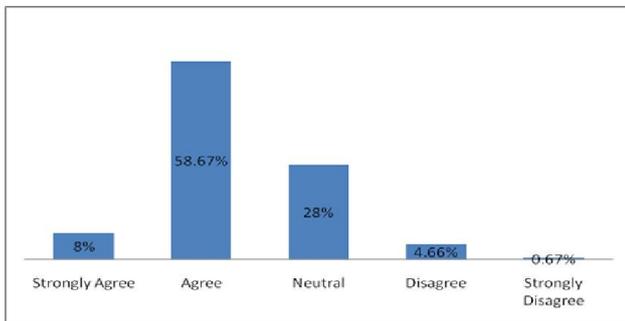
Informal interview method. Research design was descriptive Research design, the overall population is 257, the sampling unit is the nursing staffs in a multi specialty Hospital at Chennai, The sample size for the study is 150 (155 as per Morgan’s Table, 5 samples was taken and done as pilot study), The researcher has used Simple random sampling method for the study,

Chart Showing the Respondent’s Opinion on “Satisfy with the Facilities of My Working Environment”



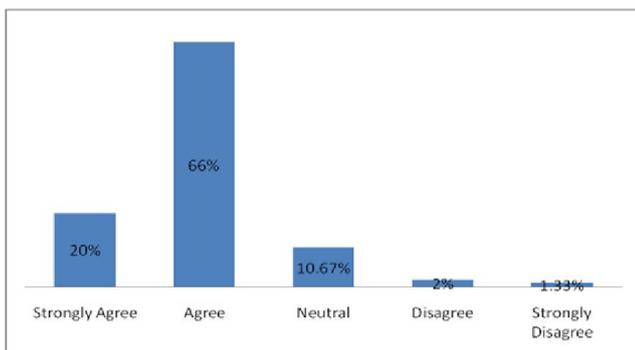
Interpretation: From the study it was found that 24% of the respondents strongly agreed, 65.34% of the respondents agreed, 12% of the respondents had neutral opinion, 2% of the respondents disagreed and 2% of the respondents strongly disagreed to the statement on “satisfy with the facilities of my working environment”.

Chart Showing the Respondent’s Opinion on “Openness to Accept Mistake is observed In the Hospital”



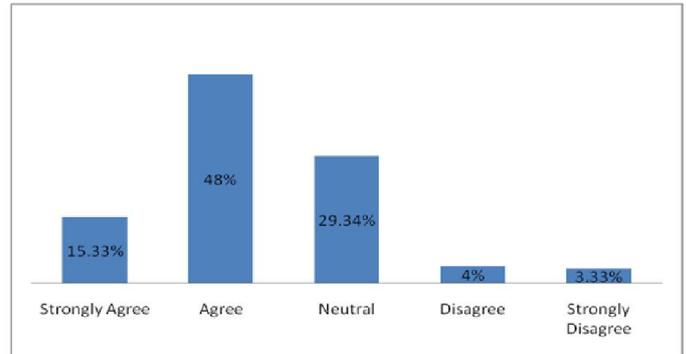
Interpretation: From the study it was found that 8% of the respondents strongly agreed, 58.67% of the respondents agreed, 28% of the respondents had neutral opinion, 4.66% of the respondents disagreed and 0.67% of the respondents strongly disagreed to the statement on “openness to accept mistake is observed in the hospital”.

Chart showing respondent’s opinion on “happy to work in the safe environment provided by the management”



Interpretation: From the study it was found that 20% of the respondents strongly agreed, 66% of the respondents agreed, 10.67% of the respondents had neutral opinion, 2% of the respondents disagreed and 1.33% of the respondents strongly disagreed to the statement on the “ happy to work in the safe environment provided by the management”.

Chart Showing the Respondents Opinion on “The Problem Faced By Me in Day To Day Life Is Addressed By My Manager Perfectly and Timely”



Interpretation: From the study it was found that 15.33% of the respondents strongly agreed, 48% of the respondents agreed, 29.34% of the respondents had neutral opinion, 4% of the respondents disagreed and 3.33% of the respondents strongly disagreed to the statement on “the problem faced by me in day to day life is addressed by my manager perfectly and timely”.

Chart Showing the Respondents Opinion On “Inter Department Cooperation Is Good”

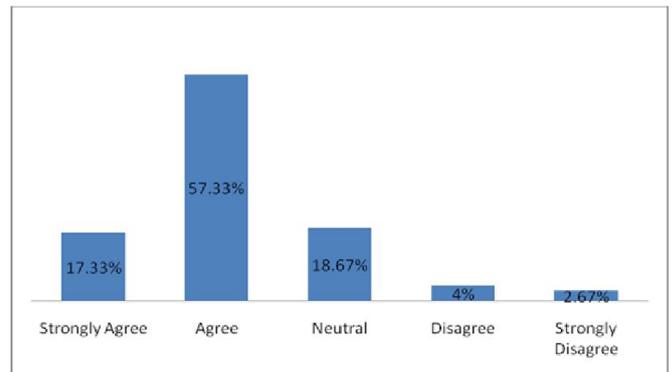
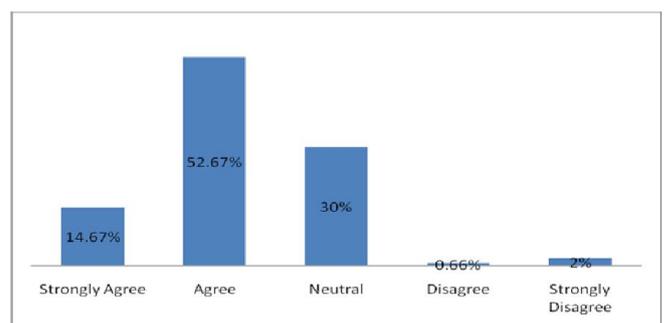


Chart Showing the Respondents Opinion on “Stress Busters Are Designed and Executed”

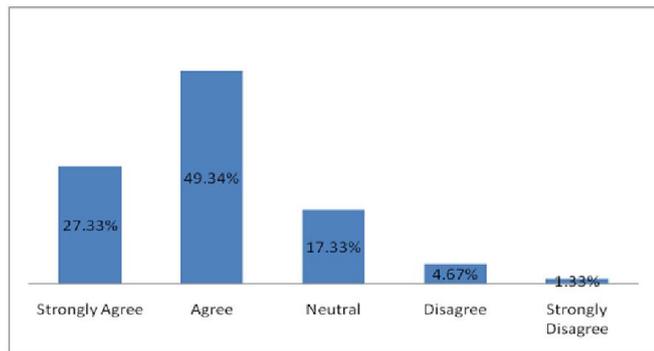


Interpretation: From the study it was found that 17.33% of the respondents strongly agreed, 57.33% of the respondents

agreed, 18.67% of the respondents had neutral opinion, 4% of the respondents disagreed and 2.67% of the respondents strongly disagreed to the statement on “inter department cooperation is good”.

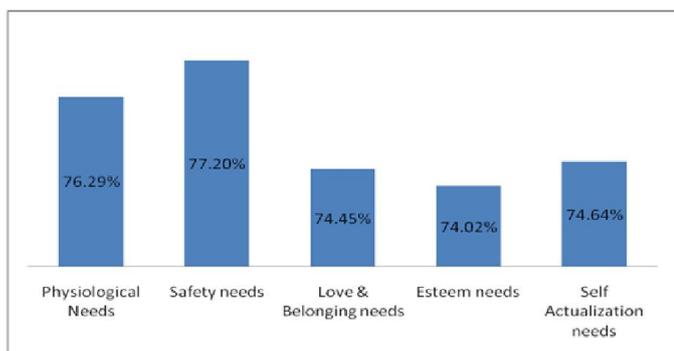
Interpretation: From the above table it was found that 14.67% of the respondents strongly agreed, 52.67% of the respondents agreed, 30% of the respondents had neutral opinion, 0.66% of the respondents disagreed and 2% of the respondents strongly disagreed to the statement on “stress buster are designed and executed”.

Chart Showing the Respondents Opinion on “I Am Satisfied With My Job”



Interpretation: From the study it was found that 27.33% of the respondents strongly agreed, 49.34% of the respondents agreed, 17.33% of the respondent’s neutral opinion, 4.67% of the respondents disagreed and 1.33% of the respondents strongly disagreed to the statement on “I am satisfied with my job”.

Chart Showing the Percentage of Maslow’s Hierarchy Needs



Interpretation: From the study it was found that respondents equally satisfied with all the needs the score of all needs range from 74.02% to 77.20%.

Problems identified from the study were Canteen is not properly ventilator and dining space is also not enough, Junior nurses are not satisfying the way the senior nurses treat them, Nurses are stressed due to late replacement of nurses who left, Motivational programme are not provided to nurses, Experienced nurses not communicate their idea and opinion openly, The attrition is high after the performance appraisal (after salary revision).

Conclusion

Attrition is a burning issue for any organizations. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the time it is very difficult to control the attrition rate within the organizations. I conclude that attrition is a common phenomenon. In the multi specialty hospital the rate of attrition is high particularly in the nursing side. There are so many factors leads to attrition. Most of the nurse left the organization due to personal reasons such as marriage, higher studies and some organizational related issues. It affects overall function of the organization and the patients may dissatisfy due to lack of nurses.

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