

P-3320



**A STUDY ON EMPLOYEE ATTRITION AND  
RETENTION IN APOLLO FIRST MED HOSPITALS,  
CHENNAI**

**A SUMMER PROJECT REPORT (MBA703)**

*Submitted by*

**A.SINDUJA  
Register No: 0920400051**

**Under the Guidance of**

**R.HEMANALINI**

*in partial fulfillment for the award of the degree*

*of*

**MASTER OF BUSINESS ADMINISTRATION**

*in*

**Department of Management Studies**

**KUMARAGURU COLLEGE OF TECHNOLOGY**  
(An Autonomous Institution Affiliated to Anna University of Technology, Coimbatore)

**COIMBATORE – 641 049**

**October, 2010**



**KUMARAGURU COLLEGE OF TECHNOLOGY**  
**COIMBATORE -641 049**

Department of Management Studies

**A SUMMER PROJECT WORK (MBA703)**  
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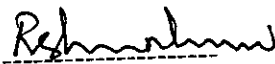
**A STUDY ON EMPLOYEE ATTRITION AND RETENTION IN**  
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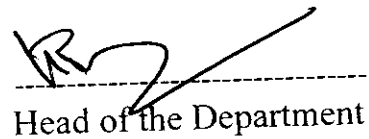
**A.SINDUJA**

**Register No: 0920400051**

of Master of Business Administration during the year 2010 – 2011

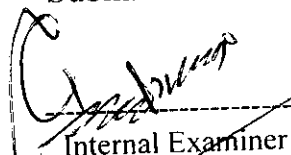


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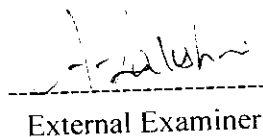


Head of the Department

Submitted for the Summer Project Viva-Voce examination held on 02 NOV 2010



Internal Examiner



External Examiner



18<sup>th</sup> August, 2010

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Ms. Sinduja A M.B.A I year Student of **Kumaraguru College of Technology** Coimbatore, has done a In plant Training at our Training & Development Department from 18<sup>th</sup> July, 2010 to 18<sup>th</sup> August, 2010.

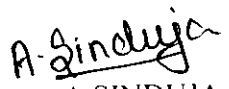
for **APOLLO FIRST MED HOSPITALS,**

**P. KRISHNAPARAMATHMA**  
**EXECUTIVE- HR.**



## DECLARATION

I affirm that the project work titled “ A STUDY ON EMPLOYEE ATTRITION AND RETENTION IN APOLLO FIRST MED HOSPITALS, CHENNAI ” being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.

  
A.SINDUJA  
0920400051

I certify that the declaration made above by the candidate is true

  
Ms. R. HEMANALINI  
LECTURER

## **ACKNOWLEDGEMENT**

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam and Management** for the prime guiding spirit of Kumaraguru College of Technology.

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## **ABSTRACT**

The project work titled “A Study on Employee Attrition and Retention in Apollo First Med Hospitals, Chennai” is done to understand the causes of attrition and retention of employees in the hospital. In hospitals, the costs of employee turnover are substantial and intentions to leave among staff may manifest as lowered performance. Team climate, as indicated by clear and shared goals, participation, task orientation and support for innovation, predicts intention to leave the job and actual turnover among hospital employees. In the present study, the variables which are taken for analysis are organisational commitment, job satisfaction, distributive justice and working conditions. The variables were analysed and interpreted by statistical tools such as chi- square tests, correlation analysis and simple percentage analysis. The analysis was done using SPSS software at 95% confidence level. From the analysis, the major reasons for attrition were found to be stress and insufficient pay of employees which has resulted in dissatisfaction and increase in turnover rate of employees. The employees retain in the hospital mainly because of the comfortable working atmosphere and the support given by the management to the employees. Another major finding as the cause of employee job dissatisfaction is the lack of recognition they receive from hospital management.

**CHAPTER 1**  
**INTRODUCTION**

## **1.1 BACKGROUND OF THE STUDY**

Attrition is the gradual reduction of the size of a work force that occurs when there is loss of personnel through resignation, retirement, sickness or death. Employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs.

The health care sector is currently undergoing changes throughout the western world. The demographic structure of the population is changing; the number of patients in general and of patients with co-morbidities and of higher acuity is increasing. Furthermore, the pressure on governments to reduce health care costs whilst improving quality continue. As a result, the everyday work of hospital staff has become more demanding, which has led to crises in recruitment and retention in the healthcare workforce. This situation is unlikely to improve in the near future because the retirement rate of the current staff will increase dramatically within the next ten years.

Intention to leave a job refers to the intent or predisposition to leave the organization where one is presently employed. Although intention to leave does not necessarily mean actual employee turnover, intention has been found to be a strong predictor of quitting a job. High intention to leave may also have indirect negative influences at work in the form of withdrawal, i.e. declining participation in a job. Withdrawal has been found to manifest itself as lateness, absenteeism, avoidance behaviour, and lowered performance. In hospitals, the costs of employee turnover, both direct (costs of retraining a new employee) and indirect (costs of postponing patient treatment due to lacking staff) are substantial. Therefore, studying the antecedents of intention to leave among hospital employees is of high importance. The quality of team climate may have a role in employees' intentions to leave.

Worldwide, retention of skilled employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover. Today's business environment has become very competitive thus making skilled employees the major differentiating factor for most organisations. Organisations both public and private rely on the expertise of their employees in order to compete favourably and indeed gain competitive

advantage in the international market. However, recent studies have shown that retention of highly skilled employees has become a difficult task for managers as this category of employees are being attracted by more than one organisation at a time with various kinds of incentives.

### **1.1.1 Dealing with Attrition**

As the Indian healthcare industry experiences the exponential growth, hospital organisations are shifting their focus from 'survival' to excellence. Especially, in the metropolitans one can see that hospitals are striving to be leaders in the market rather than just survivors. As a result, need for excellent manpower is now indispensable. Hence, with lucrative offers at each employee's disposal, attrition is bound to happen. In addition to this, there is a big demand and supply gap in the healthcare manpower available. In its 2009 report, a leading business magazine mentioned that by 2012 there will be shortage of 5,00,000 doctors and 10,00,000 nurses alone in India, whereas Indian medical education capacity is 31,000 per year. The cost of manpower resources is increasing by each day. Therefore the companies are literally bidding for good talent and attracting them with tempting salaries and designations. Undoubtedly, for any HR in the healthcare industry, retaining its employees is the need of the hour.

### **1.1.2 Reasons for Attrition**

The significant factor responsible for attrition is the relationship between the superiors and subordinates. Time and again most studies have proved that employees never leave the company, they leave their bosses. An inefficient boss creates poor work culture, which is one of the frequent reasons for quitting. In addition, attrition also happens when people hate their working conditions, do not like their team-mates or perhaps do not like what they are doing. There are also cases when people leave their job for family reasons or when they wish to migrate. The organisational culture also plays important role in contributing to attrition of employees. The culture of an organisation is determined by the quality of the relationship between bosses and their sub-ordinates.

Employers often fail to understand the importance of providing opportunities for development of their employees or their career growth. Hospitals have limitations in providing a robust career progression plan. Also, salaries peak out within the system because

various reasons like collaterals at the same level of hierarchy. The cumulative average growth rate that an employee gets does not help him/her to meet the ends and then they start looking out. A conducive working atmosphere, good culture, training and career growth with adequate salary are some provisions that control attrition.

### 1.1.3 Calculation of Attrition and Retention Rate:

The attrition and retention rate are calculated using the formula,

Attrition rate= (No. of employees leaving in the year/Average no. of employees present in the Year)\*100

Retention Rate =  $100 - \left\{ \frac{S-(UT+BT)}{AE} \times 100 \right\}$

Where,

S- Total no. of terminations

UT- Unavoidable Terminations

BT- Beneficial Terminations

AE- Average no. of employees

### 1.1.4 Importance of Retention

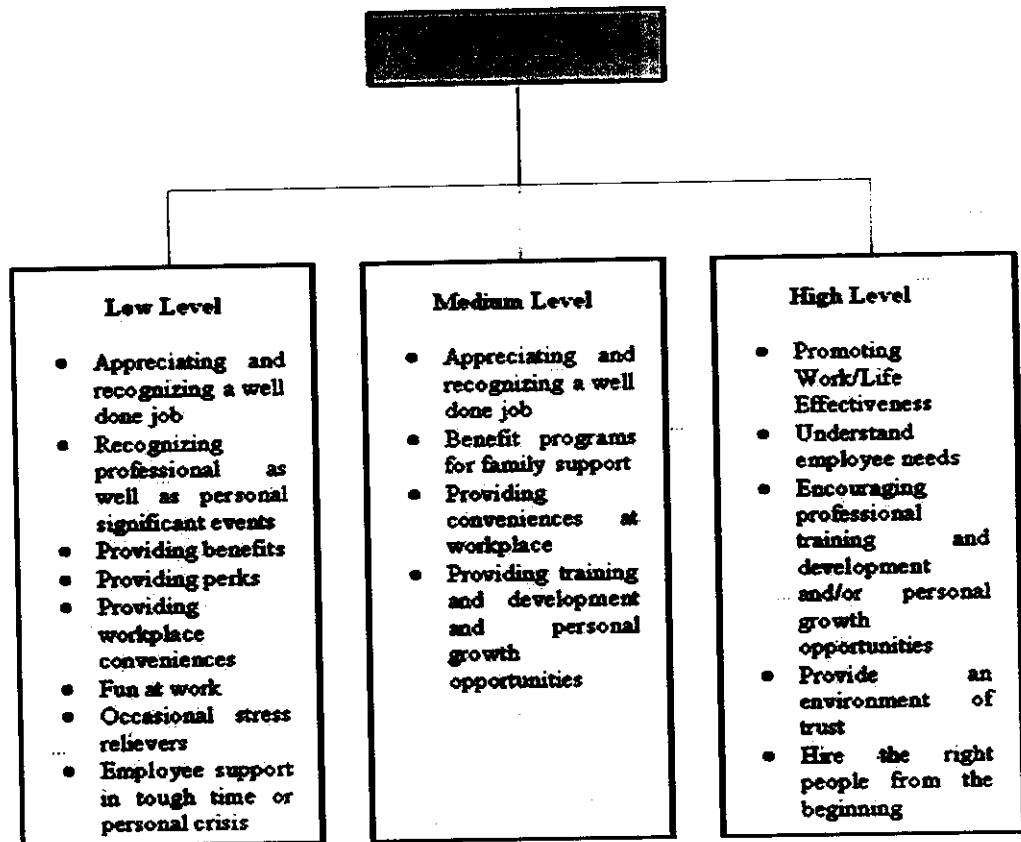
- **The Cost of Turnover:** The cost of employee turnover adds hundreds of thousands of rupees to a company's expenses. Turnover costs include hiring costs, training costs and productivity loss. While it is difficult to get the exact estimate of turnover costs, industry experts often quote 25 per cent to 30 per cent of the average employee salary as a conservative estimate.
- **Interruption of Patient Care:** Patients most often come to a hospital in part because of the people. Relationships are developed that encourage comfort and care for a patient. When an employee leaves, the relationships that he/she built for the hospital are severed, which could lead to potential customer loss. Also, continuity of care is severed, which causes a lot of discomfort for the patient leading to dissatisfaction.

- **Lost Productivity:** If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her, and this goes to the loss of the hospital directly, which many a times goes unnoticed. And even after this you cannot ensure the same efficiency from the new employee.
- **Attrition leads to more attrition:** The effect of attrition is felt throughout the organisation. Co-workers are often discouraged and the negativity affects the remaining staff and some more people may eventually leave.
- **Loss of Internal Information:** When an employee leaves, he takes with him valuable internal information, customers, current projects and past history (sometimes to competitors). Often much time and money have been spent on the employee in expectation of a future return. When the employee leaves, the investment is not realised.
- **Goodwill of the Hospital:** The goodwill of a hospital is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organisation.

### 1.1.5 Retention Strategies

There are so many tactics and strategies used to enhance retention, but the basic purpose is lost which should be to increase employee satisfaction, boost employee morale and hence achieve retention. There are many myths related to the employee retention process. These myths prevent the employer from successfully implementing the retention strategies. Few common myths include increasing salary and incentives. Money is not the only driving factor. Job satisfaction is more important in key positions where people do not have to fight for survival. It is also a myth that taking measures to increase employee satisfaction will be expensive for the organisations. The things actually required to improve employee satisfaction like respect, career growth and development, appreciation, etc cannot be bought—they are free of cost. An employer or management that reacts well to the employee's ideas and suggestions is enough for the employees to be retained. Enough emphasis cannot be laid on importance of these factors over compensation. The retention strategies for the three different levels of management are shown in the figure.





### 1.1.6 Role of HR

The first step is hiring. Internal reference has proven to be a very important tool in reducing attrition. Also a deep analysis of the candidate's background, adaptability, likes and dislikes will definitely help a company to reduce attrition. Hospitals as an industry is young, which really needs to arm well with its 'talent' and 'management' of the same. In simple words talent management, ie holistic view of employee's life cycle during an employment, needs to be taken care. The need of the hour is to hire 'stayers' and convert them into stars with training and development. There is a dire need for HR to focus on creating a good work culture and work out different strategies in line with organisational philosophy. The HR has to find a mix of growth, learning opportunity and pay attention to employees' personal needs and participation. The needs of the employees should be regularly found out through open communication and feedback mechanisms. This will maintain consistency in performance and high motivation levels.

## 1.2 REVIEW OF LITERATURE

Mika Kivimäki *et al.*, (2007)<sup>1</sup> have studied about the team climate, intention to leave and turnover among hospital employees. In this paper, the researchers have examined whether team climate, as indicated by clear and shared goals, participation, task orientation and support for innovation, predicts intention to leave the job and actual turnover among hospital employees. Prospective study with baseline and follow-up surveys (2–4 years apart). The participants were 6,441 (785 men, 5,656 women) hospital employees under the age of 55 at the time of follow-up survey. Logistic regression with generalized estimating equations was used as an analysis method to include both individual and work unit level predictors in the models. Among all participants, the likelihood of actually quitting the job was higher for those with poor self-reported team climate at baseline. This association disappeared after adjustment for intention to leave at baseline suggesting that such intentions may explain the greater turnover rate among employees with low team climate. The conclusion was that improving team climate may reduce intentions to leave and turnover among hospital employees.

A. Thomas Hollingsworth and William H. Mobley<sup>2</sup> have researched about the relationships among individual variables, organizational variables, performance and attrition in hospitals. The study sought to determine the relationship between various organizational variables, individual variables and employee performance and attrition. Specifically, the study sought to relate the organizational analysis to perceived organizational effectiveness and to employee performance and attrition intentions and behaviour. Relationships among leadership behaviour, reward contingencies, employee job satisfaction, effort, performance, and turnover were analysed. A related objective of the study was to evaluate the effect of selected aspects of a results oriented approach to management and budgeting, i.e., management by objectives (MBO). This was accomplished through evaluation of interrelationships among certain components of the organizational analysis and through a mini-experiment of the effects of MBO training for a sample of hospital supervisors.

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<sup>1</sup> Mika Kivimäki *et al.*, Team climate, intention to leave and turnover among hospital employees: Prospective cohort study. October 2007. BMC Health Services Research.

<sup>2</sup> A. Thomas Hollingsworth and William H. Mobley. Relationships among individual variables, Organizational variables, performance and attrition in hospitals.

Chan, C. C. A., McBey, K., Basset, M., O'Donnell, M. & Winter, R. (2004)<sup>3</sup> have done research on nursing crisis and retention strategies of hospital administrators. This study focuses on high nursing turnover and shortages which are symptomatic of the problems faced by many hospitals around the world. While the recruitment of agency and foreign nurses may provide temporary relief to staffing issues, hospital administrators are faced with the perennial problem of losing highly trained nurses with many years of experience. This paper discusses a number of retention strategies for hospital administrators to consider. It is argued that hospital administrators must pay attention to the employment status of nurses, the psychological contract and the immediate environment in which they work, if they are to effectively motivate and retain nurses.

Naresh Khatri, Pawan Budhwar and Chong Tze Fern<sup>4</sup> have done research on employee Turnover. Employee turnover is giving sleepless nights to human resource managers in many countries in Asia. A widely-held belief in these countries is that employees have developed bad attitudes due to labor shortage. Employees are believed to job-hop for no reason or even for fun. Unfortunately, despite employee turnover being such a serious problem in Asia, there is dearth of studies investigating it; especially studies using a comprehensive set of causal variables are rare. In this study, the researchers have examined three sets of antecedents of turnover intention in companies in Singapore: demographic, controllable, and uncontrollable. Singapore companies provide an appropriate setting as their turnover rates are among the highest in Asia. Findings of the study suggest that the extent of controllable turnover is much greater than uncontrollable turnover and that poor management practices are the major source of employee turnover.

Ali Mohammad Mosadeghrad, Ewan Ferlie and Duska Rosenberg (2008)<sup>5</sup> have done research on relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. The purpose of this descriptive, co-relational and cross-sectional study was to gain a better understanding of the relationships between job

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<sup>3</sup> Chan, C. C. A., McBey, K., Basset, M., O'Donnell, M. & Winter, R. (2004). Nursing Crisis: Retention Strategies for Hospital Administrators, *Research and Practice in Human Resource Management*, 12(2), 31-56.

<sup>4</sup> Naresh Khatri, Pawan Budhwar and Chong Tze Fern. Employee Turnover: Bad Attitude or Poor Management? Nanyang Technological University.

<sup>5</sup> Ali Mohammad Mosadeghrad, Ewan Ferlie and Duska Rosenberg. A Study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. *Health services management research* (2008). Volume 21, number 4. Pg 211-227

satisfaction and organizational commitment of employees, and their impact on turnover intention at Isfahan Hospitals, Isfahan, Iran, in 2005. Data were collected by the distribution of two questionnaires among 629 employees of these hospitals through a stratified random sampling method. The results of the paper indicate that hospital employees are moderately satisfied with their jobs and committed to their organization. Employees' job satisfaction and organizational commitment were closely inter-related and correlated with turnover intention ( $P < 0.001$ ). The positive correlation between the two was expected, but there was also unexpected correlation with turnover intention. This may be due to external factors, such as job market conditions, which may influence perceived opportunities for career advancement elsewhere. The impact of such external factors is outside the scope of this study, but will have to be investigated in further research. As job satisfaction and organizational commitment have strong correlation with turnover, it is very important to reinforce them by applying the right human resource policies.

Hokey Min, (2007)<sup>6</sup> in his research work has studied about warehouse employee turnover. This paper was aimed at identifying key variables that affect warehouse employee turnover. These variables include: occupational variables (e.g. skills, years of experiences); organizational variables (e.g. firm size, industry); individual variables (e.g. pay scale, job security). The researchers have developed a conceptual model for linking the aforementioned variables reflecting job alternatives and job satisfaction to warehouse employee turnover. This paper conducted empirical analysis to determine which variables significantly influence warehouse employee turnover. The empirical analysis was based on data obtained from the questionnaire survey intended for various industries such as manufacturing, third-party logistics providers, wholesalers, and retailers which get actively involved in warehousing operations. The survey data was analyzed using a series of regression analyses to identify variables significantly influencing warehouse employee turnover. Job security turned out to be one of the most important factors for recruiting and retaining warehouse employees, whereas monetary incentives have little or nothing to do with warehouse employee turnover. The larger the warehouse, the higher the employee turnover.

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<sup>6</sup> Hokey Min. (2007) "Examining sources of warehouse employee turnover", International Journal of Physical Distribution & Logistics Management, Vol. 37 Issue: 5, pp.375-388

Pamela K. Blum and Vanessa Q. Tremarco (2008)<sup>7</sup> in their paper High potential PR professionals thrive on challenge have studied about the employee turnover and retention in the public relations industry. This study is a comprehensive evaluation and analysis of the factors that contribute to employee turnover in the public relations industry and seeks to uncover best practices for preventing the loss of key talent. The researchers have examined factors relating to employee turnover against three theoretical and conceptual frameworks: General Systems Theory, The Deming System of Profound Knowledge and Grunig and Hunt's Two-Way Symmetric Model. These theories helped the authors focus their secondary research and drive the development of their primary research tools: an online survey to public relations professionals and in-depth interviews with Human Resources executives. These high performers crave challenge and responsibility; they feel most fulfilled when being pushed to their limits. Along with the demanding nature of life at a public relations agency, employees expect a better work/life balance and extensive career development opportunities. Public relations firms should develop a philosophy that ensures employees are stretching their skills on a regular basis and institute several programs that will meet their cultural expectations to prevent unwanted turnover. Effective two-way communication must be in place at firms to uncover employees' expectations and to create a motivational environment to achieve the shared goals for success.

Michael O. Samuel and Crispen Chipunza (2009)<sup>8</sup>, have studied about employee retention and turnover using motivational variables in their paper. This research looked at the extent to which identified intrinsic and extrinsic motivational variables influenced the retention and reduction of employee turnover in both public and private sector organisations. The study adopted the cross-sectional survey research design, investigating the extent to which selected motivational variables influence employees' decision to either remain or quit an organisation. Quantitative research design was used and this design was chosen because its findings are generalisable and the data objective. The study examined two public and two private sector organisations in South Africa. The total population of the research comprised 1800 employees of the surveyed organisations with a sample size of 145

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<sup>7</sup> Pamela K. Blum and Vanessa Q. Tremarco (2008). High potential PR professionals thrive on challenge: A study on employee turnover and retention in the public relations industry. International Communications Consultancy Organisation and Institute of Public Relations.

<sup>8</sup> Michael O. Samuel and Crispen Chipunza (2009). Employee retention and turnover: Using motivational variables as a panacea. African Journal of Business Management Vol. 3(8), pp. 410-415

respondents. A self-developed questionnaire, measured on a Likert Scale was used to collect data from respondents. The Chi-square test of association was used in testing the hypothesis of the study. The result showed that employees in both public and private sector organisations were, to a very large extent, influenced to stay in their respective organisations by a combination of intrinsic and extrinsic motivational factors. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.

Cihan Bilginsoy (2003)<sup>9</sup> in his research has studied about the hazards of training in construction industry. Apprenticeship programs in the United States, which provide workers with the broad-based skills required for practicing a trade via on-the-job training, are sponsored either unilaterally by employers or jointly by employers and trade unions. A comparison of the attrition and retention rates in these programs shows that program completion is more likely for apprentices in joint programs than for similar apprentices in unilateral programs. Rates of completion are lower for women than for men, and lower for ethnic and racial minorities than for whites. Apprenticeship duration rises with the unemployment rate.

Hwang JI and Chang H (2009)<sup>10</sup> have done research on work climate perception and turnover intention among Korean hospital staff. The objective of the researchers was to examine the impact of work climate perception (WCP) on turnover intention among public hospital personnel in Korea. With increased competition and high staff turnover in hospitals, managers focus on human resource management. A cross-sectional questionnaire survey was conducted of employees (n = 852) in four public hospitals in Korea to gather information about WCP, intention to leave and demographics. The work climate was measured by 32 items categorized into 13 factors in five dimensions. For each occupation, logistic regression analyses were performed to determine the significant factors of WCP that influenced turnover intention. Positive WCP inversely influenced turnover intention. Nurses with perceptions of work climate emphasizing 'workgroup friendliness and warmth' and 'adherence to job standard' had lower turnover intention. Physicians,

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<sup>9</sup> Cihan Bilginsoy. The Hazards of Training: Attrition and Retention in Construction Industry Apprenticeship Programs. *Industrial & Labor Relations Review*, Vol.57, No.1, October 2003.

<sup>10</sup> Hwang JI and Chang H. Work climate perception and turnover intention among Korean hospital staff. *Pubmed* March 2009; 56(1):73-80.

paramedicals and administrators have different WCPs. It was found from the research that in order to retain qualified personnel hospitals should focus on human relations, maintaining a consideration for occupation-specific characteristics.

In the above literature reviews, the researchers have found that the team climate prevailing in the hospital has an influence on employees turnover. Interrelationships among leadership behaviour, employee job satisfaction, effort, performance and turnover were analysed. There is also an argument that employee turnover is not only because of bad attitude of employees but also because of poor management practices. The reasons for turnover intention vary with diverse sectors. Certain researchers make us to understand how motivational variables help in employee retention. It is also identified that work climate plays a significant role in attrition and retention. In the present study, the variables organisational commitment, job satisfaction, distributive justice and working conditions were studied and the reasons for attrition and retention were analysed.

### **1.3 STATEMENT OF THE PROBLEM:**

Efficient utilization of workers coupled with retention of high performers is an increasingly perplexing problem facing hospital administrators. There may be several factors involved why an employee leaves their job. It could be a voluntary turnover where the employees choose to leave. Some of these reasons include better career opportunities, increased compensation, and boredom with current tasks. Involuntary turnover occurs when employees are asked to leave for reasons including poor performance or inappropriate behavior.

Turnover has both monetary and non-monetary consequences. These costs include separation processing, recruitment, new-hire training, lower productivity, loss of revenue and team morale. If the reasons for both attrition and performance are not understood, the linkage between budgetary processes, e.g., wage and salary budgets, and these outcomes cannot be completed by a hospital administrator. The recruitment of replacements is an obvious and substantial component to the overall cost of turnover. The fixed costs that comprise formal training include instructor fees, training materials, and overhead related to training sessions. Additionally, it also disrupts the workflow, and is ultimately time and billable hours lost.



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## **1.4 COMPANY PROFILE**

Apollo Hospitals is the largest healthcare group in Asia. The Group's principal activities are to provide health care and other related services. The Group operates in three segments, namely, Hospitals, Retail pharmacy and Others which included medical BPO as well as health insurance services and clinical research divisions working on the cutting edge of medical science. Apollo group owns and manages 50 hospitals in and around India and has a total capacity of 8500 beds. However the largest achievement of the Apollo Group has been to take quality healthcare to across the length and breadth of India. Of touching 10 million lives and giving hope to an entire segment of the Indian population who did not have an option beyond limited medical infrastructure.

Apollo Hospitals was founded by Dr. Prathap C Reddy in 1967 and is the first group of hospitals that pioneered the concept of corporate healthcare delivery in India. Apollo Hospitals Enterprise Limited (AHEL), the flagship company of the group, is a listed Company on the Bombay Stock Exchange. Apollo has succeeded in being more than just a quality healthcare provider. It has been a major player in scripting the medical landscape of the nation. This is primarily because the group has relentlessly been at the helm of several game-changing innovations in Indian healthcare.

### **1.4.1 Executive Directors:**

Dr. Prathap C. Reddy - Executive Chairman

Dr. Preetha Reddy - Managing Director

Ms. Suneeta Reddy - Executive Director, Finance

Ms. Sangita Reddy - Executive Director, Operations

Ms. Shobana Kamineni - Executive Director, Special Initiatives

### **1.4.2 Non Executive Directors:**

Mr. N. Vaghul

Mr. Habibullah Badsha



Mr. Deepak Vaidya

Mr. Rajkumar Menon

Mr. Rafeeque Ahamed

Mr. T.K. Balaji

Mr. Steven J Thompson

Mr. Khairil Anuar Abdullah

Mr. G Venkatraman

Mr. Sandeep Naik

Mr. Michael Fernandes, Alternate Director to Mr. Khairil Anuar Abdullah

### **1.4.3 Present Scenario:**

By the start of the new millennium, Apollo Hospitals Group had become an integrated healthcare organization with owned and managed hospitals, diagnostic clinics, dispensing pharmacies and consultancy services. In addition, the group's service offerings include healthcare at the patient's doorstep, clinical & diagnostic services, medical business process outsourcing, third party administration services and health insurance. To enhance performance and service to customers, the company also makes available the services to support the business of healthcare; telemedicine services, education and training programmes & research services and a host of not-for-profit projects.

Today, AHEL is the leading private sector healthcare provider in India and owns and manages a network of speciality hospitals and clinics. The company also operates a chain of pharmacy retail outlets across the country, and provides consultancy services for commissioning and managing hospitals. The consultancy division of Apollo Hospitals offers project and operations management consultancy services to clients that vary from conceptualization to commissioning of a wide range of healthcare models.

#### **1.4.4 Group Companies:**

**Apollo Health Street Limited:** It is a global healthcare services company that offers business process outsourcing and IT solutions and services to a global clientele.

**Apollo Pharmacies:** It is the largest retail pharmacy chain in India with over 70 round-the-clock retail outlets in India. Apollo Pharmacies is moving towards offering e-prescription based services to the end user and the doctor.

**Apollo Health & Lifestyle Limited:** Apollo Health & Lifestyle Limited (AHLL) is engaged in establishing a network of clinics in India and neighbouring countries. It intends to address the day-to-day health needs of common people by providing a range of superior quality healthcare services at affordable prices.

**Med Varsity Online Limited (MOL):** Med Varsity Online Limited is promoted by Apollo Hospitals and NIIT Ltd. Med Varsity has developed over 1500 hours of medical content that is accessible to the medical community anytime and anywhere.

**Apollo Telemedicine Enterprises Limited (ATEL):** Apollo Telemedicine Enterprises Limited has developed the 'Apollo Telemedicine Network' that allows the participant sites to collaborate with institutions in the country and abroad and provides their clientele access to better healthcare in areas not adequately served by the medical community.

**Family Health Plan Limited (FHP):** The company deals in the healthcare insurance sector and is the largest Third Party Administrator (TPA) in Asia.

#### **1.4.5 Corporate Services:**

As the architect of healthcare in India, Apollo Hospitals has virtually redefined corporate health services. From wellness to preventive care to treatment of illnesses to rehabilitation, Apollo Hospitals has invested in every link of the healthcare chain. Today with the experience of over one million health checks, Apollo Hospitals has emerged as a key player in the corporate health care sector. Over 500 leading corporates, across all segments of industry, have tied up with Apollo Hospitals. For their employees this means ready-access to some of the most sophisticated medical facilities at over 43 locations in India. The corporate services initiative of Apollo Hospitals, Chennai is to not merely providing world standard

health care, but more importantly bringing it within the reach of every individual. The corporate services includes,

- Customized Preventive Health Checks
- Outpatient Facilities
- Consultation across 57 Specialties
- Inpatient Facility
- Priority Admission
- Radiation Packages
- Choice of rooms
- Exclusive diet for patients
- Multi-cuisine Service

#### **1.4.6 Emergency and Trauma:**

- Fully-equipped ambulance capable of handling all emergencies
- Toll free Emergency number 1066
- Telemedicine
- On site Telemedicine facility in areas where medical consultation is not available
- Occupational Health Centre
- On-site Doctor
- Medical Manpower Assistance
- Ambulance Service
- Management of Medical Centre-Designing, Equipment & Maintenance, Providing & Training Manpower, Medicine Supplies, Day-to-day Operations

#### **1.4.7 Corporate Plus:**

- Screening Camps
- Awareness Lectures
- Open Session with doctors
- Health and Wellness Workshops

#### **1.4.8 Other Services:**

- Corporate/Insurance Help Desk
- Cashless facility
- Complimentary medical and lifestyle journals
- Privilege Card
- Guest accommodation
- Bank and ATM facility

#### **1.4.9 Preventive Health Care:**

In India, Apollo Hospitals has in the last 25 years focused its efforts to propagate the concept of well being through preventive health check packages. The preventive health check packages are designed to suit the needs of wide cross sections of people across age groups. One of the most comprehensive Health Screening Programmes in the country, the Apollo Preventive Health Checks offers you the convenience of all the tests under one roof and immediate treatment if called for.

The Apollo Group has been a pioneer in the area of preventive healthcare through Apollo Health Check-Ups. With vast experience in the area of preventive healthcare, a range of tailor-made packages have been developed to cater to the needs of a wide cross section of individuals.

#### **1.4.10 Financial Statistics:**

During the year 2009, the gross revenue of the Company increased to Rs.14,803 million compared to Rs.11,516 million in the previous year, registering an impressive growth of 29%. The profit after tax for the year increased by 16% to Rs. 1,181 million compared to Rs. 1,018 million in the previous year. During the year 2009, the consolidated gross revenue of the Company increased to Rs. 16,350 million compared to Rs. 12,416 million in the previous year, registering an impressive growth of 32%. Net profit after minority interest for the group increased to Rs. 1,025 million from Rs. 771 million representing a growth of 33%.

#### **1.4.11 Apollo Hospitals, Chennai- Milestones:**

- First hospital in India to perform Total Knee Replacement and the Illizarov Procedure.
- Pioneers of Birmingham Hip Resurfacing Procedure in India.
- Pioneers of multi-organ and cord blood transplants in India.
- 27,000 heart surgeries with a success rate of 99.6%, on par with global standards.
- A 70% success rate in Bone Marrow Transplant.
- First Indian hospital to introduce newer techniques in coronary angioplasty, stereotactic radiotherapy and radio-surgery (for brain tumors).
- First Indian hospital to be awarded the ISO 9002 and ISO 14001 Certifications.
- First hospital in South India to get accreditation from the Joint Commission International USA.
- Declared as a 'Centre of Excellence' by the Government of India.
- Rated as the "Best Private Sector Hospital in India" by The Week magazine.
- Winner of healthcare awards 2008, instituted by the Express Healthcare Publications (The Indian Express Group) for Overall Best Hospital of the year. Operational Excellence and Leveraging Global Opportunity

#### **1.4.12 Apollo First Med Hospitals, Chennai:**

The Apollo First Med Hospitals is an initiative of the Apollo Hospitals group and offers the highest quality of secondary medical care across various medical disciplines. Established in 2002, Apollo First Med Hospitals, has within 4 years touched the lives of over 100000 patients, a standing testimony to its excellent patient care. As an integral part of the Apollo Hospitals Group, the 80 bed Apollo First Med Hospitals' strength lies in the perfect balance of excellent infrastructure, latest technology, dedicated manpower, all orchestrated to provide patient services of the highest standards.

#### 1.4.13 Clinical Departments:

• Anaesthesiology	• General medicine	• Orthopaedic surgery
• Cardiology	• General surgery	• Paediatrics
• Cardio-Thoracic Surgery	• Geriatrics	• Paediatric surgery
• Cosmetic surgery	• Hematology	• Physiotherapy
• Critical care	• Infectious disease	• Radiology
• Dermatology	• Laboratory services	• Respiratory medicine
• Diabetology	• Neonatology	• Rheumatology
• Emergency	• Nephrology	• Reproductive medicine
• Endocrinology	• Neurology	• Thoracic surgery
• Endocrine surgery	• Nuclear medicine	• Vascular surgery
• ENT	• Obstetrics & Gynecology	• Urology
• Gastroenterology	• Ophthalmology	

#### 1.4.14 Centres of Excellence:

##### **Nephrology and Urology:**

With more than 600 Nephrology admissions and over 800 Urological surgeries each year, the department of Nephrology and Urology. Apollo First med Hospitals specializes in all aspects of Nephrology providing services like renal biopsies, critical care nephrology, hemodialysis and peritoneal dialysis. The Dialysis unit provides conventional hemodialysis as well as CRRT, hemofiltration, hemoperfusion and plasmapheresis. More than 5000 dialysis are performed on an annual basis.

The Centre at the various locations also offer comprehensive Urological care and have facilities to diagnose and treat congenital disorders, stone disease, urological cancers, incontinence, infertility, erectile dysfunction and other urinary problems in pediatric and adult patients. Comprehensive Urological services in the form of Endo-urology and laparoscopic urological surgeries are performed.

The Kidney Transplant Unit provides live related donor transplantation for adults and children.. The stringent infection control practices, immunosuppressive protocols and proactive vigil for complications and their prompt management make the service a huge success. The Transplant unit also integrates analyses and addresses the health needs of the transplant patient and his or her family. The Apollo First Med Hospital has performed 16 kidney transplants till date.

## **1.5 OBJECTIVES OF THE STUDY**

The primary objective is

- To determine the factors responsible for attrition and retention of employees in Apollo First Med hospitals

The secondary objectives are

- To identify to what extent the employees are committed to the organization.
- To analyze the satisfaction level of employees in terms of their job.
- To know employees perception about the management.
- To suggest measures to boost up employees satisfaction.

## **1.6 SCOPE OF THE STUDY**

The present study entitled “the study on employee attrition and retention in Apollo First Med Hospitals” is done primarily to understand the various reasons of attrition and factors which helps in retaining employees in their present job. This project helps in improving the satisfaction level of employees. This project helps in analyzing the organizational commitment of employees. It also helps in reducing the recruitment and training cost of new employees.

## **1.7 LIMITATIONS**

- The respondents were too busy and getting schedule to speak with them was a hectic task.
- The perceptions of employees were different.
- The study is restricted to Apollo First Med Hospitals and it is difficult to provide suggestions for the whole sector.

**CHAPTER 2**  
**RESEARCH METHODOLOGY**



## 2. RESEARCH METHODOLOGY

### 2.1 Research Design:

Descriptive analysis is done to study the attrition and retention of employees in the hospital. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation.

### 2.2 Sampling Framework:

S.NO	PARTICULARS	SIZE	STRATA
1	Total population	250	Physicians(50), Nurses(118), Administration staff(17), Secretaries(36) and Technicians(29)
2	Target population	200	Nurses, Administration staff, Secretaries and Technicians
3	Sample population	135	Nurses (100), Administration staff (9), Secretaries (14) and Technicians (12).

Sample population with reference to Uma Sekaran, Pg 294, Table 11.3

### 2.3 Source of Data:

The main source of data of this research constitutes primary data. Primary data refers to information obtained firsthand by the researcher on the variables of interest for the specific purpose of the study.

### 2.4 Collection of Data:

The instruments used for data collection is questionnaire. It consisted of questions with multiple answers which permit the respondents to select the answer that best approximate their own.

### 2.5 Sampling Design:

The sampling design used for this study is disproportionate stratified random sampling. Stratified random sampling involves a process of stratification or segregation, followed by random selection of subjects from each stratum. The subjects drawn from each

stratum are disproportionate therefore the sampling design is called disproportionate stratified random sampling.

## 2.6 Statistical tools & tests used:

The data collected were analyzed and interpreted using simple percentage analysis chi square tests and correlation analysis. The study uses percentage analysis and chi square test to find out the reasons for attrition and retention in the hospital.

### 2.6.1 Percentage Analysis:

Percentages are used for making comparison between two or more series of data. Percentages are used to describe relationships and to compare the relative terms which are distributed into two or more series of data.

### 2.6.2 Chi-square Test:

Chi-square test is one of the simplest and widely used non-parametric tests in statistical work. The quantity of chi-square describes the magnitude of discrepancy between theory and observations. The chi-square test compares the expected frequency and the observed frequency.

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

$O_i$  refers to Observed frequencies.

$E_i$  refers to Expected frequencies.

### 2.6.3 Correlation Test:

A correlation analysis is a statistical procedure that evaluates the association between two sets of variables. The association between variables can be linear or nonlinear.

- **Perfect correlation:** Correlation coefficient is 1
- **High degree of correlation:** Correlation coefficient range is above 0.70
- **Moderate correlation:** Correlation coefficient ranges between 0.30 to 0.70
- **Low degree of correlation:** Correlation coefficient ranges between 0 to 0.30
- **Absence of correlation:** Correlation coefficient is 0

**CHAPTER 3**  
**DATA ANALYSIS &**  
**INTERPRETATION**

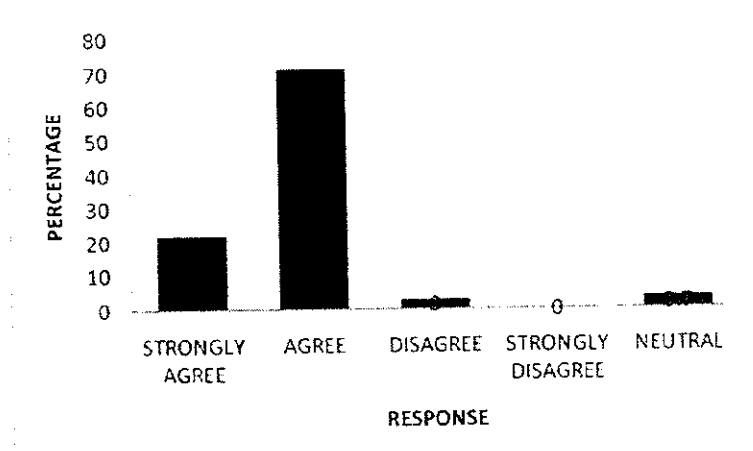
### 3. ANALYSIS AND INTERPRETATION

**TABLE 3.1: EFFORT OF EMPLOYEES**

The table and graph below shows the effort put by the employees in the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	30	22.2
2	AGREE	96	71.1
3	DISAGREE	4	3
4	STRONGLY DISAGREE	0	0
5	NEUTRAL	5	3.7
	TOTAL	135	100

**GRAPH 3.1:**



**Interpretation:**

From the table and the graph above it is clear that 71.1% of the employees agree to put their maximum effort, 22.2% of employees strongly agree on putting maximum potential, 3.1% of the employees remains neutral about putting efforts and 3% of the employees disagree to put in maximum efforts.

**Inference:**

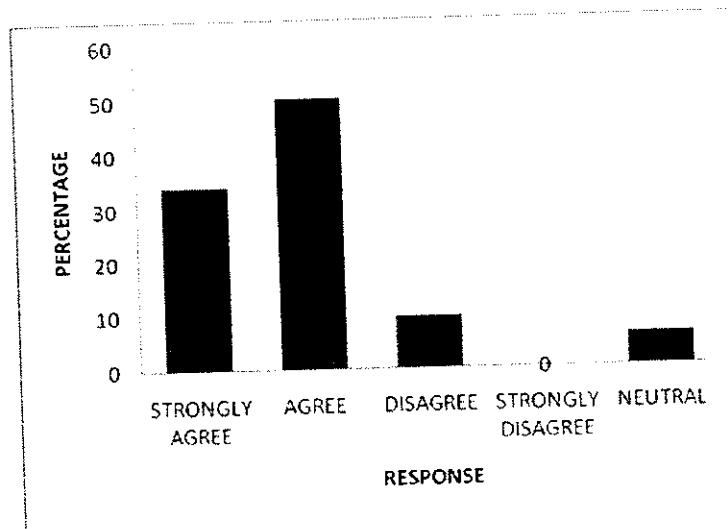
From the above results, it is found that majority of respondents are willing to put in their maximum efforts for the growth of the organization as they are more committed towards the organizational functions.

**TABLE 3.2: EMPLOYEES TALKUP OF THE ORGANISATION**

The table and graph below shows the employees projection of the hospital to others.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	46	34.1
2	AGREE	68	50.4
3	DISAGREE	13	9.6
4	STRONGLY DISAGREE	0	0
5	NEUTRAL	8	5.9
	TOTAL	135	100

**GRAPH 3.2:**



**Interpretation:**

The above table and graph indicates that 50.4% of the employees agree that they talk up of the hospital to others, 34.1% of the employees agree to the fact that they talk up of their organization, 9.6% of the employees disagree to the fact of talking up of the organization and remaining 5.9% of the employees has given a neutral response.

**Inference:**

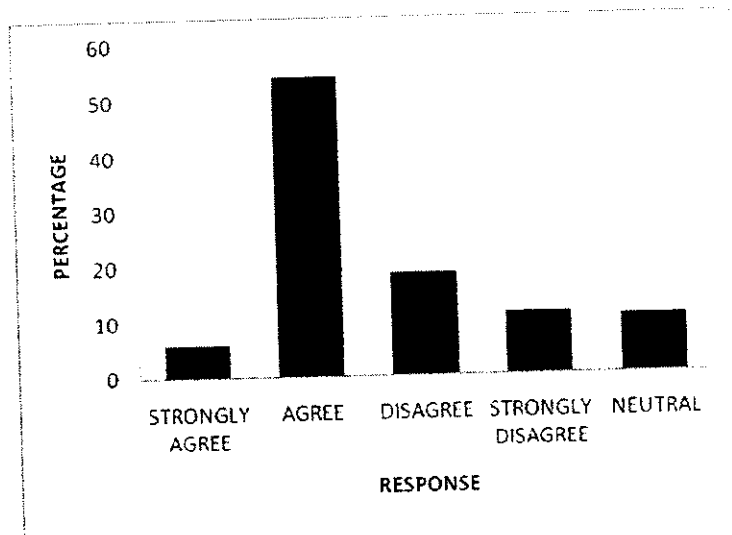
From the above results, it is found that about majority of the respondents project their organization in the positive way as they have the opinion that their organization is superior to others.

**TABLE 3.3: LOYALTY OF EMPLOYEES**

The table and graph below shows the loyalty of employees towards the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	8	5.9
2	AGREE	73	54.1
3	DISAGREE	25	18.5
4	STRONGLY DISAGREE	15	11.1
5	NEUTRAL	14	10.4
	TOTAL	135	100

**GRAPH 3.3:**



**Interpretation:**

The above table and graph shows that 5.9% of the employees strongly agree that they feel very loyal to the hospital, 54.1% of the employees agree that they are loyal, 18.5% of the employees disagree to the fact they are loyal to their organization, 11.1% of employees strongly disagree, 10.4% of the employees have a neutral response and the remaining.

**Inference:**

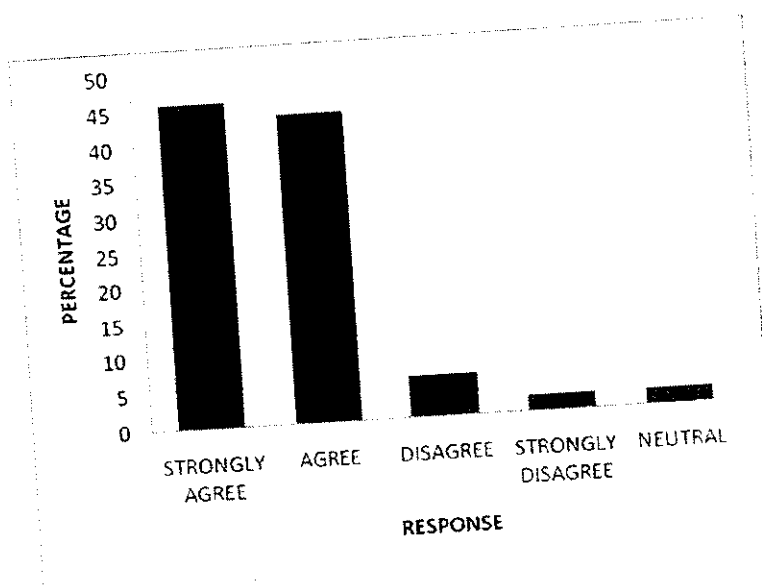
From the above results, it is seen that about half of the total respondents feel loyal to the hospital as they have greater job security.

**TABLE 3.4: PROUDNESS OF EMPLOYEES**

The table and graph below shows the proudness of employees working in the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	62	45.9
2	AGREE	59	43.7
3	DISAGREE	8	5.9
4	STRONGLY DISAGREE	3	2.2
5	NEUTRAL	3	2.2
	TOTAL	135	100

**GRAPH 3.4:**



**Interpretation:**

From the above table and graph, it is clear that 45.9% of employees strongly agree to the fact that they feel proud of their organization, 43.7% of the employees agree that they are proud of their hospital, 5.9% of employees disagree, 2.2% of the employees have a neutral opinion and the remaining 2.2% of the employees strongly disagree.

**Inference:**

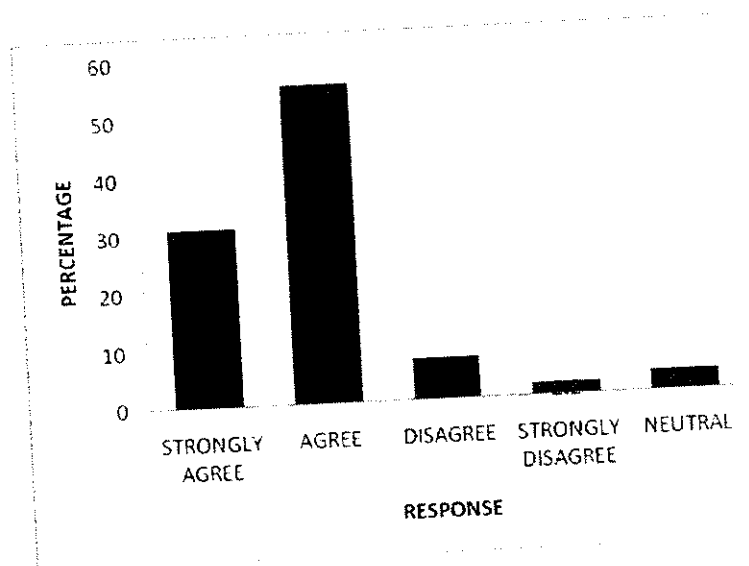
From the above results, it is seen that a vast majority of respondents are very proud because of the reputation the hospital has among the general public.

**TABLE 3.5: INSPIRATION FOR PERFORMANCE**

The table and graph below shows the inspiration the employees gain to perform their job.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	42	31.1
2	AGREE	75	55.6
3	DISAGREE	10	7.4
4	STRONGLY DISAGREE	3	2.2
5	NEUTRAL	5	3.7
	TOTAL	135	100

**GRAPH 3.5:**



**Interpretation:**

The above table and graph shows that 55.6% of employees strongly agree to the fact that they get inspired best, 31.1% of respondents strongly agree, 7.4% of respondents disagree, 2.2% of respondents strongly disagree and the remaining 3.7% of respondents have a neutral opinion.

**Inference:**

From the above results, it is found that more than 80% of the respondents are very much inspired by the organization as the working conditions are optimistic which enhance their performance.

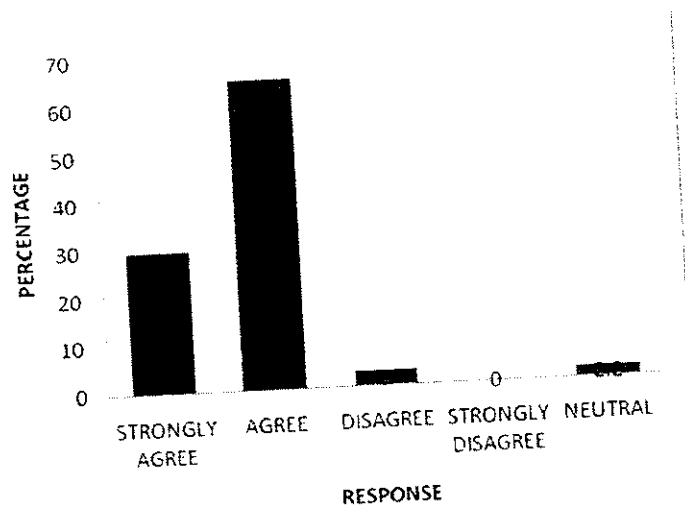


**TABLE 3.6: CARE ABOUT THE FATE OF THE ORGANISATION**

The table and graph below shows the employees care about the fate of the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	40	29.6
2	AGREE	88	65.2
3	DISAGREE	4	3
4	STRONGLY DISAGREE	0	0
5	NEUTRAL	3	2.2
	TOTAL	135	100

**GRAPH 3.6:**



**Interpretation:**

From the table and graph above it is seen that about 65.2% of the respondents agree that they care about the fate of the hospital, 29.6% of the respondents strongly agree, 3% of the respondents disagree and the remaining 2.2% of the respondents have a neutral opinion.

**Inference:**

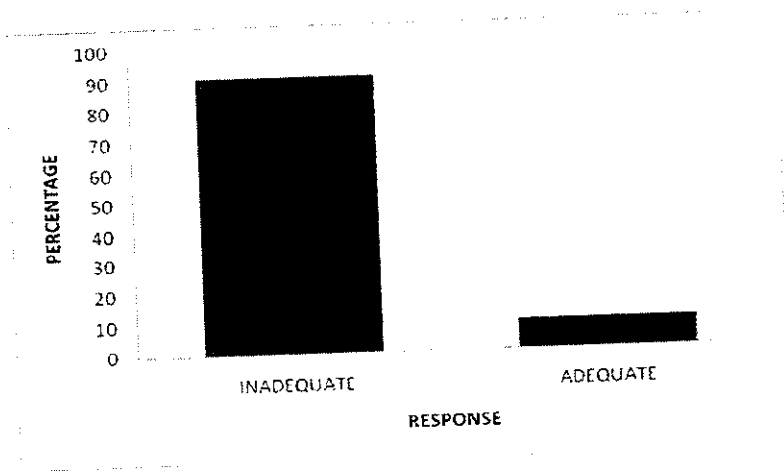
From the above results, it is found that majority of the respondents care for the fate of the organization so that they can obtain maximum benefits both in monetary and non monetary terms.

**TABLE 3.7: PAY OF EMPLOYEES**

The table and chart below shows the pay of employees compared to the cost of living.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	INADEQUATE	122	90.4
2	ADEQUATE	13	9.6
	TOTAL	135	100

**GRAPH 3.7:**



**Interpretation:**

The above table and graph shows that 90.4% of the respondents feel that the pay they get is inadequate considering the cost of living and the remaining 9.6% of the respondents feel that the pay is adequate.

**Inference:**

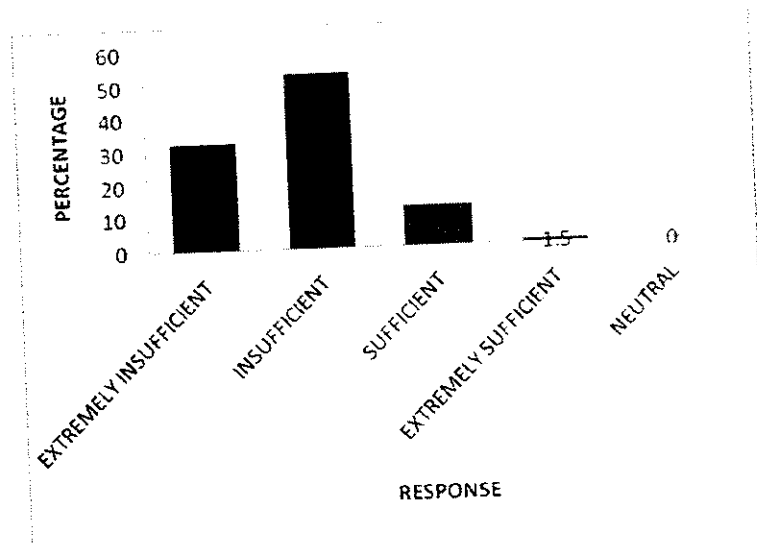
From the above results, it is found that majority of the respondents feel that the pay given by the hospital is inadequate when compared to the present cost of living as they are not able to meet the day to day expenses.

**TABLE 3.8: LEVEL OF SALARY**

The table and graph shows the level of salary of employees in the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	EXTREMELY INSUFFICIENT	44	32.6
2	INSUFFICIENT	72	53.3
3	SUFFICIENT	17	12.6
4	EXTREMELY SUFFICIENT	2	1.5
5	NEUTRAL	0	0
	TOTAL	135	100

**GRAPH 3.8:**



**Interpretation:**

The above table and graph shows that 53.3% of the respondents feel that their salary is insufficient for the job they do, 32.6% of the feel that it is extremely insufficient, 12.6% of the respondents feel that the salary is sufficient and the remaining 1.5% of the respondents feel that the salary is extremely sufficient.

**Inference:**

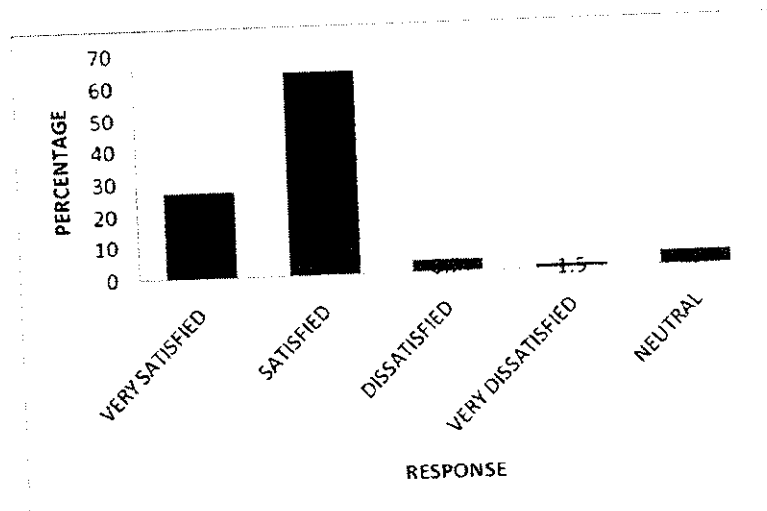
From the above results, it is found that majority of respondents feel that their salary is insufficient for the job they perform in the organization.

**TABLE 3.9: SATISFACTION LEVEL IN JOB HANDLING**

The table and graph shows satisfaction level of employees in handling their jobs.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	VERY SATISFIED	36	26.7
2	SATISFIED	86	63.7
3	DISSATISFIED	5	3.7
4	VERY DISSATISFIED	2	1.5
5	NEUTRAL	6	4.4
	TOTAL	135	100

**GRAPH 3.9:**



**Interpretation:**

From the above table and graph it is found that 63.7% of the respondents are satisfied with the nature of job handling, 26.7% of the respondents are very satisfied with the way they are allowed to handle their jobs, 3.7% of the respondents are dissatisfied, 1.5% of the respondents are very dissatisfied and the remaining 4.4% of the respondents have a neutral opinion.

**Inference:**

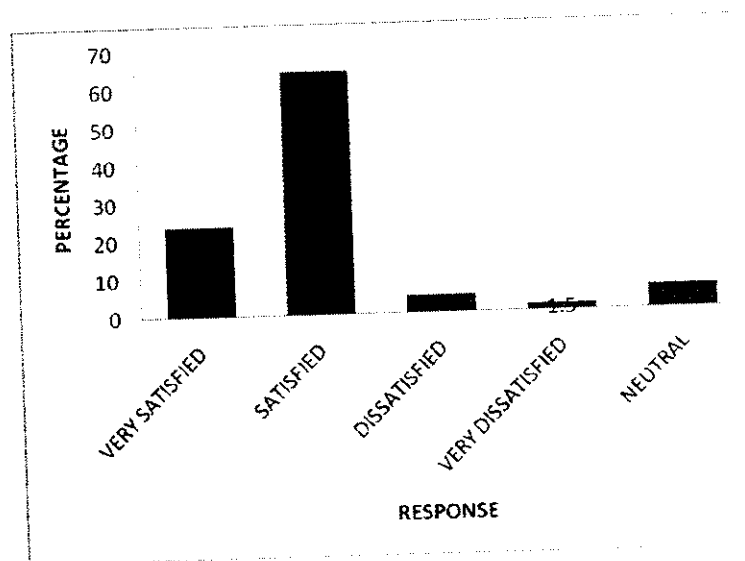
From the above results, it is found that majority of the respondents are satisfied with the way they are allowed to handle their jobs as there is no much interference from the top management.

**TABLE 3.10: SATISFACTION LEVEL IN UTILISING ABILITIES**

The table and graph below shows the satisfaction level of employees in utilizing abilities.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	VERY SATISFIED	32	23.7
2	SATISFIED	87	64.4
3	DISSATISFIED	6	4.4
4	VERY DISSATISFIED	2	1.5
5	NEUTRAL	8	5.9
	TOTAL	135	100

**GRAPH 3.10:**



**Interpretation:**

The above table and graph shows that 64.4% of the respondents are satisfied with doing things with make use of their abilities, 23.7% of the respondents are very satisfied with the way their abilities are utilized, 4.4% of the respondents are dissatisfied with the their abilities are used, 1.5% of the respondents are very dissatisfied and the remaining 5.9% of the respondents have a neutral opinion.

**Inference:**

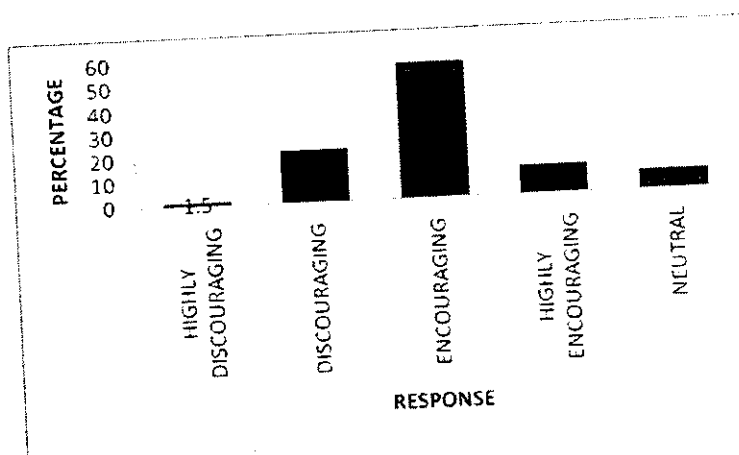
From the above results, it is found that majority of the respondents are satisfied with the way their abilities are used by the organization.

**TABLE 3.11: SUPERVISION RECEIVED BY EMPLOYEES**

The table and graph below shows the kind of supervision received by the employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	HIGHLY DISCOURAGING	2	1.5
2	DISCOURAGING	29	21.5
3	ENCOURAGING	77	57
4	HIGHLY ENCOURAGING	16	11.9
5	NEUTRAL	11	8.1
	TOTAL	135	100

**GRAPH 3.11**



**Interpretation:**

From the above table and graph it is found that 57% of the respondents find that the kind of supervision received is encouraging, 21.5% of the respondents find the supervision to be discouraging, 11.9% of the respondents find it highly encouraging, 8.1% of respondents have a neutral opinion and the remaining 1.5% of the respondents find the kind of supervision to be highly discouraging.

**Inference:**

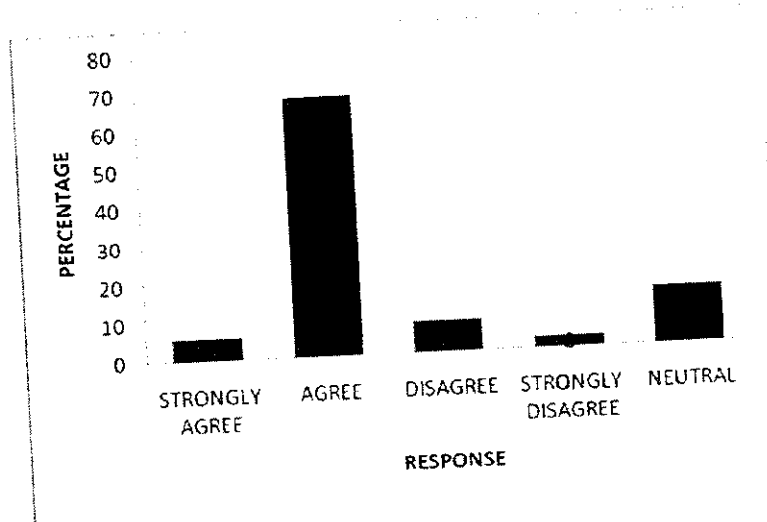
From the above results, it is found that majority of the respondents find the kind of supervision received is encouraging as the superiors provide their constant support and motivation to their subordinates.

**TABLE 3.12: EVALUATION RECEIVED BY THE EMPLOYEES**

The table and graph below shows the evaluation received by the employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	8	5.9
2	AGREE	92	68.1
3	DISAGREE	11	8.1
4	STRONGLY DISAGREE	4	3
5	NEUTRAL	20	14.8
	TOTAL	135	100

**GRAPH 3.12:**



**Interpretation:**

The above table and graph shows that 68.1% of the respondents agree to the fact that they received the evaluation they deserved, 8.1% of the respondents disagree, 5.9% of the respondents strongly agree to the fact that they received the evaluation they actually deserved, 3% of the respondents strongly disagree and the remaining 14.8% of the respondents have a neutral opinion.

**Inference:**

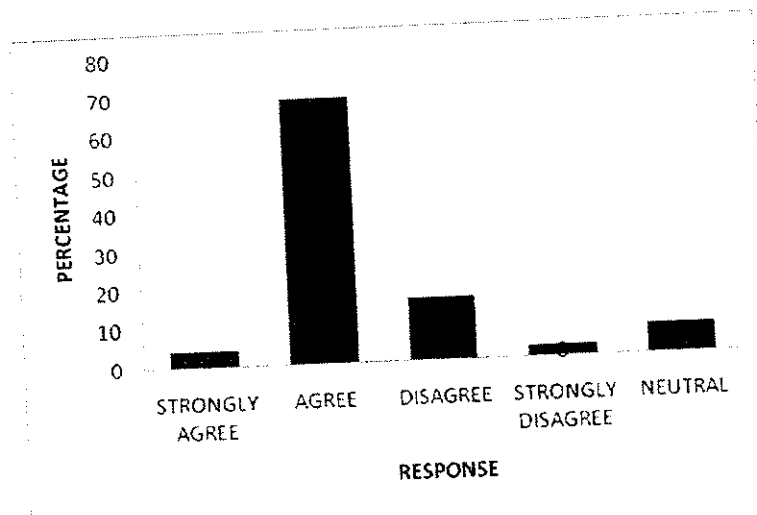
From the above results, it is found that majority of respondents agree that they received the evaluation they deserved as it is based on their actual performance.

**TABLE 3.13: KIND OF EVALUATION RECEIVED**

The table and graph below shows the kind of evaluation received by the employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	6	4.4
2	AGREE	93	68.9
3	DISAGREE	22	16.3
4	STRONGLY DISAGREE	4	3
5	NEUTRAL	10	7.4
	TOTAL	135	100

**GRAPH 3.13:**



**Interpretation:**

From the above table it is found that 68.9% of the respondents agree to the fact that they received fair evaluation, 16.3% of the respondents disagree to the fact they received fair evaluation, 4.4% of the respondents strongly agree, 3% of respondents strongly disagree and the remaining 7.4% of the respondents have a neutral opinion.

**Inference:**

From the above results, it is found that majority of the respondents feel that they receive fair evaluation as it is without any internal or external biases.

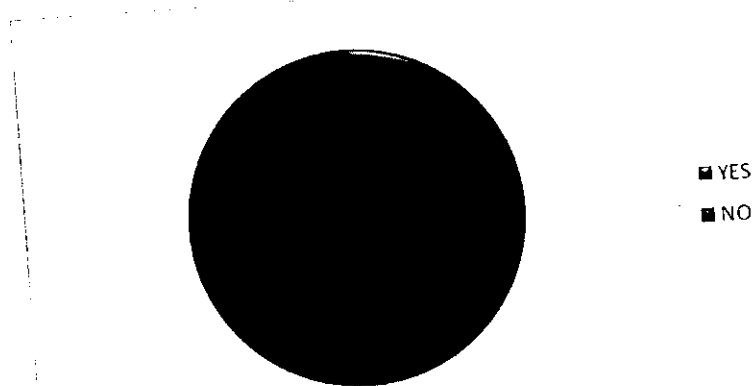


**TABLE 3.14: STRESS OF EMPLOYEES**

The table and chart below shows the stress level of employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	YES	93	68.9
2	NO	42	31.1
	TOTAL	135	100

**CHART 3.14:**



**Interpretation:**

The above table and graph shows that 68.9% of the respondents say that they are in stress due to over work load and the remaining 31.1% of the respondents say that they are not stressed with the work load.

**Inference:**

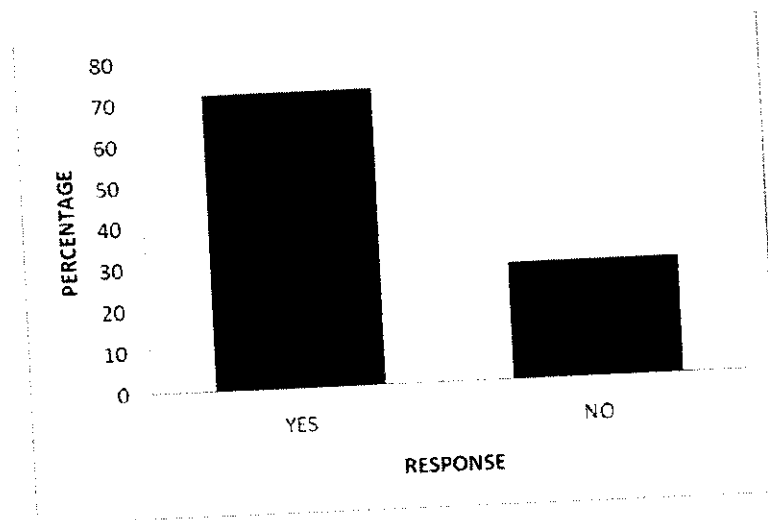
From the above table and chart it is found that majority of the respondents are stressed as the work load in the hospital is more.

**TABLE 3.15: SUPPORT GIVEN TO THE EMPLOYEES**

The table and graph shows the support given by the supervisors to the employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	YES	97	71.9
2	NO	38	28.1
	TOTAL	135	100

**GRAPH 3.15**



**Interpretation:**

From the table and graph above it is found that 71.9% of the respondents agree that they receive adequate support for their work and the remaining 28.1% of the respondents feel that they do not receive adequate support for their work.

**Inference:**

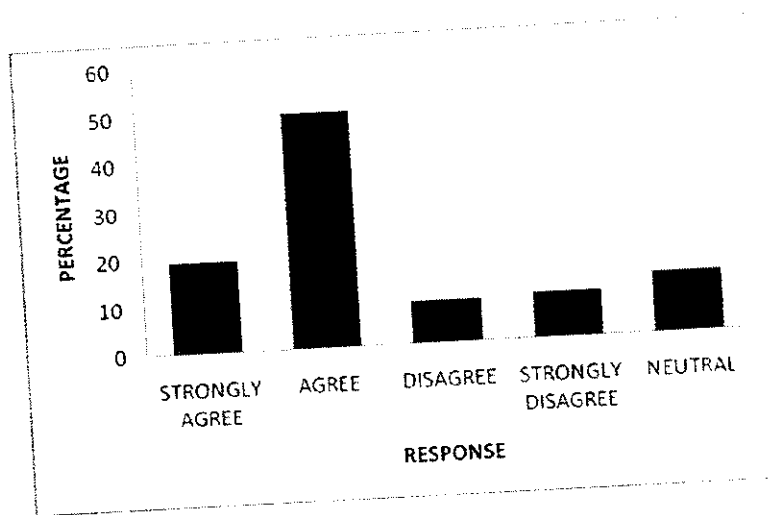
From the above results, it is found that majority of respondents receive adequate support for their work from the superiors and also from the management.

**TABLE 3.16: NATURE OF WORK ATMOSPHERE**

The table and graph shows the employees nature of work atmosphere.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	26	19.3
2	AGREE	67	49.6
3	DISAGREE	12	8.9
4	STRONGLY DISAGREE	13	9.6
5	NEUTRAL	17	12.6
	TOTAL	135	100

**GRAPH 3.16**



**Interpretation:**

The above table and graph shows that 49.6% of the respondents agree to the fact that the work atmosphere is pleasant and comfortable to work, 19.3% of the respondents strongly agree to the fact that their work atmosphere is pleasant, 9.6% of the respondents strongly disagree, 8.9% of the respondents disagree and the remaining 12.6% of the respondents have a neutral opinion.

**Inference:**

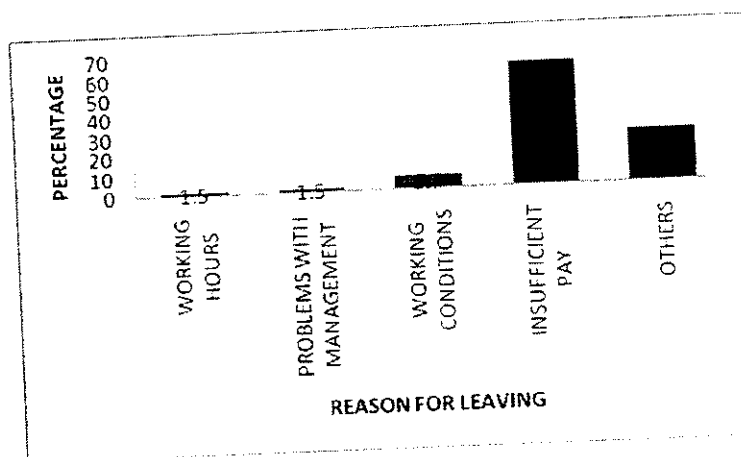
From the above table and graph it is found that majority of respondents say that work atmosphere is pleasant and comfortable to work in the organization.

**TABLE 3.17: REASON FOR LEAVING THE JOB**

The table and chart shows the reason for attrition in the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	WORKING HOURS	2	1.5
2	PROBLEMS WITH MANAGEMENT	2	1.5
3	WORKING CONDITIONS	9	6.7
4	INSUFFICIENT PAY	86	63.7
5	OTHERS	36	26.7
	TOTAL	135	100

**CHART 3.17**



**Interpretation:**

From the above table and graph it is found that 63.7% of the respondents say that the reason for leaving the job is insufficient pay, 6.7% of the respondents say the reason as working conditions, 1.5% of the respondents say the reason as problems with the management, 1.5% of the respondents say the reason as working hours and the remaining 26.7% of the respondents leave the job for other reasons.

**Inference:**

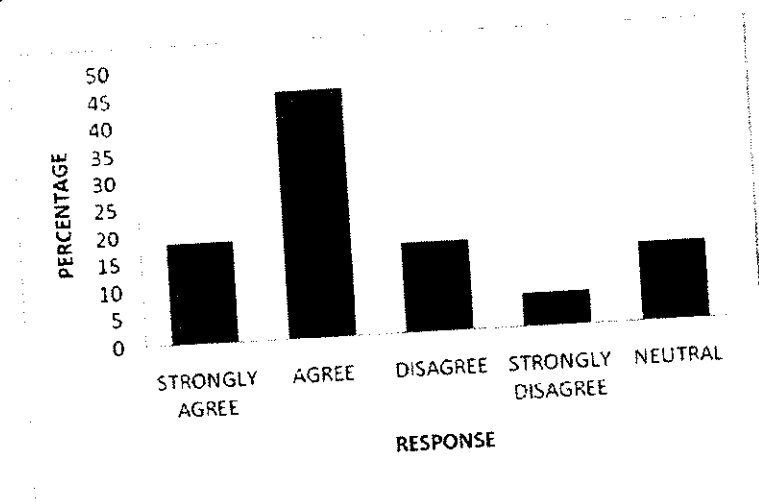
From the above results, it is found that majority of the respondents leave their job mainly because of insufficient payment for their job.

**TABLE 3.18: SKILL UTILISATION LEVEL OF EMPLOYEES**

The table and graph shows the skill utilization level of employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	25	18.5
2	AGREE	61	45.2
3	DISAGREE	22	16.3
4	STRONGLY DISAGREE	8	5.9
5	NEUTRAL	19	14.1
	TOTAL	135	100

**GRAPH 3.18**



**Interpretation:**

The above table and graph shows that 45.2% of the respondents agree to the fact that they will leave their job if their skills are unutilized, 18.5% of the respondents strongly agree, 16.3% of the respondents disagree, 5.9% of the strongly disagree and the remaining 14.1% of the respondents have a neutral opinion.

**Inference:**

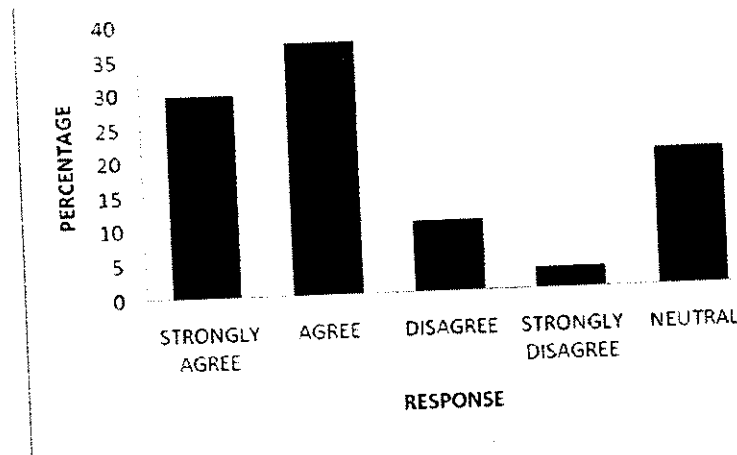
From the above results, it is found that majority of respondents agree that they will leave the job if their skills are not utilized by the hospital.

**TABLE 3.19: ALTERNATIVE JOB OPPORTUNITY**

The table and graph shows the alternative job opportunities of employees.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	40	29.6
2	AGREE	50	37
3	DISAGREE	14	10.4
4	STRONGLY DISAGREE	4	3
5	NEUTRAL	27	20
	TOTAL	135	100

**GRAPH 3.19**



**Interpretation:**

From the above table and graph it is found that 37% of the respondents agree to the fact that it is easy for them to find another attractive job, 29.6% of the respondents strongly agree, 10.4% of the respondents disagree to the fact, 3% of the respondents strongly disagree to the fact that it is easy for them to find another attractive job and the remaining 20% of the respondents have a neutral opinion.

**Inference:**

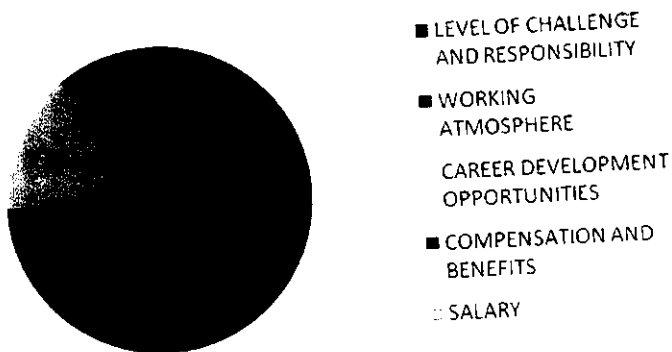
From the above results, it is found that majority of the respondents agree that it is easy to find another attractive job as they have lot of alternative opportunities.

**TABLE 3.20: RETENTION OF EMPLOYEES**

The table and chart shows the retention of employees in the hospital.

S.NO	RESPONSE	NO.OF RESPONDENTS	PERCENTAGE
1	LEVEL OF CHALLENGE AND RESPONSIBILITY	28	20.7
2	WORKING ATMOSPHERE	73	54.1
3	CAREER DEVELOPMENT OPPORTUNITIES	20	14.8
4	COMPENSATION AND BENEFITS	7	5.2
5	SALARY	7	5.2
	TOTAL	135	100

**GRAPH 3.20**



**Interpretation:**

From the above table it is found that 54.1% of the respondents say that they retain in the hospital for the work atmosphere, 20.7% of respondents say the reason as level of challenge and responsibility, 14.8% of respondents say as career development opportunities, 5.2% of respondents say as compensation and benefits and the remaining 5.2% say the reason as salary.

**Inference:**

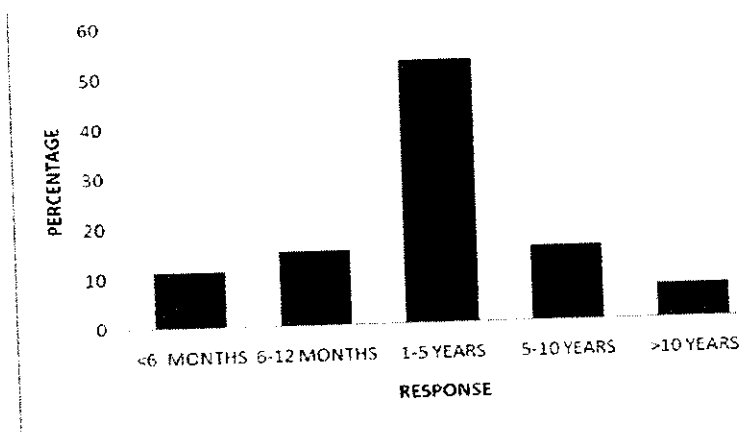
From the above results, it is found that majority of respondents retain in the hospital due to the favorable working atmosphere.

**TABLE 3.21: EXPERIENCE IN THE ORGANISATION**

The table and graph below shows the experience of employees in the hospital.

S.NO	RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
1	<6 MONTHS	15	11.1
2	6-12 MONTHS	20	14.8
3	1-5 YEARS	71	52.6
4	5-10 YEARS	20	14.8
5	>10 YEARS	9	6.7
	TOTAL	135	100

**GRAPH 3.21**



**Interpretation:**

The above table and chart shows that 52.6% of the respondents have greater than 1-5 years of experience, 14.8% of the respondents have 5-10 years of experience, 14.8% of the respondents have 6-12 months of experience, 11.1% of the respondents have less than 6 months of experience and the remaining 6.7% of the respondents have greater than 10 years of experience in the hospital.

**Inference:**

From the above table and chart shows that majority of respondents have 1-5 years of experience in the hospital.



**TABLE 3.22: CHI SQUARE TEST**

The table below shows the chi square test between reason for leaving the hospital and stress level of employees in the hospital.

**Null Hypothesis-** There is no significant relationship between stress level of employees and attrition.

**Alternate Hypothesis-** There is significant relationship between stress level of employees and attrition.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.320 <sup>a</sup>	4	.004
Likelihood Ratio	16.049	4	.003
Linear-by-Linear Association	12.644	1	.000
N of Valid Cases	135		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .62.

**Interpretation:**

From the above table it is found that the significance (0.004) is less than 0.05 hence null hypothesis is rejected. Therefore there is significant relationship between stress level of employees and attrition in the hospital at 95% confidence level.

**Inference:**

From the above results, it is inferred that as the stress in the job increases the attrition rate also increases in the hospital.

**TABLE 3.23: CHI SQUARE TEST**

The table below shows the chi-square test between pay and attrition of employees in the hospital.

**Null Hypothesis-** There is no significant relationship between pay and attrition of employees

**Alternate Hypothesis-** There is significant relationship between pay and attrition of employees.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.727 <sup>a</sup>	4	.008
Likelihood Ratio	9.015	4	.061
Linear-by-Linear Association	1.152	1	.283
N of Valid Cases	135		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .19.

**Interpretation:**

From the above table it is found that the significance (0.008) is less than 0.05 hence null hypothesis is rejected. Therefore there is significant relationship between pay and attrition of employees in the hospital at 95% confidence level.

**Inference:**

From the above results, it is inferred that as the pay increases the attrition of employees in the hospital decreases.

**TABLE 3.24: CORRELATION ANALYSIS**

The following table shows the correlation between different variables at 99% confidence limit

S.NO	VARIABLES	CORRELATION COEFFICIENT	COMMENT
1	Retention and Salary of employees	0.135	Positive correlation
2	Retention and Stress level of employees	-0.006	Negative correlation
3	Retention and Evaluation of employees by superiors	0.064	Positive correlation
4	Retention and work atmosphere of the employees	0.186	Positive correlation

**Inference:**

From the above table it is found that,

- As the salary increases the retention of employees in the hospital increases.
- As the stress level decreases the retention of employees in the hospital increases.
- As the level of distributive justice increases the retention increases in the hospital.
- When there is favourable work atmosphere the retention of employees in the hospital is more.

**CHAPTER 4**  
**CONCLUSION**

## 4.1 FINDINGS

### 4.1.1 Percentage Analysis:

- 71.1% of the respondents agree to put a great deal of effort beyond that is normally expected to help the organisation to be successful.
- Majority of the respondents project their organization in the positive way as they have the opinion that their organization is superior to others.
- About half of the total respondents feel loyal to the hospital as they have greater job security.
- About 45.9% of the respondents are proud to be part of the organisation.
- 55.6% of the respondents agree that the organisation inspires very best way in terms of job performance.
- Majority of respondents care for the fate of the hospital as they get maximum benefits both in monetary and non monetary terms.
- Majority of the respondents feel that their pay is inadequate considering the present cost of living as they are not able to meet the day to day expenses.
- 53.3% of the respondents say that their salary is insufficient for the work the do.
- About 63.7% of respondents are satisfied with the way they are allowed to handle their job without any interference from the top management.
- The kind of supervision received by about 57% of the respondents is found to be encouraging.
- About 68.1% of the respondents agree that they receive the evaluation they deserve without any internal or external bias.
- About 68.9% of the respondents are stressed due to overwork.
- 71.9% of the respondents say that they receive adequate support for their work from the superiors and the management.
- A majority of 49.6% of the respondents agree that their work atmosphere is pleasant and comfortable.
- About 63.7% of the respondents say that insufficient payment will be the most probable reason for leaving the organisation.

- 45.2 % of employees agree that they will leave the job when their skills are not utilised properly.
- A major respondent population agree that they will be able to find another attractive job.
- Majority of respondents retain in the hospital due to the favorable working atmosphere.

#### **4.1.2 Chi-square test:**

- It is inferred that as the stress in the job increases the attrition rate also increases in the hospital.
- It is inferred that as the pay increases the attrition of employees in the hospital decreases.

#### **4.1.3 Correlation analysis:**

- It is inferred that as the salary increases the retention of employees in the hospital increases.
- It is inferred that as the stress level decreases the retention of employees in the hospital increases.
- It is inferred that as the level of distributive justice increases the retention increases in the hospital.
- It is inferred that when there is favourable work atmosphere the retention of employees in the hospital is more.

## 4.2 SUGGESTIONS

Based on the research findings, the following suggestions are proposed which could reduce the attrition rate and increase the retention of employees in the hospital.

- The satisfaction level of employees could be increased by improving the working condition which enhances job performance.
- The salary of the employees could be in par with the cost of living.
- Overload of work could be avoided by recruiting more people and making them work in shifts.
- The employees may be motivated by providing financial benefits or by recognizing their performance.
- The management could adhere to systematic performance appraisal system and the employees ought to be recognized appropriately.
- The employees may be given promotions analysing their performance and also taking into account their seniority in the organisation.
- The management may conduct training programmes in order to reduce the stress of employees in the hospital.

### **4.3 CONCLUSION**

The present study entitled A Study on Employee Attrition and Retention in Apollo First Med Hospitals, Chennai revealed that there is a positive relationship between job satisfaction and organisational commitment. Management and supervision, recognition and promotion, working conditions, salaries and benefits are the important factors which determine attrition and retention rate of hospital employees. Employees are the most important resource of an organization. Management requires a keen understanding of human nature, the basic needs, wants and abilities of people. It is in the interest of an organization to retain employees and minimize turnover. However, many hospital managers have little understanding of how to satisfy their employees and how these employees' satisfaction levels influence their intent to leave their positions. Recognition of employees, plays a significant role in not only retaining the employees but also motivating them to contribute more for the growth of the organization.



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# APPENDIX

## QUESTIONNAIRE

### A STUDY ON EMPLOYEE ATTRITION AND RETENTION IN APOLLO FIRST MED HOSPITALS, CHENNAI

Dear Respondent,

This questionnaire is part of an academic study being carried out in partial fulfillment of MBA degree at Kumaraguru College of Technology, Coimbatore. Please take a few minutes to complete this survey. Your views, in combination with those of others are extremely important. Your survey responses will be strictly confidential and the data from the survey will be reported only in aggregate. Your information will be coded and will remain confidential. Thank you very much for your time and support.

Name (optional):

Designation:

Qualification:

#### Organizational Commitment

1. I am willing to put in a great deal of effort beyond that is normally expected in order to help this organisation to be successful  
 Strongly agree                       Agree                       Disagree  
 Strongly disagree                       Neutral
2. I talk up this organization to my friends as a great organization to work for  
 Strongly agree                       Agree                       Disagree  
 Strongly disagree                       Neutral
3. I feel very loyal to this organization  
 Strongly agree                       Agree                       Disagree  
 Strongly disagree                       Neutral
4. I am proud to tell others that I am part of this organization  
 Strongly agree                       Agree                       Disagree  
 Strongly disagree                       Neutral

5. This organization really inspires the very best in me in the way of job performance.

- Strongly agree       Agree       Disagree  
 Strongly disagree       Neutral

6. I really care about the fate of the organization.

- Strongly agree       Agree       Disagree  
 Strongly disagree       Neutral

### **Job Satisfaction**

7. Considering the cost of living, my pay is

- Inadequate       Adequate

8. For the job I do, I feel that the amount of money I make is

- Extremely Insufficient       Insufficient       Sufficient       Extremely Sufficient  
 Neutral

9. The level of satisfaction in handling the job in my own way

- Very satisfied       Satisfied       Dissatisfied  
 Very Dissatisfied       Neutral

10. The level of satisfaction in doing something that makes use of my abilities

- Very satisfied       Satisfied       Dissatisfied  
 Very Dissatisfied       Neutral

11. The kind of supervision I receive in the organization is

- Highly Discouraging       Discouraging       Encouraging  
 Highly Encouraging       Neutral

### **Distributive Justice**

12. I received the evaluation I deserved

- Strongly agree       Agree       Disagree  
 Strongly disagree       Neutral

13. I consider the evaluation to be fair

- Strongly agree       Agree       Disagree  
 Strongly disagree       Neutral

### **Working Conditions**

14. Is there any stress due to overwork?

- Yes  No

15. Did you receive adequate support to do your work?

- Yes  No

16. The work atmosphere is pleasant and comfortable to work.

- Strongly agree  Agree  Disagree  
 Strongly disagree  Neutral

### **Job Attrition**

17. If you are leaving the job what would be the possible reason of leaving the job?

- Working hours  Problems with management  
 Working conditions  insufficient payment  others

18. I will leave the job when I feel my skills are not utilised

- Strongly agree  Agree  Disagree  
 Strongly disagree  Neutral

19. It would be easy for me to find another attractive job than the present one

- Strongly agree  Agree  Disagree  
 Strongly disagree  Neutral

### **Retention**

20. Which of these factors makes you retain in the organisation?

- Level of challenge and responsibility.  Working atmosphere  
 Career development opportunities  Compensation & benefits  
 Salary

21. How long did you work in the organization?

- Less than 6 months  6-12 months  1-5 years  
 5-10 years  More than 10 years