

# ANALYZING EMPLOYEE ATTRITION AND RETENTION FACTORS IN COMPREHENSIVE SPECIALTY HOSPITALS: A CASE STUDY

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### Abstract

Employee attrition poses significant challenges for comprehensive specialty hospitals, affecting continuity of care, organizational productivity, and patient satisfaction. This research paper aims to analyze the factors influencing employee attrition and retention in comprehensive specialty hospitals through a case study approach. The study will select a representative sample of comprehensive specialty hospitals and collect data through surveys, interviews, and HR records. The surveys will capture employee demographics, job satisfaction, work-life balance, organizational culture, leadership effectiveness, compensation and benefits, and career development opportunities. Qualitative interviews will be conducted with current and former employees to gain insights into their experiences, motivations, and reasons for attrition or retention. HR records will provide information on turnover rates, tenure, and performance evaluations. Data analysis will involve quantitative methods, such as regression analysis and correlation tests, to identify the significant factors associated with employee attrition and retention. The qualitative data will be thematically analyzed to identify common themes and patterns related to attrition and retention factors. The findings will provide a comprehensive understanding of the factors influencing employee attrition and retention in comprehensive specialty hospitals. This knowledge can guide hospital administrators and HR professionals in developing effective strategies to improve employee retention, enhance job satisfaction, and create a positive work environment.

**Keywords:** Employee attrition, employee retention, comprehensive specialty hospitals, job satisfaction, organizational culture

### INTRODUCTION

Traditionally, working in the Health Care Sector is regarded as being a career stage in which the employment level of healthcare professionals is high and they tend to be in long-term positions. However, in the last decade, there has been a significant increase in the proportion of registered nurses who work part-time compared with those working full time. Some of these workers are paid premium wages or have other benefits such as shorter hours, better shift patterns and higher pay for overtime. In comparison, hospital-based support staffs who do not work daily shifts usually engage in other employment opportunities (Abós et al., 2018). This trend indicates that there may be an increasing trend towards flexible working arrangements in response to rising demand for healthcare services. The literature on turnover, job satisfaction and motivation in healthcare professionals as well as the nursing workforce has focused on the psychosocial and

cultural aspects of work, including how nurses are treated by their managers, whether nurses receive opportunities for professional development or advancement. It also addresses workplace factors that may impact job satisfaction and cause nurses to leave a practice or institution (Kingma, 2007).

### **Burnout**

Burnout is a stressful condition that has significant negative effects on health, employee morale, and the quality of nursing care. Burnout is found in most nurses and frequently leads to early retirement or attrition. It is important for employers to recognize the signs of burnout among nurses and identify strategies that promote stress reduction among employees. Physicians continue to be in high demand, particularly with the rising prevalence of chronic diseases among the ageing population. The high degree of specialization required by physicians may cause some individuals to prefer other career possibilities. It can be difficult to predict if a physician will leave his or her current position within a hospital. Researchers agree that it is important to study physicians' intention to leave because it may allow leaving behaviour to be predicted. The continual need to maintain a high-quality workforce is an important consideration for hospital managers. In developed countries, such as the USA, physicians usually have a doctorate degree. In addition to the long period of study in medical school, additional years in postgraduate resident training are required for a physician to be qualified. Retaining physicians has become an important issue for hospital managers (Bell et al., 2019).

### **Geographic Interference**

The geographical isolation of rural and remote populations is a primary driver of health workforce deficiency, which arguably reflects changes in population structures resulting from social shifts, changes in public health priorities and changing demographic circumstances. A fundamental issue facing workforce planners when seeking to improve equitable care across rural and remote areas is their understanding of the underlying determinants of health workforce activity. Most reviews seeking to address the distribution of primary health workers have focused on the economic factors that influence recruitment and retention, together with broader social issues such as culture or perceptions about isolation or remoteness. However, within studies examining these issues there has been no explicit consideration of how physical geography influences workforce distribution.

### **Mindfulness of Employee**

Mindfulness is defined as “the process of paying attention on purpose in the present moment and non-judgmentally, as though you were experiencing your life from a distance.” Mindfulness can be learned through meditation. It has been shown to enhance creativity and productivity. There are many benefits that can be obtained from being more mindful at work, such as improved health, increased productivity and reduced stress. Mindfulness training attempts to improve the ability to process information and draw novel insights from that information to enhance performance. This practice can help healthcare

organizations enhance patient safety, improve communication between staff members, increase patient satisfaction, and reduce employee stress. Many healthcare organizations have incorporated mindfulness practices into their workplace designs and programs including hospitals in order to benefit patients and staff members.

The theory of conservation of resources (COR) is a resource-based model that describes how an individual's motivation to hoard and spend their scarce resources change depending on how life experience shapes and adapts their perceptions of relative value. COR has been applied to predict an individual's motivations to spend, protect, replenish, or expend valuable resources such as time and money (Hu, 2021). This theory can explain the causes of employee stress which often stems from threats to the employee's critical resources like monetary compensation or esteem giving indicators such as title, position and salary level (Hobfoll, 1998). Research has demonstrated COR's ability to explain burnout factors such as cynicism, perceived stress, and social support (Hu et al., 2015), turnover intentions (Hu et al., 2009), and overworked motives related to work-life balance (Hu et al., 2015). COR's influence on employee behaviour also holds true for other behaviors such as work performance (HEIDEMEIER & STAUDINGER, 2015) as long as there is a shortage of resources; this perception leads to high stress levels which activate primary systems and increase the likelihood to act in unproductive ways. Many employees seek external sources of support to replenish expended resources. Hu et al., (2015) postulates that employees draw upon people, groups and organizations in their environment to restock expended resources or hoard excess resources for future use. Employee personality traits (e.g., self-discipline, self-esteem, optimism and attentiveness) while important resources can deplete and require external replenishment.

## **OBJECTIVE OF THE STUDY**

1. To study on the Employee attrition and retention in comprehensive specialty hospitals
2. To study on the Critical Analysis of Human Resource Management (HRM)

### **Critical Analysis of Human Resource Management (HRM)**

According to Alspach et al., registered nurses (RNs) have shared perceptions of the effectiveness of hospitals' human resource management systems. They found that the job characteristics (e.g., hours worked, responsibilities vis-à-vis patients and coworkers, etc.) of RNs are similar across hospitals, resulting in a shared perception of HRM effectiveness across hospitals. Those factors help to promote confidence in how typical disruptions can affect their job orientation, which thereby influences outliers (Holtom et al., 2004; Hu et al., 2019). Because employees draw on knowledge about their work environment as a source of support for individual achievement tasks, knowledge about the HRM system could be used to predict employees' intentions to turnover or workarounds behaviors. It is primarily these organizational resources, namely the companies' HRM systems, which shape employees' responses to work demands and

their intentions to turnover. Therefore, it is critical that HRM systems be designed with strategic goals aligned with collective job-level perceptions of HRM effectiveness.

### **HRM effectiveness in Healthcare Workers recruitment**

New graduate doctors and nurses often struggle with the transition from novice to competent nurse, and an estimated 35% to 60% of nurses leave their first place of employment within one year of hire. Transitioning from nursing student or recent graduate to RN role can leave new graduate nurses feeling stressed, and many have difficulty adjusting to the reality of caring for multiple patients with highly complex cases. New graduate nurses may doubt their clinical knowledge, lack self-assurance in performing common nursing skills, critical thinking, organizing, prioritizing, and communicating effectively. If they are concerned about these issues then it is necessary for them to identify a place where they feel comfortable and welcomed (create some resilience). Developing self-dignity and confidence is crucial for success in any role within an organization. It should be noted that new graduate nurses are already working hard to develop their professional understanding and the critical thinking skills required to succeed in the RN workplace. It is essential for organizations to offer their new graduate nurses opportunities to develop their learning, collaboration, and communication skills at work. This enables them to assume greater responsibility in performing new job duties. In addition, well-run healthcare organizations would reduce turnover rates by ensuring that the RNs who want a career change don't leave their jobs without a plan to transition into a more appropriate role within the healthcare industry. Nursing leaders can empower employees by offering guidance on how to succeed in learning new skill sets.

### **Current Scenario of Healthcare employees' recruitment**

The shortage in experienced healthcare individuals is a serious problem for hospitals, and healthcare providers. The condition causes immeasurable difficulties for hospitals and healthcare providers due to the lack of nurses on the staff. This can lead to problems with patient care delivery and diversion of resources away from the patient care process and toward recruiting new staff; it also affects patient access to planned services. The projected demand for RNs in 2020 is sufficient to meet current demand, but not future demand. This means that there will be a significant shortage of preoperative nurses until 2020 at least.

### **Role of Turnover Model**

The theory of planned behaviour suggests that people are likely to follow through on their intentions to resign or look for another job if they believe they will make a positive change in their current situation. This is because behaviour is influenced by intention, and a positive attitude determines whether someone will take action. Turnover intention accounts for various factors such as the individual's attitude towards their job and the influence of external factors in their work environment. The larger the difference between actual turnover rate and planned turnover rate, the less chance there is of getting thrown out of a job. Turnover intention is one way to avoid that eventuality: The greater your

previous resignation rates (in months or years), the more likely the officials are to resign in a short span of time. It is well known that the turnover intention model can predict actual behaviour. In a study conducted by Steel and Ovalle, it was found that there is a strong relationship between the intention to resign and actual turnover. Motivation plays a great role in predicting intentions, but where it becomes important is when we look at the end result of that motivation. Job seekers who are very motivated to search for jobs will be more likely to find one in a short period of time.

They were able to predict their own job seeking behaviour due to their level of long-term commitment. The recent changes in China's health-care system, such as the introduction of universal coverage and increasing the proportion of PHC physicians in the health workforce, are designed to meet the target to be achieved by the National Medical and Health Service System Planning (2015–2020), which postulates that number of doctors in primary hospitals per thousand population to be above 3.5.

In fact, the number of village-level PHC doctors fell by 5.9% in China between 2009 and 2014. Therefore, a new PHC doctor training program is being launched under the leadership of the National Population and Family Planning Commission (NPFPC) in cooperation with Family Health International (FHI) and Health Education Centre for Rural Development (HeCD). It aims to recruit 100,000 new PHC doctors by 2020 through five-year programs that are offered in rural regions with a focus on family planning policies.

In China, the number of village health workers has fallen dramatically in recent years. This is due to a decrease in the proportion of the population who has access to village-level doctors. As well as this, villagers have had no voice in deciding whether or not these workers are necessary and why they should be cast aside. Therefore, it is vitally important that an alternative approach to providing community care is explored.

## **CONCLUSION**

Impressive and engaging human resource management system enhances the higher retention rate of employee and promotes higher job satisfaction level. In this study, the influence of HR management system has been comprehensively studied in the advent of understanding the attrition and retention rate of healthcare employees in specialty hospitals. Among these understanding every related aspect that concerns healthcare employment scenario are discussed. Traditionally, working in the Health Care Sector is regarded as being a career stage in which the employment level of healthcare professionals is high and they tend to be in long-term positions. However, in the last decade, there has been a significant increase in the proportion of registered nurses who work part-time compared with those working full time. Some of these workers are paid premium wages or have other benefits such as shorter hours, better shift patterns and higher pay for overtime.

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