

Attrition Analysis and HR Operational Strategies in Healthcare Organisation at Kauvery Hospital

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ABSTRACT

Employee attrition has become one of the major challenges in the healthcare industry because hospitals rely heavily on skilled professionals such as doctors, nurses, paramedical staff, and administrative employees for delivering quality patient care. High employee turnover creates operational difficulties including increased workload, higher recruitment and training costs, reduced employee morale, and interruptions in healthcare services. The present study focuses on analysing employee attrition and the role of HR operational strategies in improving employee retention at Kauvery Hospital.

The primary objective of the study is to examine the factors influencing employee attrition and to evaluate the effectiveness of HR operational strategies in reducing employee turnover. The study analyses important variables such as job satisfaction, work stress, compensation and benefits, work-life balance, employee engagement, leadership support, training and development, and career growth opportunities.

The study is descriptive and analytical in nature. Primary data were collected from 100 employees working in different departments through a structured questionnaire. Secondary data were collected from journals, articles, books, and company records. Statistical tools such as Percentage Analysis, Chi-Square Test, Pearson Correlation, and One-Way ANOVA were used for data analysis.

The findings reveal that work stress, salary satisfaction, working conditions, supportive supervision, and career growth opportunities significantly influence employee retention. Statistical analysis confirms a significant relationship between HR operational strategies and employee attrition. The study concludes that effective HR practices play a major role in improving employee satisfaction, organizational commitment, and workforce stability in healthcare organizations. The study recommends strengthening employee welfare initiatives, performance management systems, training programs, communication practices, and work-life balance strategies to reduce attrition and ensure long-term organizational growth.

Keywords: Employee Attrition, HR Operational Strategies, Healthcare Industry, Employee Retention, Job Satisfaction, Work Stress, Workforce Stability, Employee Engagement, HR Practices, Healthcare Management.

1. INTRODUCTION

Healthcare is one of the most important sectors contributing to the economic and social development of a country. Hospitals depend highly on skilled employees such as doctors, nurses, paramedical staff, and administrative professionals to provide effective patient care and maintain operational efficiency. Human resources therefore play a critical role in the success of healthcare organizations.

In recent years, employee attrition has become a serious challenge in healthcare organizations. High turnover rates affect workforce stability, reduce employee morale, increase recruitment and training expenses, and negatively impact patient care quality. Healthcare employees often experience high work pressure, long working hours, emotional stress, workload imbalance, and limited career development opportunities, which increase employee dissatisfaction and turnover intention.

Human Resource operational strategies are important in controlling employee attrition and improving workforce retention. HR strategies such as recruitment and selection, employee engagement, compensation management, training and development, performance appraisal, employee welfare, and leadership support help organizations maintain a motivated and productive workforce. Effective HR operations create a positive working environment and strengthen employee commitment toward organizational goals.

Kauvery Hospital is one of the leading multi-speciality healthcare organizations in South India. The hospital employs a large workforce including medical professionals, nursing staff, administrative employees, and support staff. Managing employee retention in such a dynamic healthcare environment is essential for maintaining service quality and operational performance.

The present study focuses on analysing employee attrition and HR operational strategies at Kauvery Hospital. The research aims to identify the major factors influencing employee turnover and evaluate how HR practices contribute to employee satisfaction and retention. The study also provides recommendations for improving workforce stability and strengthening HR operational effectiveness in healthcare organizations.

2. REVIEW OF LITERATURE

Kiran, Chaubey, and Shastri (2023) stated that HR analytics helps organizations make strategic workforce decisions related to employee retention and attrition management. The study highlighted that data-driven HR practices improve employee satisfaction and organizational performance.

Tursunbayeva (2019) explained that HR technologies such as HRIS, digital platforms, and analytics tools support healthcare organizations in workforce planning and employee retention. However, many healthcare organizations still face challenges in adopting advanced HR technologies.

Buchan (2010) emphasized that workforce stability is essential for healthcare organizations because employee turnover directly affects operational efficiency and patient care quality. The study highlighted the need for effective HR planning and retention-focused strategies.

Ojakaa, Olango, and Jarvis (2014) found that compensation, supportive supervision, safe working conditions, and career development opportunities significantly influence employee retention in healthcare institutions.

Narayan et al. (2018) reported that transparent HR communication and employee support systems improve job satisfaction and reduce turnover intention among healthcare employees.

Malik, Boyle, and Mitchell (2017) explained that healthcare organizations require innovative HR operational strategies to manage employee engagement, workforce productivity, and organizational efficiency effectively.

Srinivasan and Chandwani (2014) highlighted that modern healthcare organizations need flexible and employee-centered HR practices to overcome workforce shortages and employee retention problems.

The review of literature indicates that employee attrition remains a major issue in healthcare organizations and effective HR operational strategies play a significant role in improving workforce stability and employee satisfaction.

3. RESEARCH METHODOLOGY

The study is descriptive and analytical in nature. The research focuses on understanding employee attrition and evaluating HR operational strategies in healthcare organizations.

Sources of Data

Both primary and secondary data were used for the study.

Primary Data

Primary data were collected from employees working at Kauvery Hospital through a structured questionnaire.

Secondary Data

Secondary data were collected from journals, books, websites, articles, company records, and previous research studies.

Sample Size

The sample size of the study consists of 100 employees.

Sampling Technique

Convenience sampling method was used for selecting respondents.

Statistical Tools Used

- Percentage Analysis
- Chi-Square Test
- Pearson Correlation Analysis
- One-Way ANOVA

Objectives of the Study

Primary Objective

- To analyse employee attrition and HR operational strategies in healthcare organizations.

Secondary Objectives

- To identify factors influencing employee attrition.
- To study the relationship between HR operational strategies and employee retention.
- To assess employee satisfaction regarding HR practices.
- To evaluate the effectiveness of training, compensation, and employee engagement initiatives.
- To suggest strategies for improving employee retention.

4. DATA ANALYSIS AND INTERPRETATION

Employee Job Satisfaction

The analysis reveals that a majority of employees experience moderate levels of job satisfaction in the organization. Employees who reported higher satisfaction levels were more likely to remain committed to the organization. However, some employees expressed dissatisfaction regarding workload, stress management, and compensation policies.

Work Stress Analysis

The study indicates that healthcare employees experience considerable work-related stress due to long working hours, shift duties, emotional pressure, and workload imbalance. Work stress emerged as one of the major factors influencing employee attrition in the organization.

Compensation and Benefits

Employee opinions regarding salary and benefits showed mixed responses. Employees who were satisfied with compensation demonstrated lower intention to leave the organization. Compensation dissatisfaction contributed significantly to employee turnover intention.

Training and Development

The majority of respondents stated that training programs improve employee performance and professional skills. Effective training and development initiatives positively influence employee engagement and organizational commitment.

Employee Engagement

The study found that employee engagement practices such as recognition programs, leadership support, teamwork, and communication positively influence workforce stability. Employees who felt valued and supported showed higher retention levels.

5. HYPOTHESIS TESTING

Chi-Square Test

Null Hypothesis (H_0)

There is no significant relationship between HR operational strategies and employee attrition.

Alternative Hypothesis (H_1)

There is a significant relationship between HR operational strategies and employee attrition.

The Chi-Square analysis revealed that HR operational strategies significantly influence employee attrition. Therefore, the null hypothesis was rejected and the alternative hypothesis was accepted.

Pearson Correlation Analysis

The correlation analysis showed a positive relationship between employee satisfaction and retention. Employees who were satisfied with HR practices demonstrated lower turnover intention and higher organizational commitment.

6. FINDINGS

1. Employee attrition is strongly influenced by work stress, workload, compensation dissatisfaction, and limited career growth opportunities.
2. Employees working long shifts and stressful schedules experience lower job satisfaction levels.
3. Supportive leadership and effective communication improve employee engagement and workforce stability.
4. Training and development programs positively influence employee motivation and organizational commitment.
5. Employees satisfied with salary and welfare benefits are less likely to leave the organization.
6. HR operational strategies significantly influence employee retention and workforce productivity.
7. Employee engagement initiatives improve organizational commitment and reduce turnover intention.
8. Effective HR policies contribute to a positive workplace environment and better employee performance.

7. SUGGESTIONS

1. Healthcare organizations should strengthen employee welfare and stress management programs to reduce burnout.
2. HR departments should improve compensation and reward systems to enhance employee satisfaction.
3. Flexible working hours and better work-life balance initiatives should be implemented.

4. Regular training and career development programs should be conducted to improve employee skills and retention.
5. Employee engagement activities such as recognition programs, feedback systems, and team-building initiatives should be encouraged.
6. Healthcare organizations should adopt modern HR technologies and HR analytics for workforce planning and attrition management.
7. Management should maintain transparent communication and supportive leadership practices to improve employee trust and commitment.

8. CONCLUSION

Employee attrition is one of the major challenges faced by healthcare organizations today. High turnover rates negatively affect organizational productivity, employee morale, operational efficiency, and patient care quality. The present study concludes that HR operational strategies play a significant role in reducing employee attrition and improving workforce stability.

The findings reveal that factors such as work stress, compensation, work-life balance, employee engagement, leadership support, and career development opportunities significantly influence employee retention in healthcare organizations. Employees who are satisfied with HR practices demonstrate stronger organizational commitment and lower turnover intention.

Effective HR operational strategies including employee welfare programs, training and development initiatives, supportive supervision, fair compensation systems, and employee engagement activities help healthcare organizations maintain a stable and motivated workforce. Therefore, healthcare institutions must continuously improve HR practices to enhance employee satisfaction and ensure long-term organizational success.

The study concludes that strengthening HR operational effectiveness is essential for reducing employee attrition and improving organizational performance at Kauvery Hospital.