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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	AN EMPIRICAL STUDY ON CONSUMER BEHAVIOUR OF CHILDREN ON FAST FOOD <i>DR. MOHAN KUMAR. R & INITHA RINA.R</i>	1
2.	MOBILE SERVICES USAGES AS GOOD PERFORMANCE FOR FARMERS PERSPECTIVES, LOCATED IN KIRI KOUK PRICH COMMUNE, KINGDOM OF CAMBODIA <i>OUK TOM, XU XIAOLIN & MAU YU</i>	5
3.	CORPORATE TAXATION GROWTH OF TEXTILE INDUSTRY IN INDIA <i>D.MURUGAN & DR. C.VETHIRAJAN</i>	9
4.	IMPACT OF FDI ON EXPORT PERFORMANCE OF INDIAN FIRMS-AN ANALYSIS <i>SHAMIKA KUMAR & DR. KULDEEP KAUR</i>	12
5.	THE EFFECT OF SAVINGS, INVESTMENT AND FOREIGN DIRECT INVESTMENT ON JORDAN ECONOMY (1980-2013) <i>TORKI M. AL-FAWWAZ & HANADI ABED AL RIFAE</i>	16
6.	DOES ALL DIMENSIONS OF ORGANIZATIONAL COMMITMENT AFFECT JOB SATISFACTION AND JOB PERFORMANCE? (A CASE STUDY OF HIGHER EDUCATIONAL ORGANISATION) <i>DR. HEENA SUNIL OZA</i>	21
7.	GROWTH OF CONTAINERIZATION IN INDIA AND DEVELOPMENT OF MAJOR CONTAINER TERMINAL AT SAGAR ISLAND <i>DR. JAYANTI DE</i>	25
8.	FEASIBILITY OF ERP SOFTWARE IMPLEMENTATION IN SSIS WITH REFERENCE TO FOUNDRY UNITS <i>PRASANNA BYAHATTI & DR. FAISAL U.</i>	28
9.	EXAMINING FACTORS OF TRANSFORMATIONAL LEADERSHIP IN LARGE INDIAN BANKS: A STUDY OF DELHI NCR <i>SNIGDHA DASH & DR. MANOSI CHAUDHURI</i>	31
10.	A STUDY ON EMPLOYEE ATTRITION WITH REFERENCE TO A MULTISPECIALTY HOSPITAL IN TAMILNADU <i>SV. KAAVYA, M. GOWTHAMI & D. MALLEESWARI</i>	34
11.	THE LINK BETWEEN PRINCIPLES OF CORPORATE GOVERNANCE AND IMPROVING THE PERFORMANCE AND ENSURING THE QUALITY OF EDUCATION OUTCOMES: EVIDENCE FROM SENIOR COUNCIL GOVERNANCE AT AL AL-BAY UNIVERSITY <i>NOFAN HAMED AL OLEEMAT & GHAITH N. AL-EITAN</i>	37
12.	TRENDS AND PATTERNS OF INDUSTRIAL DEVELOPMENT IN INDIA: A STUDY OF POST INDEPENDENCE PERIOD <i>DR. PARUL MITTAL & JYOTI YADAV</i>	45
13.	A STUDY OF FINANCIAL LITERACY IN KUTCH REGION <i>HITENDRA LACHHWANI & SUSHIL CHAURASIA</i>	49
14.	HUMAN RESOURCE VALUE ADDED AND REPORTING (A CASE STUDY OF STEEL AUTHORITY OF INDIA LTD.) <i>DR. POOJA GUPTA</i>	56
15.	TREND ANALYSIS OF NPAs AND PROFITABILITY OF TOP TEN BANKS FROM 2011-2014 <i>SYED ALIN ALI</i>	61
16.	AN INTROSPECTIVE APPROACH ON THE SHARE PRICE ANALYSIS OF SELECTED IT COMPANIES <i>GAYATHRY DEVI S, RADHIKA S & DR. S JAYADEV</i>	64
17.	STUDY OF MANAGING WORK-LIFE BALANCE AND ITS RELATIONAL EFFECT ON ORGANIZATIONAL PERFORMANCE OF WOMEN EMPLOYEES IN NEW PRIVATE SECTOR BANKS <i>STUTI PRIYADARSHNI NIJHAWAN, DR. AJAY KUMAR CHATURVEDI & DHURUV PRIYADARSHNI NIJHAWAN</i>	68
18.	CONTRIBUTION OF LIFE INSURANCE CORPORATION IN MICRO INSURANCE SECTOR <i>SAJITHA GUPTHA C S</i>	72
19.	A STUDY ON MICROCREDIT AND WOMEN EMPOWERMENT IN TUTICORIN DISTRICT <i>R.EVANGELINE</i>	76
20.	INDIAN TEXTILE AND CLOTHING INDUSTRY EXPORTS: EMERGING TRENDS <i>MAYANK KHURANA</i>	79
	REQUEST FOR FEEDBACK & DISCLAIMER	85

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A STUDY ON EMPLOYEE ATTRITION WITH REFERENCE TO A MULTISPECIALTY HOSPITAL IN TAMILNADU**SV. KAAVYA****ASST. PROFESSOR****DEPARTMENT OF HEALTH & HOSPITAL ADMINISTRATION
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DR. N.G.P. ARTS & SCIENCE COLLEGE
COIMBATORE****ABSTRACT**

Employee attrition is a voluntary reduction in the manpower of an organization through resignation, retirements and death. Attrition due to the first mentioned two reasons seek much of our attention as it is related to the efficiency of the organization. Attrition has turned out to be a critical issue of the human resource researchers these days. When a well – trained and well – fit employee leaves or resigns, it results in emptiness in the organization. Although Attrition is considered undesirable, it is something which is unavoidable. Major cause of attrition in India has been predicted to be unfair compensations, lack of goal achievement, learning and development opportunities etc., There are also another set of employees who are in a constant hunt for better job opportunities. It is harmful for any organization to have both unhappy and unsteady employees.

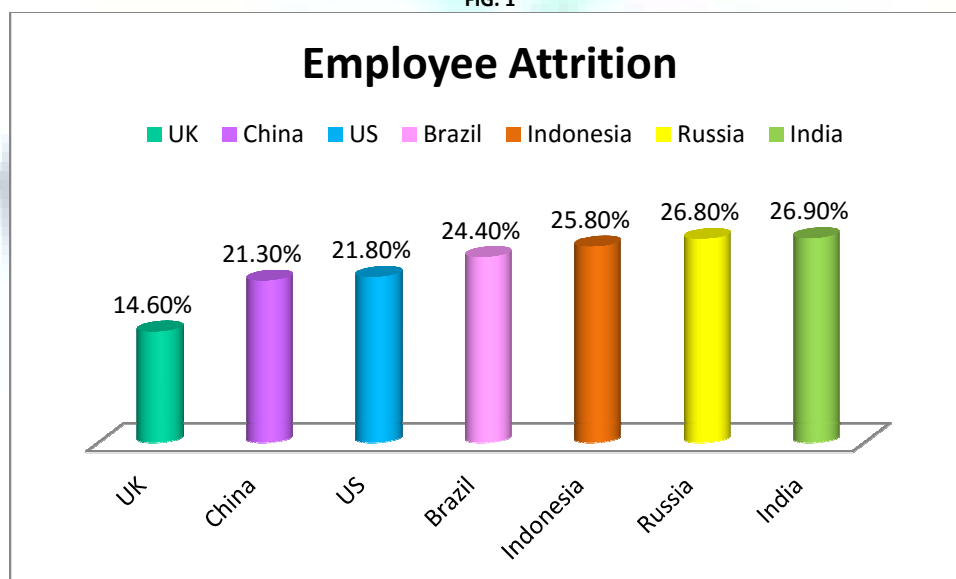
KEYWORDS

Employee Attrition, unavoidable, harmful.

INTRODUCTION

The rate of shrinkage in size or number of employees' is called as Attrition Rate. Attrition in limited numbers brings in gain to the organizations by pumping in new blood and new ideas. However, on exceeding the limit it results in pain for the organization. Time and money have to be invested to acquire employees in any organization. It becomes manifold when there is constant attrition and constant hunt for new employees.

Attrition basically arises from the unhappiness from job place. Besides this unhappiness, there are a lot of other factors contributing to it like better pay, better job growth etc., It is highly important to study the factors related to Employee attrition in order keep organizations effective and efficient. According to a study conducted by Hay Group in association with the Centre for Economics and Business Research India has the highest attrition rate globally. Employee turnover is predicted to be 26.9% compared with world-wide turnover of 21.2%. Nearly 55% of Indian employees have expressed concerns about the fairness of their compensation and the extent to which benefits meet their needs (48%). One in every three employees expressed concern over a lack confidence in being able to achieve their career objectives with their current employers (37%); as a result, they are concerned about opportunities for learning and development (39%) and supervisory coaching for their development (36%).

FIG. 1

(Source: The Economic Times June, 2013)

The Indian industries are under constant pressure to maintain attrition or turnover rates to a minimum. Currently, Healthcare industry is currently facing attrition problem in par with that of the IT industries. Whatever be the industry, employee attrition is expensive for any organization. Attrition affects the customer service and satisfaction also. Turnover also has many hidden or invisible costs affecting the profitability of any organization.

RESEARCH METHODOLOGY

The project titled "A STUDY ON ATTRITION RATE" with special reference to a multispecialty hospital is an attempt to study about the attrition rate and the factors contributing to the same and also to recommend some suggestions in improving the organisation.

RESEARCH DESIGN

Descriptive research is a fact finding investigation with adequate interpretation. It focus on particular accepts of the problem. It is decided to give the descriptive information for formulating more studies. Descriptive study aims at identifying various characteristics of the community or institution or problem under study. But it does not deal with the testing of hypothesis.

TOOLS OF DATA COLLECTION

In this study the researcher has used the questionnaire method for collecting relevant information. The questionnaire which has been prepared and used by the hospital for conducting 'Exit Interview' of the employees is used by the researcher for the study.

- The first part of the questionnaire deals with the personnel data of the employees such as Name, Sex, Educational Qualification, Salary, Experience, and Designation.
- The second part of questionnaire consists of the questions about the factors relating to attrition of the employees.

SAMPLING PROCEDURE

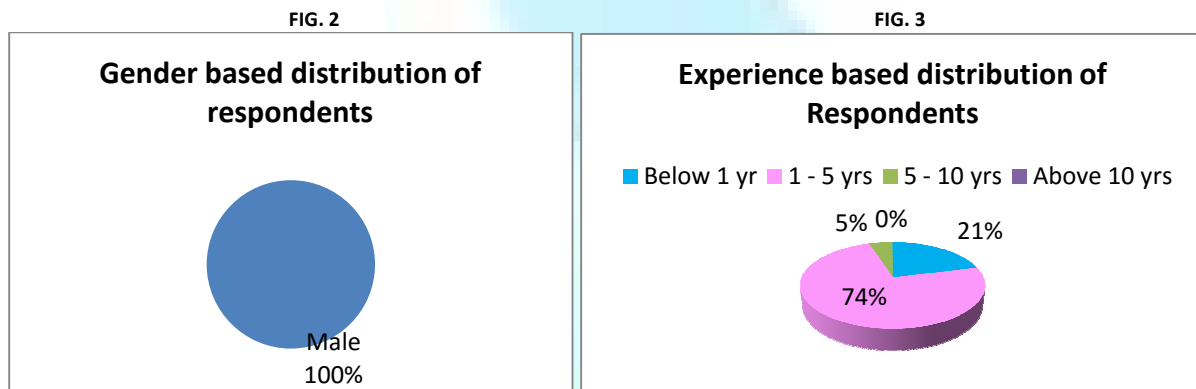
The process of drawing a sample from a larger population is called sampling. Sampling is a part of population, which is studied in order to make inferences about the whole population. Totally there were 185 respondents, the researcher has selected 150 respondents through random sampling method.

OBJECTIVES OF THE STUDY

- To find out the average rate of attrition in the hospital at present
- To assess the causes of employee attrition in the hospital
- To find out problems in the organization that has lead to attrition
- To suggest recommendations for preventing the attrition due to organizational factors

ANALYSIS AND INTERPRETATION

Chart showing the respondents' distribution based on gender and experience in the organization:



REASONS GIVEN BY THE RESPONDENTS FOR LEAVING THE JOB

PERSONAL CAUSES

- Marriage : 45.6%
- Higher studies : 15.6%
- Accepted another job : 8.5%
- Family Circumstances : 5.6%
- Health reasons : 3.7%
- Relocation : 2.6%

WORK RELATED CAUSES*

- Problems with Work Schedule : 0.6%
- Working Conditions : 0.4%
- Not satisfied with Salary : 0.4%
- More than one Reasons : 17%

Table showing the Respondents opinion about their Supervisors on various parameters:

TABLE 1

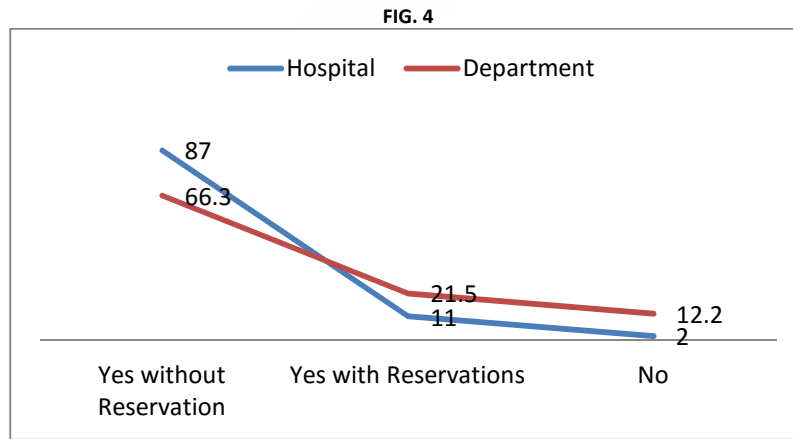
S. NO	Elements	Excellent %	Good %	Fair %	Poor %	No Response %
1	Fair & Equal Treatment	26	60	10	1	2
2	Cooperation & Team work	28	62	8	2	1
3	Recognition on the Job	22	66	10	2	1
4	Suggestions	18	55	19	3	4
5	Effective Resolvings	17	61	15	3	4
6	Ownership	22	59	14	2	4

Table showing the Rating given by respondents about their Job

TABLE 2

S.NO	Elements	Excellent %	Good %	Fair %	Poor %	No Response %
1	Communication	30	54	10	3	3
2	Morale	18	66	9	2	4
3	Job satisfaction	25	60	11	4	0
4	Training	30	59	6	0	5
5	Growth Potential	21	63	12	1	3

Chart showing respondents' opinion about whether they recommend the hospital and department as a work place:



RESULTS AND DISCUSSION

Through the above study, we can understand that about 18.4% of the responses have been mentioning the work related causes for their resignation. Though there are lot of responses saying excellent and good for the rating of the supervisors and the job, we need to take care about the responses that are fair and poor also. On an average, about 10% of the respondents have rated fair and about 2% employees have rated poor about their Supervisors and their Job. When asked to give response about whether they would recommend the hospital and the department as a work place, 2% and 12.2% have said that they would not recommend. Adding to it, 11% and 21.5% have said that they would recommend the hospital and department but with reservations.

CONCLUSION

Attrition is a burning issue for any organization. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the attrition rate within organizations. In healthcare, the rate of attrition is high particularly in nursing services. There are so many factors that lead to attrition. About 18.4 % have mentioned work related causes for attrition. The hospital has to take necessary efforts to improve their relationship among employees, wage and salary structure, reward, job security etc., the hospital shall introduce new and innovative ways to improve the work culture.

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