A STUDY OF TURNOVER AMONG NURSES IN ALL INDIA INSTITUTE OF MEDICAL SCIENCES HOSPITAL

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SUMMARY

The annual turnover rate among staff nurses employed in All India Institute of medical sciences Hospital is considerably high. Replacement of separated nurses is difficult, costly, and bears directly on the quality of patient care. In an effort to determine and analyses the precipitating reasons for turnover, a detailed study was initiated on the job classified for the staff nurse in All India Institute of medical sciences Hospital for a period of nine months from November ’69 to July ’70.

The intent of the study was to try to identify and analyses avoidable and unavoidable turnover and to establish an overall quantitative table of precipitating reasons for staff nurse separations.

The study was accomplished by evaluating information received from:

1) Exit interviews of separating nurses and.
2) Their service files.

Exit interviews were conducted by the investigator himself. Forty were interviewed during the study period. A predetermined form (Appendix-A) was structured for the guidance
to elicit relevant answers. All interviews were conducted in a suitable location which allowed privacy and confidentiality.

The data from the exit interviews and the service files were tabulated, analyzed and discussed.

Simultaneously, an opinion study was also conducted in the month of April 70 among the present staff nurses of the hospital to elicit their attitude towards their job, working place, and living conditions as these factors have relevance to the turnover problem. The response was most encouraging (66%) and much useful information was collected for tabulation. From the observations of these two studies, the following conclusions are drawn:-

1. During the study period or nine months, total of forty staff nurses left their employment, causing a communicative rate of 31.7%. The overall rate appears to be of considerable significance and undoubtedly incurs substantial costs, both tangible and intangible for the hospital.

2. The separations classified as avoidable accounted for 55% of all turnovers during the courses of the study. However, a bulk contribution of 35% was due to nurses leaving for foreign countries for personal advancement. Though this is, theoretically, an avoidable cause, perhaps nothing much can be done by the hospital as such, silence this appears to be national problem.

3. Of the total turnover, 45% was due to unavoidable causes relating for the most part to the individual. It would seem quite improbable that any change in policies of working conditions would have remedial effect on the number of nurses who separated because of marriage and home responsibilities which were the most frequent causes of turnover.

4. Age as a factor in separation seemed to be negatively related to both avoidable and unavoidable turnover. There is no positive relationship to unavoidable turnover which is the common finding in other studies.

5. Length of previous employment; both avoidable and unavoidable group have common finding in that those with records or shorts time employment usually separated more frequently.

6. Length of A.I.I.M.S., hospital employment; there is positive relationship in that the total turnover was least in the first year of employment and highest in those who had more than two years of employment.
7. Contributory factors; Nurses seldom separated for one reason alone. Most separations involved a contributory factor, which while not being precipitative to the separation, did have motivating effect upon nurse majority of these contributing factors were related to living conditions.

8. The opinion study revealed the following salient points:

8.1. The management of the hostel in general and the food problem in particular, seem to be the target of collective attack by almost all nurses.

8.2. It is gratifying to note that the overall attitude of nurses towards their job is satisfactory.

8.3. Great concern was shown to lack of learning facilities in nursing while on the job. These included orientation training program, in service education program and latest nursing procedures. Lack of sufficient avenues for promotion to post of word sister and the non-pensionable nature of the jobs were critically viewed by some nurses. Majority wanted that the duty roster should be changed once in six months. All those who answered said that they had no job description for their jobs.

8.4. With regards to working place, majority of nurses were not sure about their length of stay in the hospital. The professional relationship with all the staff members was found to be very satisfactory except class IV who needed sense responsibility in the task of patient care.

8.5. Various problems arising out of lack of family accommodation were enumerate repeatedly by the married nurses who finally pleaded for recognition of nursing services as ESSENTIAL in the provision of family accommodation.

9. The findings of the two studies had the following common factors:-
   i) Unsatisfactory living conditions.
   ii) Lack of learning programs in nursing.
   iii) Need to orient class IV employees towards the objectives of the hospital.
   iv) Lack of family accommodation for married nurses.
   v) Lack of sufficient avenues for promotions.

The recommendations to reduce the turnover may be perused at the end of the preceding chapter. However, important recommendations are:-

1. Improving the living conditions of the nurses’ hostel with particular reference to diet, social activities and recreational facilities.
2. Conducting well organized training and educational activities for effective utilisation of available nurses.

3. Providing family accommodation for married nurses.

4. Exploring promotional avenues for staff nurses.


It is the investigators feeling that while the data may or may not be statistical significance, the material treated is, at the least of qualitative interest to the hospital.