



Research Paper

## Retention Dilemma: “Analysis of the Mystery of Employee Attrition in a Teaching Hospital”

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### ABSTRACT

**Introduction:** Attrition rates in various cadres are a major issue in tertiary care facilities; attrition rates are one of the important factors used by accrediting bodies to assess the efficacy of Quality services provided by accredited hospitals. Human resource difficulties, such as lowering the attrition rate, are also key leadership challenges in any firm. The challenge of motivating and retaining health workers is crucial, since low motivation and high drop-out rates can impact overall performance, cost, and sustainability.

Tertiary care hospital has recognized the importance of this issue and are making significant efforts to avoid attrition. The goal of this review is to understand the many reasons for staff attrition recognized by selected Tertiary Care Hospital. Tertiary care hospital Leaders would find the reasons indicated by Tertiary care hospital and the attrition rate reported in this study to be especially useful in addressing attrition in their individual Tertiary care hospital. **Aim:** This study was done in order to find to Rate of attrition of Doctors & nurses in a tertiary hospital and to determine the Reasons behind the attrition for Doctors & nurses leaving the hospital **Objectives** is to explore the reasons of Doctors & Nurses abandoning Tertiary Care Hospital, to determine the attrition rate of health-care personnel, to Enhancing staff retention for the benefit of organizational growth.

**Methodology:** An analysis will be carried out based on the Exit interviews conducted over a 6-month period indicated the attrition rate and the reasons for it. A research was conducted to better understand the Tertiary Care Hospital's experience and the reasons for attrition. **Results:** Taking into account the results, greater opportunities, and further study, Marriage, caring for a family, working for the government, relocating, a recommendation from a doctor, discipline, a health issue, go back to your hometown A number of factors were examined, including improper document submission, travel and distance, job description & job role changes, higher salaries and others. Based on the **findings**, the organization is committed to taking ownership of preventing obstacles to the professional development, learning, and learning of healthcare personnel. As people are the assets of any organization that enable it to achieve its goals and set benchmarks, the hospital administration decided to streamline the HR Management system, which will be very advantageous in keeping employees and providing quality services. Tertiary care hospital administrators would find the reasons indicated by Tertiary care hospital and the attrition rate reported in this study to be especially useful in addressing attrition in their individual Tertiary care hospital.

**KEYWORDS:** Attrition, Doctors, Nurses, Tertiary care hospital

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### I. Introduction

Attrition rates in various cadres are a major issue in tertiary care facilities; attrition rates are one of the important factors used by accrediting bodies to assess the efficacy of Quality services provided by accredited hospitals. Human resource difficulties, such as lowering the attrition rate, are also key leadership challenges in any firm. The challenge of motivating and retaining health workers is crucial, since low motivation and high drop-out rates can impact overall performance, cost, and sustainability.

Tertiary care hospital has recognized the importance of this issue and are making significant efforts to avoid attrition. The goal of this review is to understand the many reasons for staff attrition recognized by selected

Tertiary Care Hospital. Tertiary care hospital Leaders would find the reasons indicated by Tertiary care hospital and the attrition rate reported in this study to be especially useful in addressing attrition in their individual Tertiary care hospital.

In healthcare facilities, especially teaching hospitals where staffing levels are very high, employee attrition is a serious problem. Excessive personnel turnover not only compromises the continuity of treatment but also results in substantial financial outlays for hiring and on boarding new staff. The objective of this study is to design efficient retention strategies by analysing the many factors that lead to staff attrition in a teaching hospital context.

Teaching hospitals face a difficult problem of employee attrition due to a complex interaction of institutional, professional, economic, demographic, and psychosocial factors. According to earlier studies, younger workers and those with less experience are more likely to quit, therefore attempts to keep employees on staff need to be specifically designed to meet their requirements and address their concerns (Jones & Gates, 2007). Furthermore, it has been found that a lack of a supportive organisational culture and inconsistent management practices have a substantial role in work unhappiness and the following attrition (Duffield et al., 2011).

Economic issues are also quite important when it comes to keeping employees. According to Hayes et al. (2012), hospitals that do not provide competitive salaries and benefits may find it difficult to hold on to their staff, since they may look for better financial prospects elsewhere. Additionally, chances for professional growth, such ongoing education and career progression, are essential for keeping staff members on board. Research has indicated that restricted availability of these prospects may result in increased employee turnover rates as workers look for advancement and progress in other places (Tai et al., 1998).

Burnout and stress at work are common problems in the healthcare industry that have a big influence on employee retention. Employees may quit their jobs in pursuit of a more supportive and balanced work environment due to high stress levels and a lack of mental health resources (Aiken et al., 2002). By assessing the efficacy of current retention tactics and putting forth thorough recommendations based on best practices from other institutions, this study aims to address these problems.

The purpose of this study is to establish practical ways to improve employee retention and to offer a comprehensive understanding of the factors influencing employee attrition in a teaching hospital. The hospital can increase patient care quality and operational efficiency by addressing the underlying reasons of attrition.

## **II. Aims & Objectives:**

- 1.To explore the reasons of Doctors & Nurses abandoning Tertiary Care Hospital.
- 2.To determine the attrition rate of health-care personnel
- 3.Enhancing staff retention for the benefit of organizational growth

## **III. Scope**

The teaching hospital's high turnover rates necessitate a holistic approach that includes adjustments to management procedures, pay, benefits, work-life balance, and professional development. Through the implementation of the suggested strategies, the hospital can improve patient care quality and operational efficiency by increasing employee retention.

## **IV. Methodology**

All the Doctors and Nursing staffs who have resigned from the Tertiary hospital in the over a period of 6 months of the hospital was taken into the study. The reason for Health-care workers leaving the hospital was taken from the exit interview form. Secondary data regarding the number of Doctors and Nursing staffs leaving the hospital every month and the Health-care workers count at the beginning and at the end of the year was noted. From the data collected, attrition calculation of the Doctors and Nursing staffs for the year and each month was done. The reasons were also noted for Doctors and Nursing staffs leaving the hospital and were collated at the end. The top 5 reasons for nurses leaving were noted.

An analysis will be carried out based on the Exit interviews conducted over a 6-month period indicated the attrition rate and the reasons for it. A research was conducted to better understand the Tertiary Care Hospital's experience and the reasons for attrition.

**Study design:** A retrospective study

**Sampling method:** all resigned Doctors and Nursing staffs

**Study setting:** Tertiary care Hospital

**Inclusion criteria:**

- All Doctors and Nursing staffs who has resigned, in the financial year of the hospital, due to various reasons
- Both male and female Doctors and Nursing staffs were included in the study.

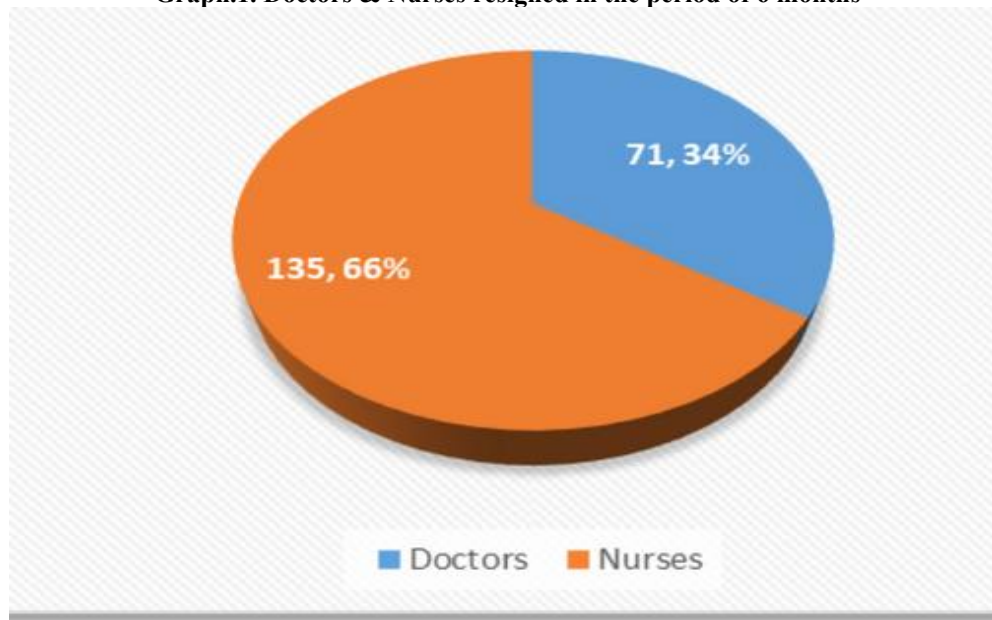
Age: between 20 and 60 were included in the study

**Exclusion criteria:**

- Doctors and Nursing staffs who left the hospital because of retirement.
- Method: Study was carried in a Tertiary hospital in South India.

## V. Observations and Discussion

**Graph.1. Doctors & Nurses resigned in the period of 6 months**



Out of 206 resigned professionals, 71 are doctors and 135 are nurses who stepped away the hospital for various reasons over a 6-month period

**Table. 1. Various reasons for attrition**

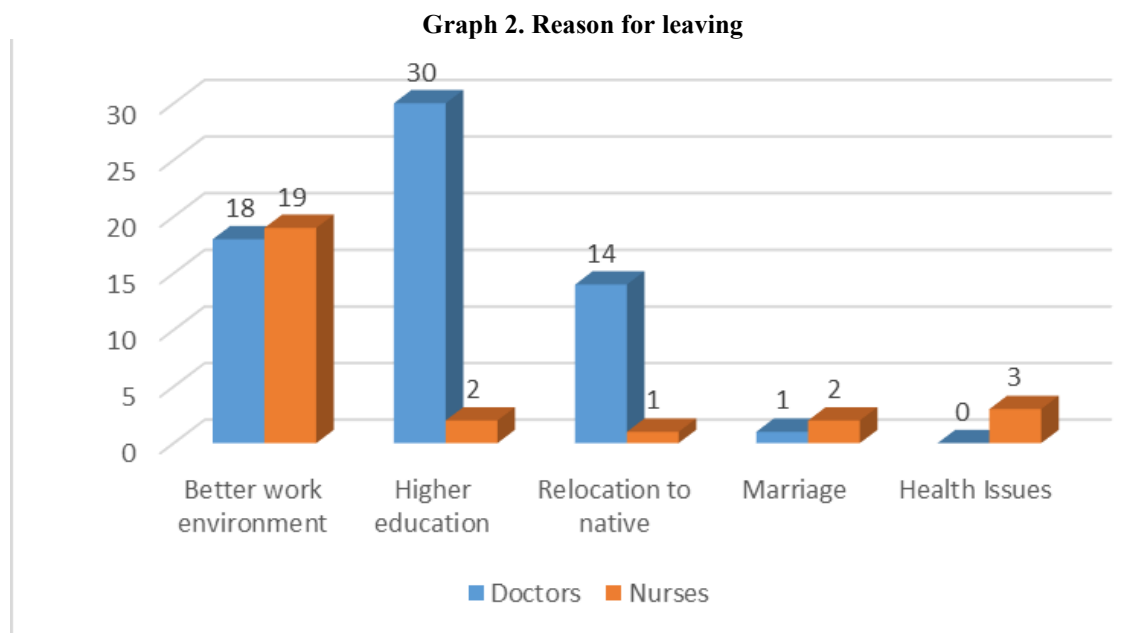
Reason for leaving	Doctors	Nurses
Higher Remuneration	-	-
Improved work life balance	-	-
Better work environment	18	19
Higher Role	-	-
Relevant Job profile	-	-
Higher education	30	2
There is no learning curve	-	-
Under valued	-	-
Dissatisfied with reporting manager	-	-
Job profile is no longer challenged	-	-
Growth is very Limited	-	-
Relocation – Spouse / Parents	14	1
Marriage	1	2
Health Issues	0	3
Maternity	-	-
Others	-	-

The table 1. Highlights the disparities in the reasons why doctors and nurses leave their employment by listing the different causes of attrition. Higher Education: Compared to nurses (2), doctors (30) have a greater driving force behind their education.

A typical justification for both doctors (18) and nurses (19) is a better work environment. Relocation: Medics (14) find it more relevant than nurses (1).

Health Issues: This was the only explanation given by three nurses.

Marriage: Not as important for either group, but significantly more so for nurses. According to the statistics, doctors place a higher value on professional development and education, whereas nurses are somewhat more impacted by changes in their marital status and personal health. The standard of their work environment has a big impact on both groups.



Out of 206 employees only 90 employees were disclosed the reasons that, why they are leaving the organization over a period of 6 months

**Table 2. Overview of employee’s experience**

Employee feedback on several aspects of their experience working for the company is displayed in the table 2, which is rated on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The information provides insights into areas that could want improved as well as general satisfaction.

EMPLOYEE EXPERIENCE	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
I was given orientation and sufficient on the job training for performing my job	0%	2%	1%	61%	36%
I felt proud of being an SDUAHER family member	0%	0%	4%	64%	32%
My work environment was comfortable for doing my work to the best of my abilities	0%	0%	10%	71%	19%
The organization is suitably structured for effective working of the organization	0%	0%	4%	60%	36%
I was clear about my role in the organization	0%	0%	3%	64%	33%
My job was interesting and challenging	0%	0%	5%	62%	33%
One could speak directly to anyone here, regardless of the level	0%	2%	4%	66%	28%
People who do good work are always praised and recognized in this organization	0%	4%	6%	60%	30%
My colleagues in the workplace were helpful and trustworthy	0%	0%	5%	80%	15%
I felt my job is secured	0%	0%	4%	60%	36%
The organization gives me opportunities for advancement in my career	0%	0%	2%	66%	32%
My reporting manager practiced the standards by setting goals and personal examples	0%	8%	10%	62%	20%

My reporting manager made me feel valued as an important part of the team	0%	0%	0%	70%	30%
My colleagues / peers are in the department were very supportive	0%	0%	0%	70%	30%
My reporting manager demonstrated ownership for the team	0%	5%	20%	60%	15%
My reporting manager was very fair in evaluating my performance	0%	0%	4%	60%	36%
My reporting manager was easily approachable	0%	0%	20%	60%	20%
My reporting manager clearly communicates the areas of improvement expected from me	0%	4%	11%	60%	25%
My reporting manager understood and encouraged me to try new ways of doing my job	0%	10%	10%	60%	20%
My reporting manager is experienced in supervision	0%	0%	2%	62%	36%
My reporting manager was open to suggestions	0%	0%	5%	70%	25%
My reporting manager has maintained a professional relationship with me	0%	0%	2%	62%	36%
My reporting manager used to support me in all difficult situation	0%	0%	2%	60%	38%

Table 2. Shows that, the majority of respondents (61%) and (36%) strongly agree that they received adequate orientation and on-the-job training, indicating that onboarding procedures were successful. Employees' high degrees of pride indicate a solid organizational culture and commitment (Agree, 64%) and Strongly Agree, 32%). The majority of employees (71%) and Strongly Agree (19%) feel that their current work environment allows them to function at their best; nevertheless, 10% are unsure, which may mean that there is still space for development in some areas. Workers feel the organizational structure facilitates effective working, demonstrating clear organizational frameworks, as indicated by their 60% agreement and 36% strong agreement. Agree (64%) and Strongly Agree (33%): Workers are aware of their responsibilities, which is necessary for both job happiness and productivity. Most people find their occupations interesting and difficult, which is important for engagement and motivation (Agree, 62%) and Strongly Agree, 33%). 66 percent of respondents agree and 28 percent strongly agree that the company encourages open communication by letting staff members talk to everyone, no matter their position. 60% of respondents agree, and 30% strongly agree. Although most people feel their hard work is appreciated, 10% disagree or are unsure, which suggests that more regular recognition procedures are required. Good levels of trust and camaraderie among staff members, which boost morale and teamwork, are indicated by the percentages of respondents who agree (80%) and strongly agree (15%). Feeling confident in their positions contributes to a stable work environment, as agreed upon by 60% of respondents and strongly agreed by 36%. While there is opportunity to improve these possibilities even more, the majority of employees (66%) and Strongly Agree (32%) perceive opportunities for career progression. Agree (62%) and Strongly Agree (20%): Although the majority is satisfied, 18% disagree or are unsure, suggesting inconsistent management behaviors. 70% of employees agree and 30% strongly agree that feeling valued by their bosses is important for employee engagement and retention. Agree (60%) and Strongly Agree (38%): Workers value strong managerial help during challenging times. Most people feel that performance reviews are fair (60%) and strongly agree (36%), although everyone may gain from ongoing improvements in this area. Managers are viewed as approachable by 60% of respondents and strongly agreed by 20%, however 20% remain undecided, which should be improved. It is noticed that there has been effective communication regarding areas for improvement (60%) and Strongly Agreed (25%) although some employees believe this might be made clearer. Though 20% disagree, there is still opportunity to promote innovation. Agree (60%) and Strongly Agree (20%): There is motivation to attempt new techniques. Agree (62%) and Strongly Agree (36%): Supervisory experience is a sign of effective leadership. Strongly agree (25%) and Agree (70%): A collaborative culture is indicated by a high degree of openness to recommendations. Professional ties with managers are well-maintained, which is essential for a positive work environment, according to 62% of respondents and 36% of strongly agreeing respondents. High levels of agreement and strong agreement are observed in the majority of categories, indicating a pleasant overall work experience.

**The main advantages consist of**

- Efficient training and orienting.
- A strong sense of pride inside the organization and distinct roles.
- Favorable working conditions and chances for professional growth.
- Dependable and helpful coworkers.

**There is ample opportunity for improvement in the following areas**

- Regular acknowledgment and commendation for excellent work.
- Ensuring that every manager has objectives, sets a good example, and is personable.
- Fostering innovation and improving communication regarding areas that need improvement.
- Addressing the concerns of the minority that is unsure or disagrees in order to guarantee consistent satisfaction throughout.

The Hospital settings can improve staff retention and satisfaction by concentrating on these areas.

## **VI. DISCUSSION**

The above study was carried out in the Tertiary care hospital to find out the reasons for the Doctors and Nurses leaving the hospital and to find the rate of Doctor's & Nurses leaving the hospital. As said in the introduction, a majority of the Doctors & nurses leave the hospital to get a better working environment around 18 doctors & 19 Nurses who disclosed the reason out of 206 resigned doctors and nurses. Ghiasipour, M., et. al (2017) analysed the Leadership Issues in Healthcare Organizations and discovered that one of the leadership difficulties was an ineffective motivational mechanism in hospitals. People cannot be motivated by disproportionate remuneration, appointment, and promotion based on performance, ignoring individual differences in applying motivations, and providing unstable and inadequate bonuses.

The next main reason was Doctors & Nurses opting out in view of Higher educating themselves for a better position in future. The above reasons alone, almost 30 doctors and one among the Nurses leaving the Tertiary care hospitals. The consequent reasons are, relocation to native (Doctors -14 & Nurses 1), marriage (Doctors -1 & Nurses 2) and health issues (Nurses 1) were in doctors and nurses left which included, Improved work life balance, Higher Role, Relevant Job profile, there is no learning curve, under valued, dissatisfied with reporting manager, Job profile is no longer challenged, Growth is very Limited, Maternity, Others reasons in which case they did not want to disclose. According to Castro Lopes and co-authors (2017), key reasons for attrition identified in their literature review study included low salaries, lack of access to professional development and further education, lack of effective supervision, weak regulatory environments, isolation (for health workers in rural or remote areas), poor working conditions (including facility conditions, lack of medical equipment and technology), stress or large caseloads, and lack of motivation/low motivation. In other countries, perceived lack of security is also a major factor in plans to leave the health workforce, and so on.

in our study analysis The graph 1. indicated the number of Doctors and Nurses who had left, while Table 1. and Graph 2. showed the reasons for attrition, while Graph 3 and Graph 4. gave an overview of employees' experiences over the working period. Approximately 25 questions were included in the rating scale, which included agree, strongly disagree, undecided, disagree, and strongly disagree about working environment and almost positive response we received above 90% were positive result we could find. W. E. Longo and others (2007). They have presented a number of techniques for upgrading faculty development, mentorship, and personnel procedures in their article. Moreover, Ludwick, T., (2014) et al. indicated in their studies that high-quality selection, training, supportive supervision, incentives, and assessment are essential for community health worker programmes. Policymakers and programmers should consider the following key elements when designing and implementing community health worker programmes: community involvement in community health worker selection, recurring training, incentives, peer and supervisory support, and a focus on specific, easily understood, high priority health issues. Based on our tertiary care hospital attrition reasons, we have proposed and prepared strategic measures to some extent.

## **VII. Recommendations**

The study suggests that management practices be improved, remuneration packages be improved, professional development opportunities be expanded, work-life balance be encouraged, and mental health support systems be strengthened in light of these findings.

- Professionals should be recognized, valued and respected
- Allow decision making to their profession and work life
- The organization should accept responsibility for providing challenges, professional advancement learning and development for professionals
- Fair and respectful
- Performance recognition and evaluation

**Retention strategies:**

- Collaborate with personnel to create unity and harmony, as well as a sense of teamwork
- Look for volunteers when overtime is required
- Respond immediately to employee concerns about the workplace
- Promote collaborative relationships between nurses and higher -ups

- Be fair to our employees
- Adopt and establish organizational principles
- Conduct regular interviews to learn about the challenges that doctors & nurses
- Experience
- Create a learning institution

### **VIII. Summary and Conclusion**

Based on the findings & Results, the hospital management made the decision to streamline the HR Management system, which will be extremely beneficial in retaining employees and delivering quality services, as employees are the assets of any organization that enable it to fulfil its goals and establish benchmarks.

In teaching hospitals, staff turnover is a complicated problem that affects both organisational effectiveness and the provision of healthcare. This study looked at a number of variables that lead to high turnover rates and suggested tactics to increase retention.

A diversified strategy is needed to address the high attrition rates in teaching hospitals. The study emphasises how crucial it is to comprehend the institutional, economic, professional, psychological, and demographic elements that affect employee turnover. Teaching hospitals can improve employee retention, operational efficiency, and patient care quality by putting the suggested solutions into practice and creating a more positive and fulfilling work environment. It is imperative that effort be done to improve work-life balance, ensure competitive remuneration, offer many chances for professional growth, and fortify mental health support. Reduced attrition rates and the development of a dedicated and motivated workforce will depend on how well these tactics are tailored to the individual needs of workers, especially those who are younger and have less experience.

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