



Audit & Analysis of Turnover of Medical Practitioners' Resignation from Mankweng Academic hospital, Limpopo, South Africa

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Abstract

Background: Shortages and staff turnover have been recognized as one of the big concerns for employer and patient care in the health-care sector worldwide. It has been observed that some of the health professionals particularly medical doctors are resigning from Mankweng academic hospital time to time and which is affecting the service delivery and training program. **Purpose of the Research:** Main aim of the study to figure out what factors influencing medical practitioner to quit Mankweng hospital. **Methods:** The study was a retrospective cross sectional descriptive quantitative design to analyse the profile of all Medical doctors, who quitted from Mankweng Academic hospital for 5-year period from January 2018 to December 2022. Categorical variables were described as proportions and frequency tables. **Result:** Total 74 medical practitioner resigned. Male 37 and female 37 from different departments. Reason of resigning: Lack of prospect advancement 19(25.7%), Relocation to other area 19(25.7%) and Promotion 14(19%), family reason 8(10.8%), work related stress & poor working condition 5.4% each, further study 4% and other 4%. Suggestion for retention: Improve staff 24.3%, employee support 21.6%. **Conclusions:** Lack of prospect advancement (25.7%), Relocation to other area (25.7%) and Promotion (19%), are responsible for main reasons of resignation among all medical practitioners. Approximately 24% of resigned doctors suggested increasing the staff number. Increased staff would improve the working condition; reduce burnout, fatigue, stress and which would decrease the turnover of medical practitioners. It is paramount important to hire more medical specialist and retain them in order to get accreditation of relevant departments.

Keywords: *Medical Practitioner; Resignation; Promotion; Work Related Stress*

Introduction

Shortages and staff turnover have been recognized as one of the big concerns for employer and patient care in the health-care sector worldwide (Aiken, et al. 2013). Employee turnover is described to the circumstances in which employees depart the organization for several reasons, and consequently,

affect the organization in relations to overall expenditure and the abilities to distribute the optimum required services (Pamela A. et al 2009).

Literature Review

Harvey C &, Stalker C reported that intentions to leave and individual decisions to quit are frequently associated to factors related to employee motivation and job satisfaction (Harvey C, Stalker C. 2003). Some studies stated the importance of health factors, counting fatigue and mental strain at the individual level (Havaei F, et al. 2016);(Hayes LJ, et al. 2006); (Perry L et al. 2016);(Sveinsdóttir H et al. 2014)

Other previous research pointed out that intentions to leave and staff turnover are affected by work stress and time pressure (Hayes LJ, et al. 2012);(Chan ZC et al. 2013). Few studies indicating that support from colleagues and supervisors are important for lowering the intentions of employee to leave (Hom PW et al 2012) ;(Eriksson A, et al. 2021).

It has been observed that some of the health professionals particularly medical doctors are resigning from Mankweng academic hospital time to time and which is affecting the service delivery and training program. There is no research done regarding the turnover of the employees from Mankweng hospital. Main aim of the study to figure out what factors concerning medical practitioner to quit Mankweng hospital.

Objective

- Primary objective of the study to understand what factors influencing medical practitioner to resign from Mankweng Academic hospital and
- Information from this audit analysis can be presented to the Mankweng hospital authority to Improve retention strategies plans to prevent high turnover.

Methods

The study was a retrospective cross sectional descriptive quantitative design to analyse the profile of all Medical doctors, who quitted from Mankweng Academic hospital for 5-year period from January 2018 to December 2022.

Study Setting

Mankweng Hospital is situated in Turfloop/Sovenga, Limpopo Province, South Africa. It is a tertiary academic hospital providing training and clinical services to the population of the Limpopo Province. Currently, 120 doctors (98 Medical officer & 22 specialist) staff are working in Mankweng hospital. Some of the department are fully or partially accredited for M.Med training program and some are not accredited.

Study Population

All health professional who resigned from Mankweng hospital for 5-year period from January 2018 to December 2022.

Inclusion Criteria

Medical officer & medical specialist who resigned or gone for early retirement from January 2018 to December 2022.

Exclusion Criteria

Medical practitioner who retired in normal retirement age

Medical practitioner who transferred to other hospital

Data Collection & Analysis

Data of exit interview information sheet for 5-year period from 2018 to 2022 collected from Human resource (HR) management. HR usually collect exit interview of all employees when they resign or retire. The data collected were documented in a data collection sheet comprising gender, rank, department/section the employee was working, reason of leaving, year work in the department, suggestion for retention of the employee and rating the hospital immediate supervisor. The collected data transferred to an Excel spread sheet. The statistical software package Stata version (Stata Corp, USA) was used for data analysis. Categorical variables were described as proportions and frequency tables.

Result

Total 74 medical practitioners resigned from January 2018 to December 2022 from anaesthesia, general surgery, gynaecology, orthopaedics, ophthalmology, radiology, and Psychiatry department. They worked in Mankweng hospital from 1 year to 25 years. Detail in table 1.

Table 1: Descriptive summary of Medical practitioners' resignation

	Description	frequency (%)
Gender	Male	37(50%)
	Female	37(50%)
	Total	74(100%)
Rank	Medical officer	63(85%)
	Medical specialist	11(15%)
Reasons of Resigning	Lack of prospect advancement	19(25.7%)
	Relocation to other area	19(25.7%)
	Promotion	14(18.9%)
	Family reason	8(10.8%)
	Work related stress	4(5.4%)
	Poor working condition	4(5.4%)
	Further study	3(4%)
	Set up business	2(2.7%)
	Dissatisfaction department policy	1(1.4%)
	Total	74(100%)

Suggestion Made for Retention	Improve staffing	18(24.3%)
	Employee support	16(21.6%)
	Offer registrar post	10(13.5%)
	Improve working condition	8(10.8%)
	Salary adjustment	3(4.5%)
	Enhance promotion	2(2.7%)
	Increase theatre time	2(2.7%)
	Other (Offer accommodation, RWOP Offer incentive etc.)	8(10.8%)
	No comment	7(9.5%)
	Total	74
Rating Supervisor	Outstanding	19(25.7%)
	Very good	17(23%)
	Good	26(35.1%)
	Fair	9(12.2%)
	Poor	3(4%)
	Very poor	0

Main reasons of resignation of Medical officer in table 2 and medical specialist table 3

Table 2: Reasons of resignation of Medical officer

Reasons	Number
Lack Of Prospect Advancement	17(27%)
Relocation To Other Area	16(25.4%)
Promotion	13(20.7%)
Family Reason	6(9.5%)
Further Study	3(4.7%)
Work Related Stress	3(4.7%)
Poor Working Condition	3(4.7%)
Dissatisfaction Department Policy	1(1.6%)
Set Up Business	1(1.6%)
Total	63(100%)

Table 3: Reasons of resignation medical specialist

Reasons	Number
Relocation To Other Area	3(27.2%)
Family Reason	2(18.2%)
Lack Of Prospect Advancement	2(18.2%)
Poor Working Condition	1(9.1%)
Promotion	1(9.1%)
Set Up Business	1(9.1%)
Work Related Stress	1(9.1%)
Total	11(100%)

Discussion

This study explored the audit of turnover of medical practitioner from Mankweng academic hospital. Equal number of male & female doctors in total 74 medical practitioner resigned over 5-year period from different department. Lack of prospect advancement (25.7%), Relocation to other area (25.7%) and Promotion (19%), are responsible for main reasons of resignation among all medical practitioners.

In this study, substantial number of Medical officers quitted and there are 3 main reasons among other factors they resigned which were lacks of prospect advancement (27%), promotion (20.7%) and relocation to other area (25.4%). Poor working condition (5.4%) and work-related stress (5.4%) are other important factors responsible to quit the jobs. Chad Saley found in the survey, primary motivation for making their career change of physicians a desire for better work/life balance (Chad Saley 2022). Chad Saley also stated, mid-career physicians were far more interested in better workplace culture (16%), while Early career physicians were motivated by a more desirable location (16%) (Chad Saley 2022).

The Great Resignation revealed the trend that huge percentages of employed people are actively looking for a new job or career path (Aluminati 2022). In this study, it is reflected that 20.7% of medical officer left because of lack of promotions. Career promotion is one of the contributing factors to employee turnover in hospitals (HealthStream Resources 2021). Some employees aren't just leaving their jobs, they are reshuffling themselves into better positions that align more closely with their career and life/balance goals (Aluminati 2022). In our study, Lacks of prospect advancement (27%) played an important factor to quit from Mankweng hospital from the group of medical officer. In Mankweng hospital, some of the departments are not accredited or partially accredited for M.Med training program due to shortage of specialist. Ten medical officers suggested giving registrar post. Hence, few medical officers moved to other desirable hospital where training is accredited. Therefore, it is paramount important to hire more medical specialist and retain them in order to get and maintain the accreditation of relevant departments.

It is not possible to inhibit all staff turnover and there are many grounds for resigning at a personal factor, organizational factors, geographical distance to work or an individual venture for career opportunities which may not be possible to achieve within the existing organization (Hom PW et al. 2012);(Chiu RK et al. 2002)'(Hasselhorn H et al 2005). Resignation of skill, experience health professional can affect any organization, which can be a be concerned. However, few strategies are needed to be taken to improve employee retention (Aluminati 2022).

Resignation could impact one's institution. Instead of losing employees, one should open new roles and opportunities to help employees find more job satisfaction (Aluminati 2022). Aluminati suggested providing more value to Employees and improving retention strategies: One of the biggest reasons why employees are leaving their jobs is because they feel they aren't getting enough value from their position. So, an organization, one needs to think about how it can create this value for employees (Aluminati 2022). In this study, one of the important suggestions is made by resigned medical practitioner to increase more doctors (24.3%) and support (21.6%) the employee in order to retain the staff. Salary adjustment also indicated by few employees (4.5%). Curry et al., 2005 stated supervisor support is critical to preventing employee burnout and intention to leave (Curry, D et al 2005). Employers need to recognize that it takes significantly longer to recruit someone. The solution, then, is to immediately reinforce retention while ramping up recruiting (Frank Breitling et al. 2021).

Why turnover is such a problem in the healthcare industry is the first step to resolving it. Common issues that perpetuate turnover numbers may include the following: Lack of workplace engagement, Burnout symptoms of stress, anxiety, depression; stiff competition for talent and reaching

retirement age. A key to solving the turnover problem lies in the ability to increase employee engagement to attract top talent in a competitive landscape and keep current employees happy, minimizing the risk of staff considering other job opportunities (DailyPay 2022).

Healthcare employees are incredibly prone to burnout and fatigue. In the healthcare industry, burnout is primarily caused by staffing shortages, and its impact worsens over time. If hospitals do not address their turnover crisis, patient care will worsen over time. In this study, around 11% of medical doctors terminated because of Poor working condition and work-related stress. Employees are more motivated to stay and work when the organization is stable and friendly working environment (Bergmann, T.J., & Scarpello, V.G. 2001). Approximately 24% of resigned doctors suggested to increase the staff number, which will improve the working condition. Increased staff would reduce burnout, fatigue, and stress and which would decrease the turnover.

Few studies indicating that support from colleagues and supervisors are important for lowering the intentions of employee (Hom PW et al. 2012);(Eriksson A, et al. 2021). If hospitals do not address their turnover crisis, patient satisfaction will continue to fall, and health care will worsen over time. This can be a huge challenge for Human Resource manager in the healthcare sector, people who are already overwhelmed with the day-to-day tasks of hiring, new employees, managing payroll (SUNNY TSANG 2020).

One of the major reasons staff quit organisations according to Neo, et al. is the relationship they have with their immediate boss. Most supervisors are ignorant of the relationship between their actions and decisions they make with their subordinates (Noe, R.A. et al. 2006). Gardner (2009) stated that staff engagement in the organisation can be enhanced when supervisors and managers understand how they can help themselves with skills and knowledge to help them understand employees' need, with a view to execute a retention plan (Gardner, D.G. 2009).

In this study, relationship of the medical doctors with immediate supervisor is pretty good. About 84% employee rating their immediate supervisor was good, very good and outstanding. Only 4% mentioned poor and 12% mentioned fair. According to Zhao and Zhou, (2008), lower job satisfaction level and organizational commitment are associated with the higher rate of turnover (Zhao, W. & Zhou, X. 2008). Employees are more motivated to stay and work when the organization is stable and friendly working environment (Bergmann, T.J., & Scarpello, V.G. 2001)

Anita D Misra-Hebert et al stated that a common contributor to turnover is a mismatch between physicians' expectations and organizational culture or rules, although greater understanding of ways to assess and to predict such mismatch is needed. The costs and consequences of physician turnover are substantial and may include: (a) financial consequences, (b) effects on patient satisfaction, and (c) effects on the organization and institutional public relations (Anita D Misra-Hebert et al. 2004).

Conclusions

Lack of prospect advancement (25.7%), Relocation to other area (25.7%) and Promotion (19%), are responsible for main reasons of resignation among all medical practitioners. Approximately 24% of resigned doctors suggested increasing the staff number. Increased staff would improve the working condition, reduce burnout, fatigue, stress and which would decrease the turnover of medical practitioners. It is paramount important to hire more medical specialist and retain them in order to get accreditation of relevant departments

Conflict of Interest

Authors declare that they do not have any conflict of interest.

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