

**A diagnostic study on employee turnover at
Fresenius medical care**



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DECLARATION

We, the students of SPA (School of professional Advancement), declare that all project work entitled (A study of high turnover rate of the employees of FRESENIUS Medical Care) is our own unaided work and we must clearly identify if we make use of material from any other sources, in correct manners.

We do therefore declare that the work reported in this project, which we shall present for assessment must be carried out by ourselves only; it is original and authentic to the best to our knowledge and not submitted to any other university or institution for the award of any degree. This information is purely of academic interest.

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Abstract

Employee turnover is a matter of great importance to private and public sector organizations. This importance reflects the tremendous financial and other costs, often linked with turnover. Employee turnover leads to increased personnel expenses, especially in the areas of recruitment and training. These costs will not happen if the organizations retain their employees. Our purpose to conduct this research is to look for the causes of high turnover rate in the Fresenius Medical Care, Pakistan. This research is pragmatic based and by conducting this extensive study, we tried to diagnose the root cause of “Employee Turnover” in Fresenius.

This is a serious issue for the company which needed to be solved and hopefully it would affect the bottom line of the company. So all these things made us interested to study in this area.

For this purpose qualitative analysis has been done. For qualitative analysis we have collected data through one-to-one interviews and analysis was done through NVivo 11. It was found that following factors affect the turnover in Technical Service Department in Fresenius Medical Care:

- a. Compensation and benefits
- b. Lack of employee engagement
- c. Excessive workload
- d. Poor internal communication.

CHAPTER 1: INTRODUCTION

1.1. Background

Human Resource is the most essential asset of an organization. The Organizations cannot achieve intended goals without Human Resource. Due to this core reason, employees are hired in an organization. Human capital is concerned with the value that people add to the organizations (Baron and Armstrong, 2007). So, effective HR management plays vital role to utilize and retain employees that are well trained and well experienced for attaining organizational success in all dimensions. Effective Human Resource Management faces several challenges and employee retention is one of the great challenges that are being faced by modern day organizations. And this is the challenge that has been selected as main point of this study that affects the productivity and efficiency of any organization.