

# A STUDY TO FIND THE REASONS FOR ATTRITION OF HOUSEKEEPING STAFF: CROSS-SECTIONAL QUESTIONNAIRE SURVEY

(WITH SPECIAL REFERENCE TO PRIVATE HOSPITAL)

PROF.DR.SUBHASISH CHATTERJEE, PRINCIPAL–HOD, DEPARTMENT OF MANAGEMENT,  
SUMANDEEP VIDYAPEETH (AN INSTITUTION DEEMED TO BE UNIVERSITY).

DR. MEDHA WADHWA, ASST. PROFESSOR, DEPARTMENT OF MANAGEMENT, SUMANDEEP  
VIDYAPEETH (AN INSTITUTION DEEMED TO BE UNIVERSITY).

DR.SEEMA ISHANI, 2ND YEAR STUDENT, MBA (HEALTHCARE), DEPARTMENT OF  
MANAGEMENT, SUMANDEEP VIDYAPEETH (AN INSTITUTION DEEMED TO BE  
UNIVERSITY).

## ABSTRACT:

The study has been undertaken with primary objective to find the reasons for attrition in housekeeping staff and because of that investigator on the process of her completing summer internship program tried to find out the authentic information from housekeeping staff from private hospitals finally all authors have made an effort to create an authentic research paper by providing appropriate language, and with the help statistical package authors have also presented precise statistical sequence and inference after assembling useful data. This will empower the hospital to take appropriate decisions and make changes as & when required to retain the housekeeping staff.

For this study, literature has been reviewed the data were collected for several reasons which were found frequent while doing the day to day observation. Structured questionnaire prepared and applied for data collection.

The collected data were analyzed using descriptive statistics (viz. Mean, median, frequency distribution) and inferential statistics (viz. Spearman correlation) for testing hypothesis. This data of survey has been analyzed through software package of statistics and explanation pursued by tables and graphs. Findings based on observations made have been inferred so that the management can make more effective and efficient decisions to enhance the housekeeping staff satisfaction level.

After analysis it was found that there are various factors responsible for attrition of housekeeping staff. In any case, compensation is the fundamental reason for attrition.

**Key Words:** Attrition, Remuneration, Conducive environment, Working Condition, Promotion, Behaviour and Working Hours

## 1. INTRODUCTION:

Housekeeping staff play essential role in hospitals for healthy environment and patient satisfaction but attrition rate is increasing of housekeeping staff now-a-days, for which an investigation has been led to figure out the reason for the high rate of attrition. Considering the aforesaid issue a cross-sectional study was conducted, in which the housekeeping staffs were asked to fill the structured questionnaire.

Habitual attrition rate roots a soaring turnover of employee and leads to trimming down not only the quantity but also the quality of the manpower. Employee attrition rate shows the organization's strengths and weaknesses. Regular employments of new employees require time for adjusting with the organization and also require few basic training, which shall be a recurring expenditure of the organization. Retaining employees is one of the significant jobs of the organization. Healthcare industry like other industries such as Engineering, BPO and IT faces the same difficulties in retaining the employee. High attrition rate is the main reason to develop many problems in this competitive environment. So there is no doubt that the many healthcare industries now-a-days are 'struggling for existence' because non-availability of indispensable manpower, not only that, in this competitive age many hospitals, especially in metropolis, many hospitals are 'struggling for excellence' due to high attrition rate.

Housekeeping staff in the hospital are in charge of continuing a sterile environment in every aspects of the hospital by cleaning rooms, making beds, replenishing linens and maintaining floors.

Customary attrition is uninterrupted decrease in number of workers through retirement, abdication or demise. It is likewise called as worker turnover or employee deserting.

Housekeeping staff play an essential role in the overall environmental health of a hospital by having control on infection and also have major role in patient satisfaction by providing clean and healthy environment.

Attrition in housekeeping staff is increasing nowadays in all industries and there are many reasons for it such as i.Low promotions opportunity. ii. Unhealthy social life.iii. Lacking quality. iv. Uncertainty in job security v. Less growth option vi. Family transfer vii. Rude behavior of other staff viii. Feeling undervalued ix. Fear of infection x. Issues related to the compensation xi. Delay in transfer of salary in accounts. xii. Schedule rigidity xiii. Continuously duty schedule changing. xiv. Attitude of management.

## 2. REVIEW OF LITERATURE:

De Gieter, Hofmans, and Pepermans (2011) conducted the research in which it has been searched the proper relationship between organizational commitment, job satisfaction and turnover of nurses. Two groups are divided amongst the participants were classified concerning their responses to the survey, satisfaction focused, and satisfaction and commitment focused in which the entire sample of nurses, job satisfaction and organizational commitment both are significantly predicted the intention nurse turnover.<sup>1</sup>

Matlala D., Westhuizen J.(2012) conducted a qualitative study using Lewin's theory of institutional change, in which the job dissatisfaction considered as the primary construct by taking an objective to determine the factors with reason of voluntary nursing turnover in four public hospitals at Limpopo Sekhukhune District. They sampled 270 professional nurses by using proportional stratified sample. With the help of semi-structured interview questionnaire and focus group they discovered that poor working condition, obtained data through a semi-structured interview questionnaire by means of focus groups. They found that factors such as *poor working conditions, unhealthy relationships between managers and nursing staff, ineffectiveness of management support for training, and unsatisfactory performance appraisal and grievance handling* as the foremost causes for turnover<sup>2</sup>.

In this research study healthcare professional attrition tracking survey (HATS) was designed. The information has been collected from a random sample of 807 respondents consisting of doctors, nurses, paramedics and also the administrator to investigate the rapport between numerous factors performing as antecedents in poignant the satisfaction job, assurance and purpose of a health care experts to remain within the job. Structured questionnaires were used because the data collection tools supported the survey response and analysis, an extremely attainable strategy to make use of data; suitable technology execution for increasing employee motivation, job satisfaction and commitment to decrease attrition has been projected<sup>3</sup>.

The prime objective of this research paper is to find out the real causes of attrition and also to draw a perfect retention practices because majority of industries are struggling with unpredicted "Attrition" rate and everyday it has become challenging a of each industry to retain employee and that transforms into the awful situation in the industry<sup>4</sup>.

.During mini-study of collecting self-reported employee turnover rates in U.S. hospitals resulted that many hospitals are struggling with high employee turnover rates. So far as ratings are concerned, it has been observed extensive variances in ratings across hospitals. That might have occurred due to inconsistency calculation of employee turnover in each hospital<sup>5</sup>.

Dr. Kumar S., Singh D. (2015) in this research paper an exploratory study was conducted of ninety employees (Executive Housekeepers to Room Attendants.) of five stars hotel by using the structured questionnaires. It has been understood from the study that there are altogether 5 prime reasons for attrition "*1.related to poor leadership 2. low promotion 3.unhealthy social life 4.lacking quality inferior communication channel and poor safety 5.job security and opportunities from other hotels, less growth option, family transfer and further study*"<sup>6</sup>.

This study is relating to discover the concerned reasons that raising the employee turnover in Health care Industry and also to conceive the process to control them. With the help of this it has been understood that the foremost reasons for attrition are insufficient payment, higher studies, marriage and alternative job opportunities. Many a number of employees who have left the organization put forward that they have left the organization for better working employment and job security<sup>7</sup>.

Swanberg J., Nichols H.,Jenkins M.(2016) conducted a cross sectional study with the sample of 270 in U. S. hospitals to scrutinize the consequence of 'work schedules' on turnover with frontline hospital support workers. Probability, convenience sampling were used to set the sample for the research. So far as criteria are concerned the sample age of housekeeping workers should be more than 18 and they are paid on hourly basis. They had studied result in three models "1. Schedule unpredictability was found to be significant predictor of intent to leave had 2.18 times higher odds. 2. Schedule instability had 2.45 times higher odds to intent to leave. 3. Schedule rigidity had reduced odds to intent to leave"<sup>8</sup>.

Aon Hewitt in his research survey said that attrition levels in India at five-year low. According to him, the attrition rate is 16.3 percent, which is the lowest in corporate sector since 2009. The attrition rate was under control at boarder level, it was estimated that key talent rate was increased to 5.9 percent 2014 and 7.3 percent in 2015. On the other side, 19.3 percent attrition was in service sector as compare to 12.2 percent in manufacturing sectors<sup>9</sup>.

A study was conducted by Bhokare A., Madhale P., Rajput P. (2017) concerning the rate of attrition for the 2015-16 and 2016-17 of different hospitals. They consider two types of attrition such as voluntary and non-voluntary. After going through the study of impact and reasons of attrition they found that the rates of attrition were 21.19% and 15.8 respectively during the accountancy year 2015-16 and 2016-17. It has also been understood by researcher that the main reasons of attrition were high pay expectation and good job offer<sup>10</sup>.

Shukla K., Deb R. (2018) conducted a cross-sectional study in a 150-bedded hospital in Ahmadabad, India, during May-July 2015. After conducting exit interview of forty leaving employees and one hundred existing employee with the help of qualitative and quantitative method data were collected and reviewed concerning the reasons of attrition in the organization and in which 26% attrition rate was observed, 57% leaving employees were nurses and 70% leaving employees gave reasons for leaving is better opportunity and personal reasons, 65% existing employees told that salary issues should be considered as another reason, in addition to that partiality/poor recognition, improper assignment of tasks, and monotonous work as reasons for attrition in the organization<sup>11</sup>.

### 3. OBJECTIVES AND PURPOSE OF THE STUDY:

#### Objectives:

- To know the current housekeeping staff attrition situation of hospital.
- To know the reasons behind attrition of housekeeping staff.
- To find the drawback that housekeeping staff feels towards the organization.
- To know the inter relation between the reasons.

#### Purpose:

- The purpose of the study is to understand the reasons of attrition in housekeeping staff at Private Hospital.

### 4. RESEARCH METHODOLOGY:

#### Research Design, Data collection and sampling

So far as types of research design is concerned, a cross-sectional descriptive design has applied for analysis and prepared structured questionnaire has been filled by the housekeeping staff and used to know the reasons of attrition in housekeeping staff.

Method of data collection: Unit of analysis is housekeeping staff of the hospital so; in this study primary data has been collected through structured questionnaire. Questionnaire was administered to 45 housekeeping staff and secondary data is collected through journals and articles

Sampling: Whole population is taken under study so there is no need to apply sampling method. Statistical Software package has been used as an appropriate tool for data analysis.

As far as a limitation of the study is concerned it is presumed that findings are based on the answers given by the housekeeping staff which may cause bias in results. Variables are developed on the course of identifying the **variables** for the particular study.

Dependable variable: - Attrition in housekeeping staff

Independent variable: - Salary of housekeeping staff

Confounding variable: - Unhealthy social life

Moderating variable: - Rude behaviour of other staff, feeling undervalued.

#### Hypothesis:

#### Researcher Hypothesis

1. Remuneration may be the reason for attrition in housekeeping staff.
2. Working environment may be the reason for attrition in housekeeping staff.
3. Expectations of employee may be the reason for attrition in housekeeping staff.
4. Behaviour of staff may be the reason for attrition in housekeeping staff.
5. Career growth and promotion may be the reason for attrition in housekeeping staff.

## Statistical hypothesis

Ho1: There is no significant relationship between remuneration and working environment.

Ha1: There is significant relationship between remuneration and working environment.

Ho2: There is no significant relationship between remuneration and expectations of employee.

Ha2: There is significant relationship between remuneration and expectations of employee.

Ho3: There is no significant relationship between remuneration and behaviour of staff.

Ha3: There is significant relationship between remuneration and behaviour of staff.

Ho4: There is no significant relationship between remuneration and rare opportunities for career growth and promotion.

Ha4: There is significant relationship between remuneration and rare opportunities for career growth and promotion.

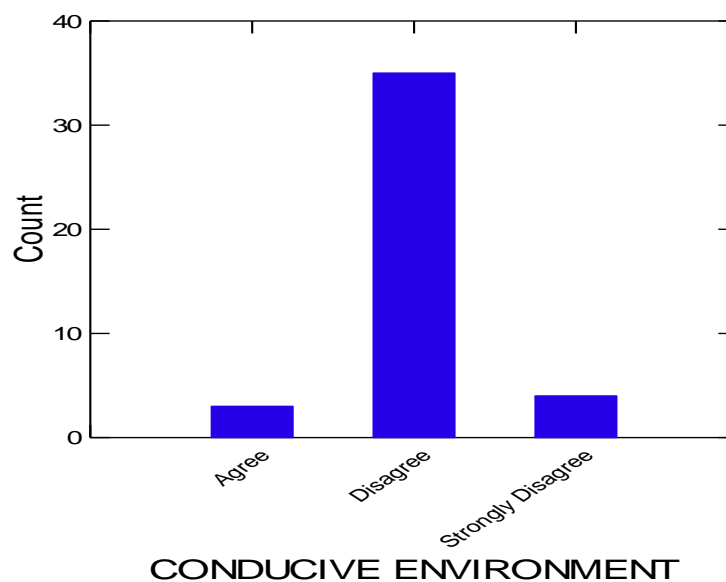
## 5. DATA COLLECTION & ANALYSIS:

### Frequency table:

#### i. Frequency distribution for conducive environment

Agree	Disagree	Strongly disagree	Total
3(7.14%)	35(83.33%)	4(9.5%)	42(100%)

Table 1 showing Frequency distribution for conducive environment



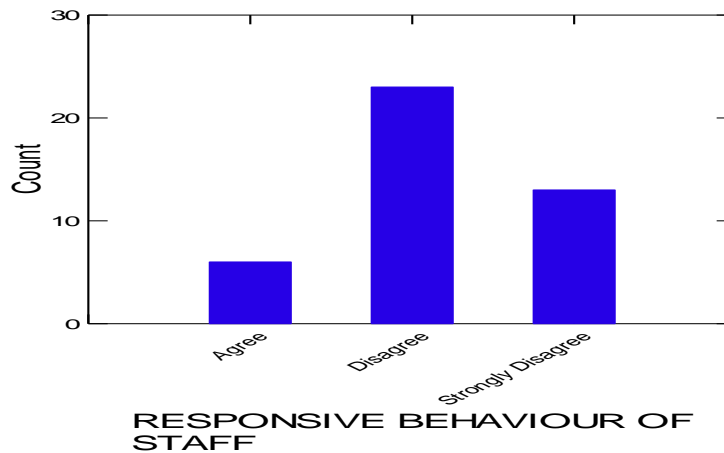
Graph 1 showing Frequency distribution for conducive environment

Out of total 42 housekeeping staff included in the study 7.14% have agreed, 83.33% have disagreed and 9.5% have strongly disagreed that working environment of the hospital is not conducive. Median is 4 indicating that 50% of the respondents have disagreed for the conducive work environment.

## ii. Frequency distribution for responsive behavior of staff

Agree	Disagree	Strongly disagree	Total
6(14.2%)	23(54.76%)	13(30.95%)	42(100%)

Table 2. Showing Frequency distribution for responsive behaviour of staff



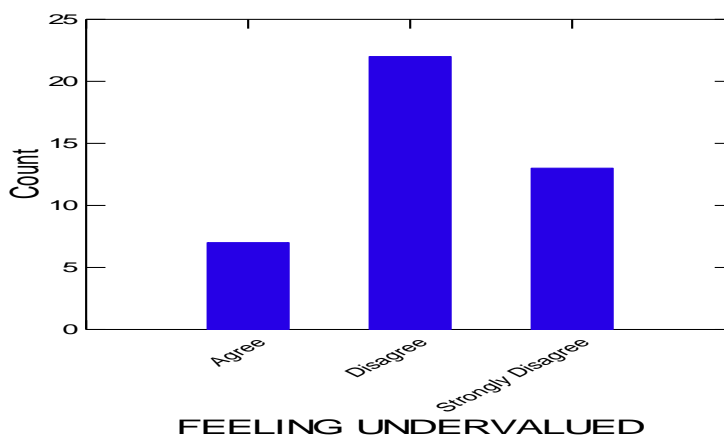
Graph 2 Showing Frequency distributions for responsive behavior of staff

Out of total 42 housekeeping staff included in the study 14.2% have agreed, 54.76% disagreed and 30.95% strongly disagreed that behaviour of staff is not responsive. Median score for is 4 indicating that 50% of the respondents have disagreed for responsive behavior of staff.

## iii. Frequency distribution for feeling undervalued

Agree	Disagree	Strongly disagree	Total
7(16.66%)	22(52.381%)	13(30.95%)	42(100%)

Table 3 showing Frequency distribution for feeling undervalued



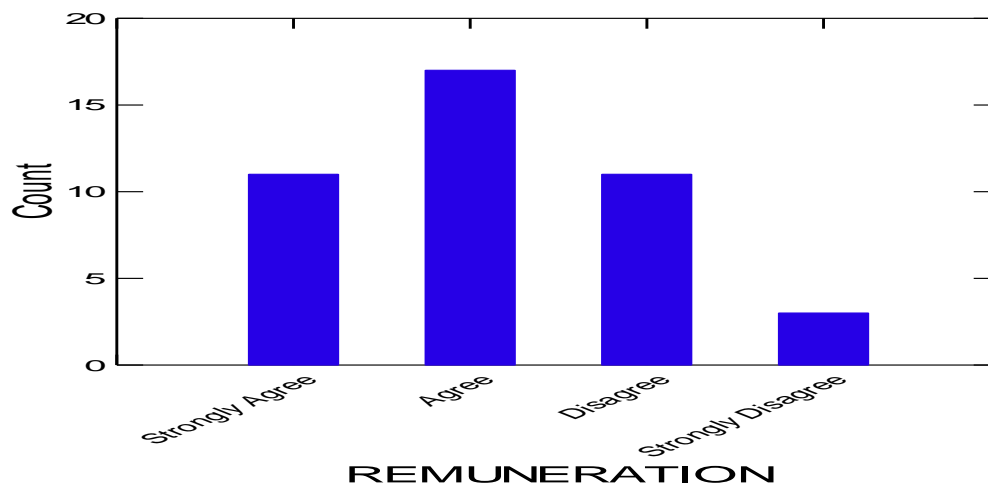
Graph 3 showing Frequency distribution for feeling undervalued

Out of total 42 housekeeping staff included in the study 16.66% have agreed, 52.38% disagreed and 30.95% strongly disagreed that I do feeling undervalued. Median score is 4 indicating that 50% of the respondents have disagreed for feeling undervalued.

#### iv. Frequency distribution for remuneration

Strongly agree	Agree	Disagree	Strongly disagree	Total
11(26.190%)	17(40.476%)	11(26.190%)	3(7.143%)	42(100%)

Table 4 showing Frequency distribution for remuneration



Graph 4 showing Frequency distribution for remuneration

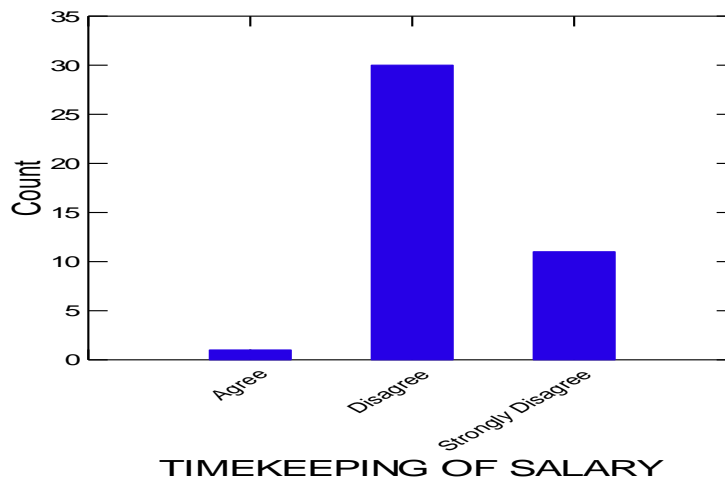
Out of total 42 housekeeping staff included in the study 26.190% have strongly agreed, 40.476% have agreed, 26.190% have disagreed and 7.143% strongly disagreed that I am not satisfied with remuneration. Median score is 2 indicating that 50% of respondents have agreed for remuneration.

#### v. Frequency distribution for timekeeping of salary

Agree	Disagree	Strongly disagree	Total
1(2.381%)	30(71.429%)	11(26.190%)	42(100%)

Table 5 showing Frequency distribution for timekeeping of salary





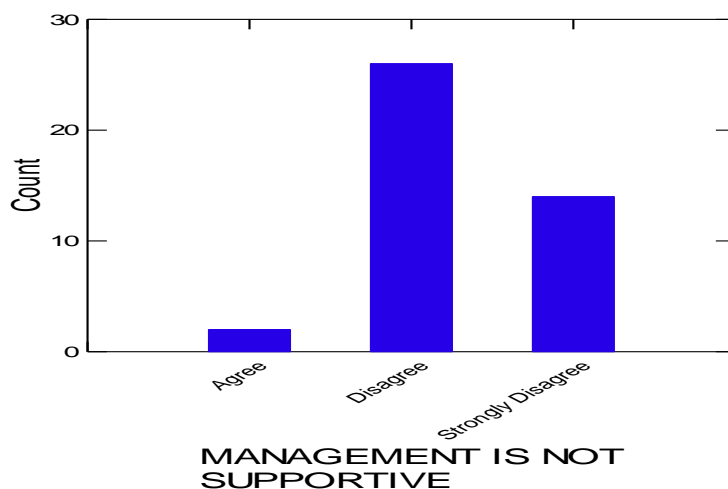
Graph 5 showing Frequency distribution for timekeeping of salary

Out of total 42 housekeeping staff included in the study 2.381% have agreed, 71.429% have disagreed and 26.190% strongly disagreed that I am not satisfied with timekeeping of salary. Median score is 4 indicating that 50% of the respondents have disagreed for timekeeping of salary.

**vi. Frequency distribution for management is not supportive**

Agree	Disagree	Strongly disagree	Total
2(4.762%)	26(61.905%)	14(33.33%)	42(100%)

Table 6 showing Frequency distribution for management is not supportive



Graph 6 showing Frequency distribution for management is not supportive

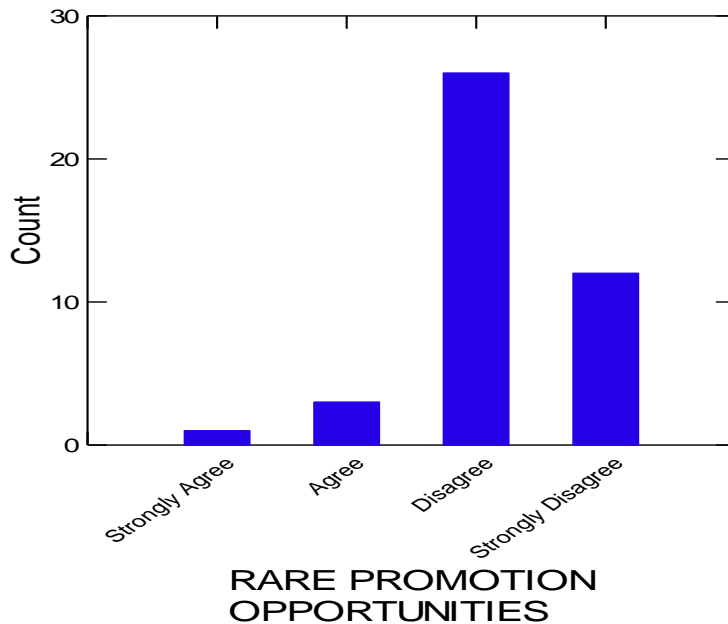
Out of total 42 housekeeping staff included in the study 4.762% have agreed, 61.905% have disagreed and 33.33% strongly disagreed that management of hospital is not supportive. Median score is 4 indicating that 50% of the respondents have disagreed for management of hospital is not supportive.



**vii. Frequency distribution for rare promotion opportunities**

Strongly agree	Agree	Disagree	Strongly disagree	Total
1(2.381%)	3(7.143%)	26(61.905%)	14(33.33%)	42(100%)

Table 7 showing Frequency distribution for rare promotion opportunities



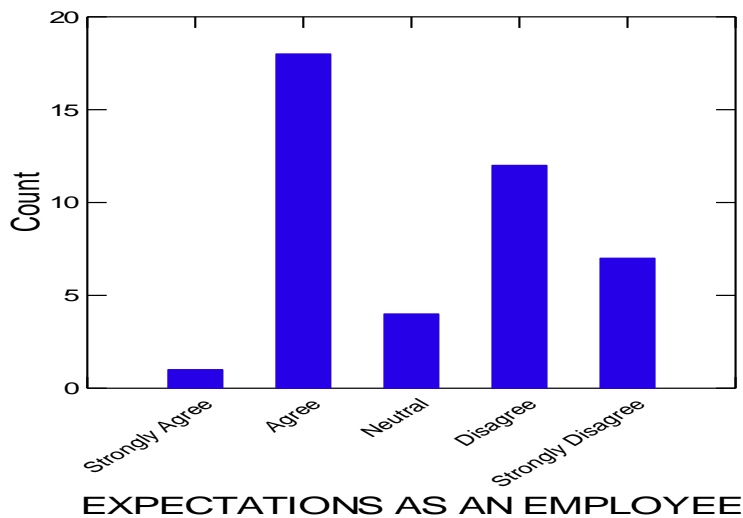
Graph 7 showing Frequency distribution for rare promotion opportunities

Out of total 42 housekeeping staff included in the study 2.381% have strongly agreed, 7.143% have agreed, 61.905% have disagreed and 28.571% strongly disagreed that I have very rare promotion opportunities. Median score is 4 indicating that 50% of the respondents have disagreed for rare promotion opportunities.

**viii. Frequency distribution for expectations as an employee**

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1(2.381%)	18(42.857%)	4(9.524%)	12(28.571%)	7(16.667%)	

Table 8 showing Frequency distribution for expectation as an employee



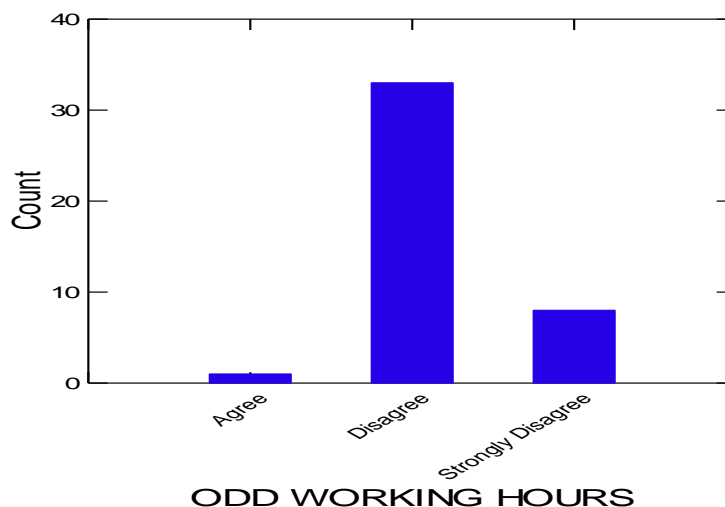
Graph 8 showing Frequency distribution for expectation as an employee

Out of total 42 housekeeping staff included in the study 2.381% have strongly agreed, 42.857% agreed, 9.524% neutral, 28.571% disagreed and 16.667% have strongly disagreed that I am not happy with expectations that I have as an employee. Median score is 3.

#### ix. Frequency distribution for odd working hours

Agree	Disagree	Strongly disagree	Total
1(2.381%)	33(78.571%)	8(19.048%)	42(100%)

Table 9 showing Frequency distribution for odd working hours



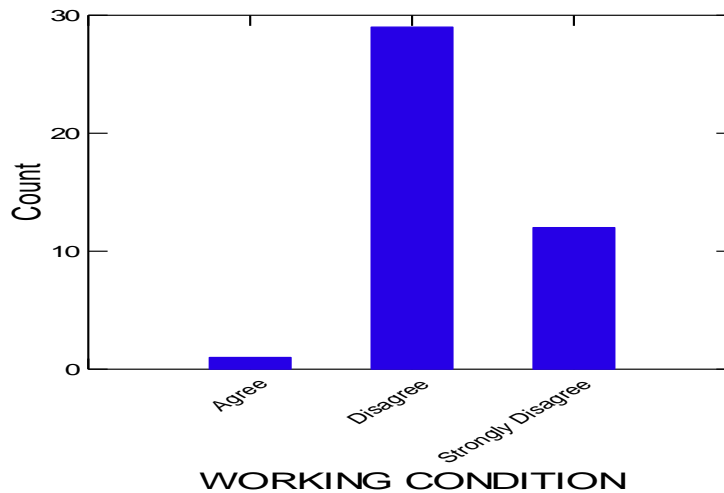
Graph 9 showing Frequency distribution for odd working hours

Out of total 42 housekeeping staff included in the study 2.381% agreed, 78.571% have disagreed and 19.048% have strongly disagreed that odd working hours is one of the major reason for attrition. Median score is 4 indicating that 50% of the respondents have disagreed for the odd working hours as major reason for attrition.

**x. Frequency distribution for working condition**

Agree	Disagree	Strongly disagree	Total
1(2.381%)	29(69.048%)	12(28.571%)	42(100%)

Table 10. showing Frequency distribution for working condition



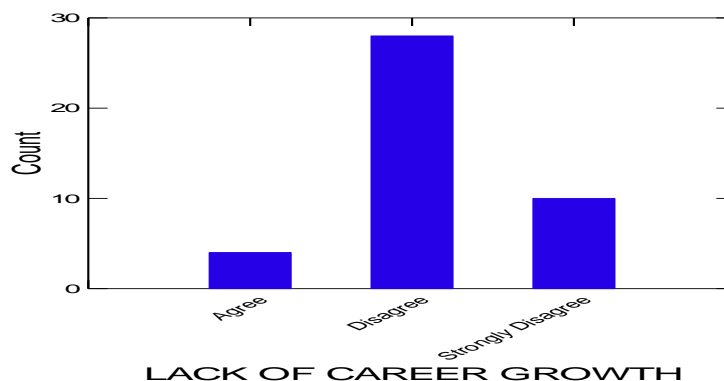
Graph 10 showing Frequency distribution for working condition

Out of total 42 housekeeping staff included in the study 2.381% have agreed, 69.048% disagreed and 28.571% strongly disagreed that working condition is not conducive. Median score for is 4 indicating that 50% of the respondents have disagreed for the conducive working condition.

**xi. . Frequency distribution for lack of career growth**

Agree	Disagree	Strongly disagree	Total
4(9.524%)	28(66.667%)	10(23.810%)	42(100%)

Table 11 Showing Frequency distribution for lack of career growth



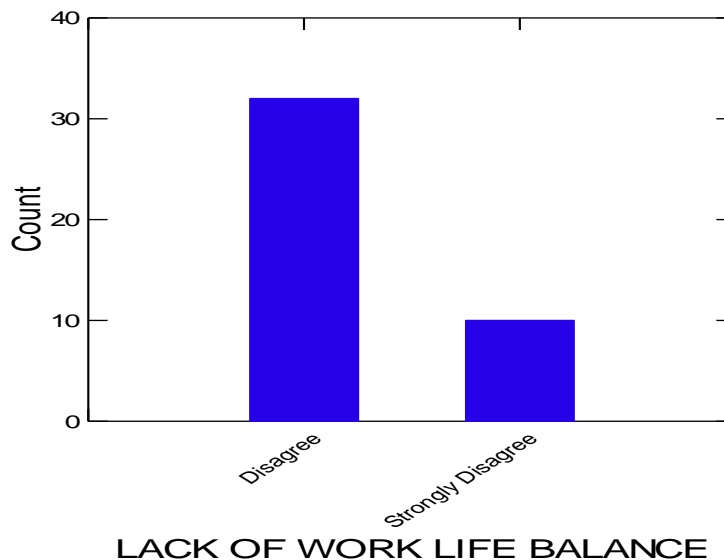
Graph 11 showing Frequency distribution for lack of career growth

Out of total 42 housekeeping staff included in the study 9.524% have agreed, 66.667% have disagreed and 23.810% have strongly disagreed that there is lack of career growth. Median score is 4 indicating that 50% of the respondents have disagreed for lack of career growth.

#### xii. . Frequency distribution for lack of work life balance

Disagree	Strongly disagree	Total
32(76.190%)	10(23.810%)	42(100%)

Table 12 showing Frequency distribution for lack of work life balance



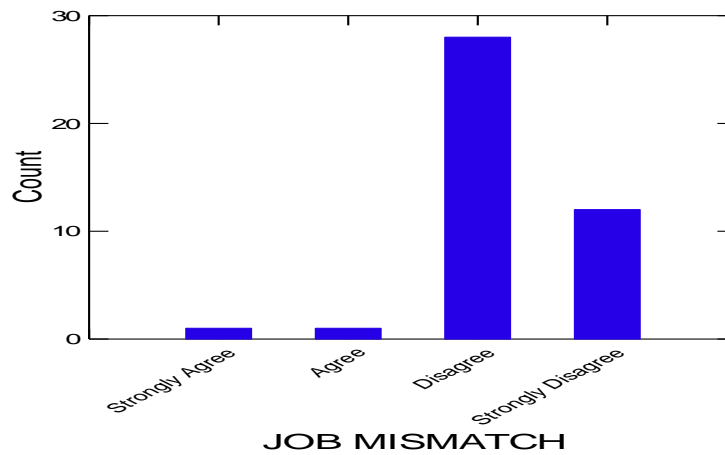
Graph 12 Showing Frequency distributions for lack of work life balance

Out of total 42 housekeeping staffs included in the study 76.190% have disagreed and 23.810% have strongly disagreed that there is lack of work life balance. Median score is 4 indicating that 50% of the respondents have disagreed lack of work life balance.

#### Xiii . Frequency distribution for job mismatch

Strongly agree	Agree	Disagree	Strongly disagree	Total
1(2.381%)	1(2.381%)	28(66.667%)	12(28.571%)	42(100%)

Table 13.showing Frequency distribution for JOB MISMATCH



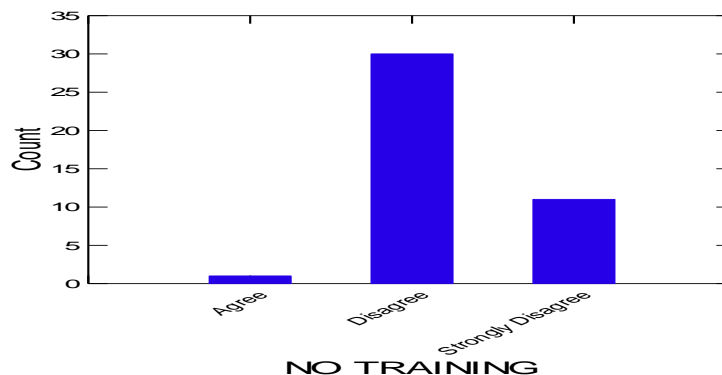
Graph 13 showing Frequency distribution for job mismatch

Out of total 42 housekeeping staff included in the study 2.381% have strongly agreed, 2.381% have agreed, 66.667% have disagreed and 28.571% have strongly disagreed that this job mismatches with my profile. Median score is 4 indicating that 50% of the respondents have disagreed for job mismatch.

#### xiv . Frequency distribution for no training

Agree	Disagree	Strongly disagree	Total
1(2.381%)	30(71.429%)	11(26.190%)	42(100%)

Table 14.showing Frequency distribution for no training



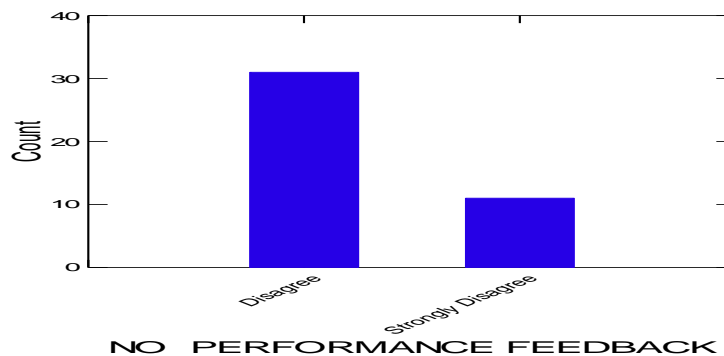
Graph 14 showing Frequency distribution for no training

Out of total 42 housekeeping staff included in the study 2.381% agree, 71.429% disagree and 26.190% strongly disagree that there is no proper system for training. Median score is 4 indicating that 50% of the respondents have disagreed for the no training.

**xv. . Frequency distribution for no performance feedback**

Disagree	Strongly disagree	Total
31(73.810%)	11(26.190%)	42(100%)

Table 15.showing Frequency distribution for no performance feedback



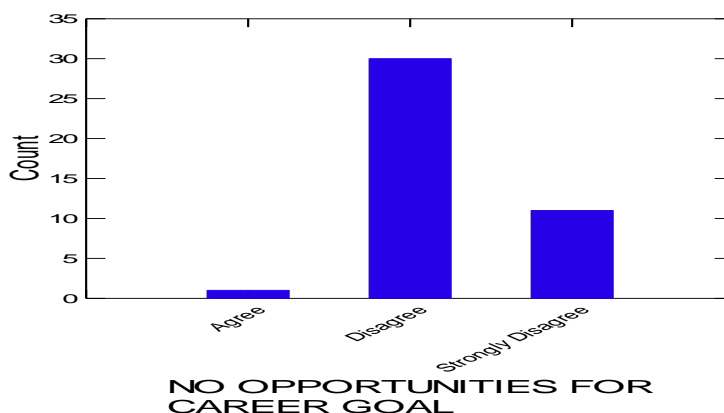
Graph 15 showing Frequency distribution for no performance feedback

Out of total 42 housekeeping staffs included in the study 73.810 % have disagreed and 26.190% have strongly disagreed that there is no proper system for feedback about performance. Median score is 4 indicating that 50% of the respondents have disagreed for no performance feedback.

**xvi. . Frequency distribution for no opportunities for career goals**

Agree	Disagree	Strongly disagree	Total
1(2.381%)	30(71.429%)	11(26.190%)	42(100%)

Table 16.showing Frequency distribution for no opportunity for career goal



Graph 16 showing Frequency distribution for no opportunity for career goal

Out of total 42 housekeeping staff included in the study 2.39% have agreed, 71.43% have disagreed and 26.190% have strongly disagreed that there is no proper opportunity for career goal. Median score is 4 indicating that 50% of the respondents have disagreed for no opportunities for career goal.

**SPEARMAN CORRELATION BETWEEN DIFFERENT VARIABLES:****A. WORKING ENVIRONMENT**

		Conducive environment	Odd working hours	Working condition
REMUNERATION	Spearman correlation	0.28	0.46	0.52
	P value	0.072	0.002	0.000

Table 17 showing correlation between remuneration and variables of working environment

The spearman correlation coefficient between remuneration and conducive environment is 0.28 indicating a negligible correlation between these two variables, which is also insignificant as the p value is more than 0.05. The spearman correlation coefficient between remuneration and odd working hour is 0.46 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and working condition is 0.52 indicating a moderate correlation between these two variables, which is also significant as the p value is less than 0.05.

**“Hence working condition and odd working hours are significant variables in working environment”.**

**B. EXPECTATIONS**

		Expectations as an employee	Timekeeping of salary	No performance feedback	Lack of work life balance
REMUNERATION	Spearman Correlation	0.48	0.32	0.36	0.56
	P value	0.001	0.042	0.019	0.000

Table 18 showing correlation between remuneration and variables of Expectations

The spearman correlation coefficient between remuneration and expectations as an employee is 0.48 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and timekeeping of salary as an employee is 0.32 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and no performance feedback is 0.36 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and lack of work life balance is 0.56 indicating a moderate correlation between these two variables, which is also significant as the p value is less than 0.05.

**“Hence all variables in expectation are significant”.**



### C. BEHAVIOUR OF STAFF

		Feeling undervalued	Responsive behaviour of staff	Management not supportive
REMUNERATION	Spearman correlation	0.38	0.28	0.38
	P value	0.014	0.072	0.014

Table 19 showing correlation between remuneration and variables of Behaviour of staff

The spearman correlation coefficient between remuneration and feeling undervalued is 0.38 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and responsive environment of staff is 0.28 indicating a negligible correlation between these two variables, which is also insignificant as the p value is more than 0.05.

The spearman correlation coefficient between remuneration and management not supportive is 0.38 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

**“Hence feeling undervalued and management not supportive are two significant variables in behavior of staff”.**

### D. CAREER GROWTH AND PROMOTION

		Rare opportunities for promotion	Lack of career growth	No training	Job mismatch	No opportunities for career goal
REMUNERATION	Spearman correlation	0.30	0.39	0.32	0.43	0.32
	P value	0.054	0.010	0.042	0.005	0.042

Table 20 showing correlation between remuneration and variables of career growth and promotion

The spearman correlation coefficient between remuneration and rare opportunities for promotion is 0.30 indicating a negligible correlation between these two variables, which is also insignificant as the p value is more than 0.05.

The spearman correlation coefficient between remuneration and lack of career growth is 0.39 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and no training is 0.32 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and job mismatch is 0.43 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

The spearman correlation coefficient between remuneration and no opportunities for career goal is 0.32 indicating a weak correlation between these two variables, which is also significant as the p value is less than 0.05.

**“Hence lack of career growth, no training, job mismatch and no opportunities for career goal are significant variables”.**

## 6. FINDINGS

Outcome reveals that there are few significant reasons affecting the attrition rate. The outcome endowed with few evidences but primarily the economic factor steering the de-motivation of employees and forcing them for shifting jobs. But that is not a special and stand-alone factor, in addition to that few more factors in itself lead to take consideration for longing to get along both advancement in both professional and personal facade. Understanding from the discussions with the respondents, it is crystal clear that the healthcare professionals leave their jobs due to the better job opportunities and privileged pay packages outside. Attrition of house staff workers was seen due to poaching policy of other organizations, which lure many staff by providing attractive salary packages. House staff, who are working in rural private health set ups found reasons for leaving their job in search type of openings that not only offers healthy monetary benefits but also provides enhanced professional growth. Remuneration is one of the main reasons for attrition in housekeeping staff. Precisely we can under note the following reasons

- i. Behaviour of staff and feeling undervalued are other reasons for attrition.
- ii. Rare opportunities for promotion, responsive behaviour of staff and conducive environment are not correlated to remuneration.
- iii. Lack of work life balance and working condition are moderately correlated to remuneration.
- iv. Odd working hours, expectations as an employee, timekeeping of salary, no performance feedback, feeling undervalued, management not supportive, no opportunities for career goal, job mismatch, no training, lack of career growth are weakly correlated.
- v. Though it shows in the study that less remuneration gets the maximum credence for attrition but it should not be the only one reason so, management of the organization will have to focus aforementioned area too.

## 7. SUGGESTIONS:

- i. There should be a proper formula based on the feedback of respondents that can curb the attrition rate.
- ii. HR department should be proactive in dealing with the problem of employee and should also be proactive to understand their attitude of continue in the organization.
- iii. The policies of the organization must have employee-centric approach.
- iv. Participation of employees should be there at the time of preparing policy.
- v. Stress free and comfortable work environment should require retaining the employee in the organization.

- vi. Long time working hours and on the contrary low compensation instigate employee to leave the organization and that also leads to make a high attrition rate, so to control the attrition rate, it is essential to maintain a balance between hours of work and wages they get.
- vii. Remuneration of housekeeping staff should be increased on the basis of performance, which will motivate them to work as well as because of higher pay they will be more satisfied.
- viii. Only remuneration will not work for retention of housekeeping staff other correlated variables should be focused simultaneously.

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