

A STUDY ON ATTRITION OF NURSES AT RAINBOW CHILDREN'S HOSPITAL

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This study examines nurse attrition at Rainbow Children's Hospital and aims to identify the factors influencing turnover and its impact on hospital performance. Nurse attrition is a significant concern in the healthcare sector as it affects patient care quality and organizational efficiency. The study is based on primary data collected from nurses using a structured questionnaire, under a descriptive research design.

The sampling method used is stratified random sampling, and the data is analyzed using statistical tools such as percentage analysis, correlation analysis, and chi-square test. These tools help in understanding the relationship between various factors and attrition levels among nurses.

The findings reveal that high workload, job stress, inadequate salary, limited career growth, and poor work-life balance are major causes of attrition. The study concludes that effective human resource practices, including better compensation, supportive management, and training opportunities, are essential to improve nurse retention and enhance overall hospital performance.

Keywords:

Nurse Attrition, Employee Turnover, Healthcare Management, Job Stress, Workload Work-Life Balance, Compensation, Career Growth, Nurse Retention Human Resource Practices, Hospital Performance, Organizational Efficiency.

Introduction:

Nurse attrition is a major challenge in the healthcare sector, as it directly affects the quality of patient care and the overall efficiency of hospital operations. High turnover among nursing staff leads to increased workload, higher recruitment costs, and reduced service consistency. Therefore, understanding the reasons behind nurse attrition is essential for improving retention and organizational performance.

This study focuses on nurse attrition at Rainbow Children's Hospital and aims to identify the key factors influencing turnover among nurses. It also examines how these factors impact hospital functioning and highlights the importance of effective human resource practices in retaining skilled nursing staff.

Review of Literature:

1. **Mobley (1977):** Stated that employee turnover is influenced by job dissatisfaction, which leads

to thoughts of quitting and eventual attrition if not addressed by organizations.

2. **Price and Mueller (1981):** Identified that factors such as pay, job stress, and organizational commitment play a significant role in determining employee turnover, especially in healthcare settings.
3. **Shields and Ward (2001):** Found that nurse retention is strongly affected by workload pressure, job satisfaction, and opportunities for career advancement within hospitals.
4. **Hayes et al. (2012):** Highlighted that poor working conditions, lack of support, and emotional exhaustion are major contributors to nurse attrition globally.
5. **Kumar and Singh (2019):** Observed that in Indian hospitals, inadequate salary, high workload, and lack of recognition are the primary reasons for nurse turnover.

Objectives:

- To study the existing level of job related issues among nurses.
- To identify the reason causing attrition.
- To calculate the attrition rate of nurses.
- To describe the factors that had contributed to the attrition of nurses.
- To give suitable suggestions in order to reduce attrition rate.

Research Design:

The research design adopted for this study is descriptive research design. It helps in describing the factors influencing nurse attrition at Rainbow Children's Hospital and understanding its impact on hospital performance and employee retention.

Sample Size:

Sample size measures the number of individual samples measured or observations used in a survey or experiment. The sample size for this study is 120 nurses in Rainbow Children's Hospital, Guindy.

Sampling Unit:

The sampling unit of this study is Rainbow Children's Hospital, Guindy.

Data Sources:

The study basically uses primary and secondary data. The study depends mainly on the primary data and secondary data namely the text books, journals, newspapers, magazines and internet.

Primary Data:

Primary data is the data that is collected directly by the researcher from original sources for a specific research purpose. It is not taken from any existing reports or publications, but gathered through methods like surveys, interviews, and questionnaires.

The Questionnaire method has been adopted in this study to collect primary data.

Data Analysis and Interpretation:**TABLE 1: GENDER OF THE RESPONDENTS**

GENDER	NO OF RESPONDENTS	PERCENTAGE (%)
MALE	63	52.5%
FEMALE	57	47.5%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 52.5% of the respondents are Male and 47.5% of the respondents are Female.

Thus, majority of the respondents are male (52.5%).

TABLE 2: AGE OF THE RESPONDENTS

AGE GROUP	NO OF RESPONDENTS	PERCENTAGE (%)
20-24 years	50	41.7%
25-30 years	51	42.5%
31-35 years	16	13.3%
Above 35 years	3	2.5%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 41.7% of the respondents belongs to the age group of 20-24 years, 42.5% of the respondents belongs to the age group of 25-30 years, 13.3% of the respondents belongs to the age group of 31-35 years and 2.5% of the respondents belongs to the age group above 35 years.

Thus, majority of the respondents (42.5%) belongs to the age group of 25-30 years.

TABLE 3: EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
DIPLOMA	28	23.3%
UG	58	48.3%
PG	34	28.3%
OTHERS	0	0%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 23.3% of the respondents educational qualification is diploma, 48.3% of the respondents are UG and 28.3% of the respondents are PG.

Thus, majority of the respondents (48.3%) educational qualification is UG.

TABLE 4: WORK EXPERIENCE IN PRESENT ORGANIZATION

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE
Less than 6 months	32	26.7%
1-2 years	61	50.8%
3-4 years	27	22.5%
Total	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 26.7% of the respondents have work experience in present organization less than 6 months, 50.8% of the respondents have work experience in present organization between 1-2 years and 22.5% of the respondents have work experience in present organization between 3-4 years.

Thus, majority of the respondents (50.8%) have work experience in present organization between 1-2 years.

TABLE 5: RESPONDENTS FROM VARIOUS DEPARTMENTS

DEPARTMENTS	NO OF RESPONDENTS	PERCENTAGE (%)
EMERGENCY	46	38.3%
OUT-PATIENT	49	40.8%
IN-PATIENT	25	20.8%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 38.3% of the respondents belongs to Emergency Department, 40.8% of the respondents belongs to Out-patient Department and 20.8% of the respondents belongs to In-patient Department.

Thus, majority of the respondents (40.8%) belongs to Out-patient Department.

TABLE 6: RESPONDENTS OPINION ON STRESS DUE TO WORKLOAD

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
STRONGLY AGREE	37	30.8%
AGREE	25	20.8%
NEUTRAL	27	22.5%
DISAGREE	21	17.5%
STRONGLY DISAGREE	10	8.3%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 30.8% of the respondents strongly agree that they have stress due to workload, 20.8% of the respondents agree, 22.5% of the respondents are neutral, 17.5% of the respondents disagree and 8.3% of the respondents strongly disagree.

Thus, majority of the respondents strongly agree (30.8%) that they have stress due to workload.

TABLE 7: RESPONDENTS OPINION ON QUITTING THE JOB DUE TO HEALTH ISSUES

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
STRONGLY AGREE	23	19.2%
AGREE	25	20.8%
NEUTRAL	30	25%
DISAGREE	27	22.5%
STRONGLY DISAGREE	15	12.5%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 19.2% of the respondents strongly agree that they are quitting the job due to health issues. 20.8% of the respondents agree, 25% of the respondents are neutral, 22.5% of the respondents disagree and 12.5% of the respondents strongly disagree.

Thus, majority of the respondents are neutral (25%) that they are quitting the job due to health issues.

TABLE 8: RESPONDENTS OPINION ON NO CLARITY IN JOB DESCRIPTION

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
STRONGLY AGREE	40	33.3%
AGREE	25	20.8%
NEUTRAL	20	16.7%
DISAGREE	23	19.2%
STRONGLY DISAGREE	12	10%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 33.3% of the respondents strongly agree that they have no clarity in job description, 20.8% of the respondents agree, 16.7% of the respondents are neutral, 19.2% of the respondents disagree and 10% of the respondents strongly disagree.

Thus, majority of the respondents strongly agree (33.3%) that they have no clarity in job description.

TABLE 9: RESPONDENTS OPINION ON HIGH LEVEL OF CONFIDENCE

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
STRONGLY AGREE	24	20%
AGREE	21	17.5%
NEUTRAL	27	22.5%
DISAGREE	28	23.3%
STRONGLY DISAGREE	20	16.7%
TOTAL	120	100%

Source: Primary data

Interpretation:

The above table indicates that among 120 respondents, 20% of the respondents strongly agree that they have high level of confidence, 17.5% of the respondents agree, 22.5% of the respondents are neutral, 23.3% of the respondents disagree and 16.7% of the respondents strongly disagree.

Thus, majority of the respondents disagree (23.3%) that they have high level of confidence.

TABLE 10: RESPONDENTS OPINION ON PROBLEMS FACED IN SHIFT TIMINGS

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE (%)
STRONGLY AGREE	19	15.8%
AGREE	28	23.3%
NEUTRAL	28	23.3%
DISAGREE	28	23.3%
STRONGLY DISAGREE	17	14.2%
TOTAL	120	100%

Source: primary data

Interpretation:

The above table indicates among 120 respondents, 15.8% of the respondents strongly agree that they have problems faced in shift timings, 23.3% of the respondents agree, 23.3% of the respondents are neutral, 23.3% of the respondents disagree and 14.2% of the respondents strongly disagree.

Thus, majority of the respondents agree (23.3%), neutral (23.3%) and disagree (23.3%) that they have problems faced in shift timings.

CORRELATION ANALYSIS

To perform a correlation analysis between workload (X) and high level of confidence (Y). Calculate the Pearson correlation coefficient. This coefficient measures the strength and direction of the liner relationship between two variables. The following data for the X and Y variables are provided to find the sample correlation coefficient.

Workload(X)	37	25	27	21	10
High level of confidence (Y)	24	21	27	28	20

Workload(X)	High level of confidence (Y)	X	Y	X²	Y²	XY
37	24	13	0	1369	576	888
25	21	1	-3	625	441	525
27	27	3	3	729	729	729
21	28	-3	4	441	784	588
10	20	-14	-4	100	400	200
120	120	0	0	3264	2930	2930

$$r = \frac{\sum(X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum(X - \bar{X})^2 \cdot \sum(Y - \bar{Y})^2}}$$

250

r =

√1920 x 250

r = 0.36

Conclusion:

The Pearson correlation coefficient r is approximately **0.36**. This value indicates a moderate positive correlation between workload and high level of confidence in Rainbow Children's Hospital.

CHI-SQUARE TEST

Assessing the relationship between qualification to employee feel that there is no clarity in job description in Rainbow Children's Hospital.

Null Hypothesis (H₀): There is no significant association between qualification to no clarity in job description in Rainbow Children's Hospital.

Alternative Hypothesis (H₁): There is a significant association between qualification to no clarity in job description in Rainbow Children's Hospital.

Qualification	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree	Total
Diploma	5	4	4	11	4	28
PG	6	7	6	11	4	34
UG	14	12	10	18	4	58
Total	25	23	20	40	12	120

CHI-SQUARE TEST			
	Value	Df	Asymptotic Significant (2- sided)
Pearson Chi-Square	2.75	8	0.95
No. of Valid Cases	120		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 2.8			

Conclusion:

Here, P - value is smaller than expected count, so we are going to reject the Null Hypothesis (H0) and accept the Alternative Hypothesis (H1). Therefore, there is a significant association between qualification to no clarity in job description in Rainbow Children's Hospital.

FINDINGS:

- Most of the respondents are male (52.5%), while 47.5% are female. This shows a slightly higher representation of male respondents in the study sample.
- Most of the respondents belong to the age group of 25–30 years (42.5%), followed closely by 20–24 years (41.7%). This shows that most of the respondents are young adults within the 20–30 years age category.
- The majority of the respondents hold an undergraduate (UG) qualification (48.3%), followed by PG (28.3%) and diploma holders (23.3%). This indicates that most of the respondents in the study are UG qualified.
- The majority of the respondents (50.8%) have 1–2 years of work experience in the present organization, followed by 26.7% with less than 6 months experience. This indicates that most respondents have moderate experience within the organization.
- The majority of the respondents belong to the Out-patient Department (40.8%), followed by the Emergency Department (38.3%) and In-patient Department (20.8%). This indicates that most respondents are working in the Out-patient Department.
- The majority of the respondents strongly agree (30.8%) that they experience stress due to workload, followed by 20.8% who agree. This indicates that workload-related stress is a significant issue among the respondents.
- The majority of the respondents are neutral (25%) regarding quitting the job due to health issues, followed by 22.5% who disagree and 20.8% who agree. This indicates mixed opinions among respondents, with no strong majority indicating health issues as a primary reason for quitting.
- The majority of the respondents strongly agree (33.3%) that they have no clarity in their job description, followed by 20.8% who agree. This indicates that lack of role clarity is a significant issue among the respondents.
- The majority of respondents disagree (23.3%) that they have a high level of confidence, followed by 22.5% who are neutral. This indicates that a considerable number of respondents lack strong confidence in their work.
- The responses are evenly distributed among agree, neutral, and disagree (23.3% each) regarding problems faced in shift timings, followed by 15.8% strongly agree. This indicates no clear majority opinion, showing mixed experiences among respondents.

SUGGESTIONS:

- The hospital should focus on improving workforce balance by hiring additional nursing staff to reduce workload pressure and stress levels.
- Management should introduce competitive salary structures and performance-based incentives to enhance job satisfaction and retention.
- Career development programs such as promotions, training, and skill enhancement workshops should be provided to improve growth opportunities.
- Clear job descriptions and role clarity should be ensured to avoid confusion and improve employee performance.
- Regular counseling and stress management programs should be conducted to support nurses' mental well-being.
- Shift schedules should be redesigned to ensure better work-life balance and reduce fatigue among nursing staff.

- Employee engagement activities and feedback systems should be strengthened to improve confidence and workplace satisfaction.

CONCLUSION:

The study on nurse attrition at Rainbow Children's Hospital highlights that employee turnover is significantly influenced by factors such as workload, job stress, inadequate salary, lack of career growth, and work-life imbalance. These factors collectively impact job satisfaction and contribute to reduced retention among nursing staff, thereby affecting overall hospital performance and patient care quality.

The study concludes that effective human resource practices play a crucial role in reducing attrition. By improving compensation, ensuring role clarity, providing career development opportunities, and creating a supportive work environment, the hospital can enhance nurse retention, improve employee satisfaction, and strengthen organizational efficiency.

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