

## **An Exploration on Driving Forces Leading To Nurses Attrition At Home Healthcare Services**

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### **Abstract**

The fact that hospitals are vigorously facing shortage of nurses is not breaking news. Therefore, there is an urgent requirement for exemplary recruitment embedded with retention strategies which might perhaps settle down the shortage crisis. Management must actively engage in attractive recruitment and retention practices in order to make nurses survive and thrive in the hospitals. Constantly, the turnover of nurses is found to be immense due to wide range of causes. The employee turnover is delineated as a count in which employee moves out of the organization. Attrition is fundamentally due to pull or push effect. The dissatisfied nurse in current job leaves the job. Here, dissatisfaction remains as a push effect. On the other hand, when the employee leaves the job due to attractive job offers is termed as pull effect. Both the effects lead to turn over of nurses, thereby causing unnecessary expenditure.

**Key words:** Home care services, recruitment, employee attrition, retention, strategies, dissatisfied, job offers, etc.

### **1. Introduction**

Attrition is consistently not a crummy thing but still it affects the organizational growth and development. The attrition results in elevated costs which may probably include advertising expenses, recruitment time, training expeditors, etc. Lower attrition rate benefits the organizations in achieving high employee morale, loyal employees, healthy work environment and culture, stupendous rapport with employees, dodging bottlenecks, dynamite performance, etc. The factors impinging retention include hospital brand image and reputation, practices and policies followed for recruitment and selection of nurses, leadership style adopted, dep-

loyment approaches provided, recognition offered and learning opportunities. When employees relinquish from the organisation, it precipitates towards deteriorated work performance, challenges in management of daily tasks, intensified costs, skimpy knowledge set of employees, etc. The foundation behind all these relies in the fact that the management never gives significance towards work life balance, prioritization and itemization of nurses. This also comprises the monetary aspects because the nurses are consistently provided with impoverished salary. This study attempts to investigate the turnover and retention of nurses employed in home healthcare companies. The study was carried out in the form of questionnaire and semi-structured interview to understand the factors that affect turnover and retention.

## **2. Review of literature**

Keever, et al. (2018) demonstrated the dominant elements involved in attrition of nurses. The implications of this study displays that personal as well as academic reasons play a major role in attrition. This study also recommends that trainers can be allocated to every nurse for better understanding of their behaviour. Therefore, this would possibly reduce the attrition rate of nurses.

Walker and Clendon (2017) examined the factors responsible for turnover of nurses. The findings of this study show that the components for turnover are skimpy career opportunities, family influence, personal issues, higher education, difficulty in work life balance, etc. On enforcing affirmative practices and policies in work environment, the attrition rate of nurses can be reduced to a greater extent.

Mamman, et al. (2018) explored the experiences of nurses with respect to their retention. There raises a new concept called incivility followed in workplace. According to this study, the incivility practiced leads to attrition of nurses. The study is done in descriptive manner. This study also analyzed the perception of nurses working in hospitals. The data is obtained through interview with nurses.

Leanne (2002) revealed the efficacy of implementing strategies that will enhance the retention of nurses in hospitals. This study adopted different methods

to understand the behaviour of nurses. The study stresses on a fact that in spite of continuing effects, turnover of nurses observed in hospitals remain to be high. The implications of this study concede that maintaining a professional status in hospitals helps in retention.

Crow and Hartmen (2005) discussed about the challenges involved in alluring and holding nurses in hospitals. This study reveals that the hospital management finds it sternum to retain nurses for more than a year. This study uses conceptual approach which focuses on fluctuating levels in career of nurses. The sequential evaluation done in this study supports us in discussing the abeyant concerns relating to retention of nurses.

Urwin et al. (2010) discussed about the causes behind attrition of student nurses. This study explains about their sources due to which attrition occurs. They are name as individual level reasons, institutional level reasons and professional's reasons. This study recommends that ethical behaviour and professional practices should be adopted in hospitals in order to dwindle the attrition of nursing students.

Margaret (2010) demonstrated a framework for avoiding retention of student nurses and overcome deficiencies of nurses. This study focuses on four themes which impact the attrition. The data were obtained through conducting interview with nurses. The themes were keeping up theme, not giving up theme, doing it theme and connecting to resource usage theme.

Mooring (2016) suggests that programs should be conducted for nursing students relating to their recruitment practices, advices about their career and retention. The retention can be captivated through modifying the recruitment practices. On providing aggressive and qualitative advices in an affirmative environment, retention can be attained. Moreover, extensive retention programs are essential and must be amalgamated with their curriculum for betterment of nursing community retention.

Hoeve, et al. (2018) illustrated about the dreams and disappointments that possess in each and every nursing student. This is the major root cause for both

attrition and retention. The study displays that the faculty who is teaching and also the clinical placements influence the attrition and retention. Welcoming the fresher into a team will assist in retaining the nurses. Their decisions can be influenced and changed by conducting effective engagement programs.

### 3. Factors influencing attrition of nurses

The cardinal objective of this present study focuses on investigating the factors that are influencing nurses' attrition. This is performed with the support of questionnaire integrating factors influencing attrition of nurses. The sample size taken was 100. The responses were collected from nurses of different home healthcare services in Chennai. The demographic profile of the respondents is given in Table 1.

**Table 1**

#### *Demographic Profile of the Respondents*

Gender	Frequency	%	Age (years)	Frequency	%	Qualification	Frequency	%
Male	12	13.7	< 25	72	70.6	ANM	46	45.1
Female	88	86.3	25-35	25	24.5	GNM	29	28.4
<b>Total</b>	<b>100</b>	<b>100</b>	>35	3	4.9	B.Sc. Nursing	19	18.6
			<b>Total</b>	<b>100</b>	<b>100</b>	Others	6	7.9
						<b>Total</b>	<b>202</b>	<b>100</b>

Table 1 indicates the frequency and percentage values of gender, age and qualification of nurses. The female respondents are more than male respondents. The majority of respondents are youngsters (<25 years) followed by middle aged people (25 - 35 years) and >35 years. The majority of the respondents are ANM category nurses followed by GNM category nurses, followed by B.Sc. Nursing category of nurses and others.

**Table 2**

## Department and Position, Marital status and Period of Service of the Nurses

Department and Position	Frequency	%	Marital Status	Frequency	%	Qualification	Frequency	%
PCA Care	15	14.7	Single	85	86.7	0-1 year	76	74.5
HHA Care	27	26.5	Married	12	11.8	1-2 years	9	8.8
Basic Care	26	25.5	Others	3	1.5	2-3 years	6	5.9
Specialty Care	3	3.9	<b>Total</b>	<b>100</b>	<b>100</b>	3-6 years	8	7.8
Critical care	26	26.5				5 years	1	3.0
Baby care	3	2.9						
<b>Total</b>	<b>100</b>	<b>100</b>				<b>Total</b>	<b>100</b>	<b>100</b>

Table 2 indicates that the majority of respondents are HHA care nurses and critical care nurses followed by basic care nurses, PCA care nurses, specialty care nurses and baby care nurses. Majority of the respondents are single followed by married nurses. Majority of the respondents are with the experience of 0-1 year followed by nurses with the experience of 1-2 years, 2-3 years, 3-6 years of experience and 5 years of experience.

**Table 3**

### Attrition due to Work Environment

S. No.	Work Environment	Mean	Rank
1	Job nature	3.85	5
2	Rapport	4.01	2
3	Support	3.91	4
4	Dignity	4.23	1
5	Autonomy	3.94	3

Table 3 shows that dignity has the highest mean value followed by rapport, autonomy, support, and job nature.

**Table 4**

*Attrition due to Growth and Development Factors*

S. No.	Growth and Development Factors	Mean	Rank
1	Inspiration	4.17	1
2	Support and recognition	4.07	3
3	Adequate training	4.10	2
4	Compensation practices	3.88	4
5	Promotion opportunity	3.62	5

Inspiration has the highest mean value followed by adequate training, support and recognition, compensation practices, and promotion opportunity.

**Table 5**

*Personal Factors*

S. No.	Personal factors	Mean	Rank
1	Work timings	2.48	5
2	Daily stress	2.74	4
3	Job security	3.96	2
4	Salary	3.49	3
5	Positive influence	4.05	1

Positive influence has the highest mean value followed by job security, salary, daily stress and work timings.

**Table 6**

*Reasons for Attrition*

S. No.	Reasons	Mean	Rank
1	Reputed organization	3.30	5
2	High pay	3.77	3
3	Nearest location	3.64	4
4	Better service quality	4.00	2
5	Autonomy, empowerment, recognition	4.05	1

Table 6 depicts that autonomy, empowerment and recognition has the highest mean value followed by better service quality, high pay, nearest location and reputed organization.

**Table 7**

*Attrition vs. Demographic Outline*

S. No.	Attrition Vs. Demographic Factor	F	Sig.
1	Work environment vs.age	2.550	0.060
2	Growth vs.age	0.806	0.494
3	Personal vs.age	0.106	0.957
4	Attrition vs. age	2.582	0.048
5	Work environment vs.qualification	0.873	0.458
6	Growth vs.qualification	0.786	0.323
7	Personal vs.qualification	3.103	0.030
8	Attrition vs.qualification	0.798	0.498
9	Work environment vs.department	2.217	0.049
10	Growth vs.department	0.709	0.618

11	Personal vs.department	0.983	0.432
12	Attrition vs.department	0.715	0.613
13	Work environment vs.experience	0.643	0.633
14	Growth vs.experience	5.028	0.001
15	Personal vs.experience	4.707	0.002
16	Attrition vs.experience	1.213	0.311

Table 7 depicts that variables have the significant value of more than 0.05. Hence, there is no difference between work environment and age, growth and age, personal and age, work environment and qualification, growth and qualification, attrition and qualification, work environment and department, growth and department, personal and department, attrition vs. department, attrition and experience, work environment and experience. But some variables have the significant value less than 0.05. Hence there is a difference between the variables attrition and age, personal and qualification, growth and experience, personal and experience.

**Table 8**

*Correlation Analysis*

S. No.	Correlation Analysis	N	Sig
1	Work environment vs.growth	98	0.074
2	Work environment vs.personal	94	0.614
3	Growth vs.personal	98	0.890

It is evident from correlation analysis that there is no relationship between work environment and growth; work environment and personal as well as growth and personal.

**Table 9**

***Regression Analysis***

S.No.	Variables	Standardized Coefficients(Beta)	Sig.
1	Work environment	0.439	0.001
2	Growth	0.006	0.962
3	Personal	0.000	0.999

Table 9 shows that work environment has a significant value of  $<0.05\%$ . It means that home care nurses perceive that work environment influences the process of attrition. In other hand, growth and personal variables have a significant value of  $>0.05\%$  and so both the variables are not influencing the process of attrition of nurses at home care services.

## **4. Conclusion**

This study examined the factors behind attrition of nurses and thereby assists in providing recommendations on developing a retention strategy to curb employee turnover. Although the recession continues and recovery begins, the issues of turnover and retention remain at its peak and demands HR professionals in recruitment. Therefore, the healthcare organizations must wake up at least now for reducing the attrition rate. The nursing community can be given versatile tasks for better engagement. They should be provided with autonomy in the job for making them responsible for what they perform in the organization. Smart organizations know that despite layoffs, voluntary turnover can put challenges to the management. That is the reason why they take a more precarious position in terms of productivity and leadership. The healthcare organizations must provide a collaborative environment and retain the nurses in their organization for the betterment of both individual and organization.

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