Factors Influencing Nurses Turnover Intension in Teaching Hospital, Chitwan

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Abstract: Nurses' turnover intention refers to nurse's intention to voluntarily leave an organization and nurses' turnover intention ultimately cause nurses' turnover. This study designed to find out the factors influencing nurses' turnover intentions in teaching hospital of Chitwan.A descriptive cross sectional research design was used for the study. Total 109 respondents who were registered nurses having at least 3 months experience in Chitwan Medical College Teaching Hospital were selected by simple random sampling technique. Structured questionnaire was used to collect the data. Obtained data were edited, coded and entered into Epi Data 3.1 andexported toIBM Statistical Package for Social Sciences (SPSS) version 20.0 program by using descriptive (frequency, mean, median, standard deviation) and inferential statistics (χ test).Out of 109 respondents, half of the respondents (50.5%) had turnover intention, more than half (56%) of the respondents were dissatisfied with the job and more than half of the respondents (56 %) were not committed to the organization. Job satisfaction (p =0.01, β= -1.2) and Organizational commitment (p=0.026, β=-0.53) were significant factors of the nurses turnover intention in CMCTH.
The factors which influence nurses' turnover intention are nurses' job satisfaction and nurses' organizational commitment. Nurse turnover intention could be prevented by improving staff satisfaction with workplace policies, improving work environments, providing equitable pay, and offering career promotions to their staff.
Keywords: Nurses turnover, Nurses turnover intention, Factors

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I. Introduction

Turnover can be defined as cessation of membership in an organization by an individual who received monetary compensation from the organization. There are two types of turnover can be identified, external and internal.[1]Turnover rate is calculated by dividing the number of resignations by the number of nurses in a specific period of time, usually a calendar year.[2]

Turnover intention refers to an employee's intention to voluntarily leave an organization.[3]Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or organization plans to take away to the employees from their position positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.[4]Nurses' intention to leave their organizations can be affected by different variables such as age, gender, and marital status. Unmarried as well as younger nurses had greater intention to leave their job. Male nurses and those educated in a university are also more likely to leave.[5]

Newly appointed nurses are satisfied with their jobs and pay and feel committed to the organization, and turnover intention decrease.[6]Highly job related stress and low job satisfaction were showed with high burnout syndrome, particularly in the emotional exhaustion and depersonalization dimensions. Low job satisfaction and high emotional exhaustion were associated with high turnover intention among workers.[7]Frequently turnover is nursing profession affect to quality patient outcomes as well as it leads to losing competent and qualified nurses.[8]Psychological environmentwas also influence turnover intentionofemployee.[9]

Study byApplebaumD, Fowler S, Fiedler N, Osinubi O, and Robson M. has reported nurses give more attentionto their surroundings and "do their job." Working situation is common environmental stressorsthatcan be stressful to staff and it ultimately influence job satisfaction so thatstaffsintentionisto change jobs. Eliminating these stressors has the potential to improve staff satisfaction and retention of employee. Stress in work environment also indirectly influences intention to change jobs.[10] Job satisfaction, organizational commitment, low level of salary and low training opportunities was major factors of nurses turnover intention in an organization.[11]

There is strong relationship between the quality of work, perception of health, and normative organizational commitments on turnover intentions of the staffs.[12] Transactional leadership style showed positive correlation with nurses' turnover.[13]Pay and pay-related variables have major effect on turnover rate of

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employee. This study found that there was relationship between pay, employee's performance and turnover of the employee. It is concluded that when employees are underpaid, performance is affected and turnover increases.[14]

Job satisfaction can be increaseif organization provide a satisfactory salary, promotion opportunities or having good relations with one's co-workers, but other factors may affect such as, through strengthening the variables that are related to job. Job satisfaction leads to improvement in the commitment level of employees thus reducing the turnover intentions.[15]

The employees who are satisfied on their work environment will retain their jobs for prolonged time and not quit. Job satisfaction is a factors to reduces employees' turnover intention which leads to adoption of standard pay structure, conducive nature of work and efficient supervision.[16]

Job satisfaction, compassion fatigue, and traumatic events were influenced turnover of the staffs, and job satisfaction was affected by different factors such as workload, problem-focused coping, peer support, family-friend support and compassion fatigue.Positive correlations found between compassion fatigue among employee and burnout (r =.37, p<.001).[18]

II. Materials and Methods

A descriptive cross-sectional research design was used to find out the factors influencing nurses' turnover intentions among nurses working in different units of Chitwan Medical College Teaching Hospital, Bharatpur. A total 109 nurses were selected for the study using simple random sampling technique through lottery method. Those nurses who were working at administrative level, nursing supervisors and working experience less than 3 months were excluded from the study. Data were collected from July-August 2018 using job satisfaction survey and employee commitment survey and turnover intention scale. Prior to data collection, ethical approval was obtained from Chitwan Medical College Institutional Review Committee and data collection permission was taken from Chitwan Medical College Teaching Hospital. Verbal informed consent was also obtained from each respondent prior to data collection. The collected data was checked, reviewed and organized daily for its accuracy, completeness and consistency. The data was entered in IBM SPSS version 20.0. Descriptive statistics such as frequency, percentage, mean and standard deviation was used for the socio-demographic and knowledge related items and inferential statistics (χ^2 test) was used to find out the association between variables.

III. Results

The data was collected from 109 numbers of nursing staffs from ChitwanMedical College Teaching Hospital, Chitwan. The collected data was analyzed by using descriptive statistics in term of frequency and presented in different tables.

Table1: Respondents' Professional Related Characteristics

n=109

Variable	Frequency	Percentage
Age (in years)		
≤ 22	65	59.6
> 22	44	40.4
Professional qualification		
PCL level	80	73.4
Bachelor level	29	26.6
Designation		
Staff nurse	95	87.2
Senior staff nurse	14	12.8
Work experience		
< 1 year	55	50.5
1 - 3 year	41	37.6
>3 year	13	11.9
Job opportunities (in-service education, training)		
Yes	96	88.1
No	13	11.9

Table 1 shows that slightly more than half (59.6%) belonged to age group less than 22 years.The Median age is 22 and Interquartile range is 4 where minimum age was 18 years and maximum age was 28 years. Most of the respondents (73.4%) had completed PCL level in nursing, majority (87.2%) respondents were working as Staff nurse,(88.1%) got job opportunities in in-service education and half of the respondents (50.5%) had work experience less than 1 year.

Table 2: Respondents' Turnover Intention

n=109

Turnover Intention	Frequency	Percentage
No(≤19)	54	49.5
Yes(>19)	55	50.5
Total	**109**	**100.0**

Median=19; IQR(Inter Quartile Range)=21-17, min=13 and max =27

Table 2 shows that half of the respondents (50.5%) had turnover intention.

Table 3: Respondents' Scores on Different Domains of Job Satisfaction

n=109

Domain	Min	Max	Mean	SD	Mean %
Pay	4	24	10.13	3.876	42.21
Promotion	4	24	12.50	3.785	52.08
Supervision	4	24	15.04	4.617	62.67
Benefits	4	24	11.79	`3.837	49.15
Rewards	4	24	12.41	3.702	51.70
Operating condition	4	24	10.40	2.900	43.33
Coworkers	4	24	15.21	4.530	63.37
Work	4	24	14.08	4.336	58.67
Communication	4	24	13.48	4.001	56.17

Table 3 illustrates the level of satisfaction on different domains. Here, supervision (62.67%) and coworker (63.37%) had higher mean percentage whereas pay (42.21%) and operating condition (43.33) has lower score. This indicates that respondents were highly satisfied with the supervision and coworkers whereas dissatisfied with the pay and operating condition.

Table 4: Respondent's Level of job satisfaction

n=109

Level of job satisfaction	Frequency	Percentage
Dissatisfied(≤126)	61	56.0
Satisfied(>126)	48	44.0
Total	**109**	**100.0**

Median = 119; IQR (Inter Quartile Range) =131-105, min=69 and max=152

Table 4 shows that more than half (56%) of the respondents were dissatisfied with the job.

Table 5: Scores on Different Domains of Organizational Commitment

n=109

Domain	Min	Max	Mean	SD	Mean %
Affective commitment	7	42	22.98	6.239	54.71
Continuance commitment	7	42	23.35	4.705	55.59
Normative commitment	7	42	22.87	5.063	54.45

Table 5 illustrates continuance commitment had higher mean score (55.59%) whereas normative commitment (54.71%) and affective commitment (54.45%) had lower mean score.

Table 6: Respondent's Level of Organization Commitment

n=109

Level of Organization Commitment	Frequency	Percentage
Not-committed (≤70)	61	56.0
Committed (>70)	48	44.0
Total	**109**	**100.0**

Median = 70; IQR (Inter Quartile Range) =78-62, min=41 and max=99

Table 6 shows that more than half of the respondents (56 %) were not committed to the organization.

Table 7: Association of Respondents' Turnover Intention with selected variables

n=109

Variables	Turnover Intention		χ^2	p value
	Yes N%	No N%		
Age				
≤ 22 years	32(49. 2)	33(50.8)	0.09	0.76
> 22 years	23(52.3)	21(47.7)		
Professional Qualification				
PCL level	44(55.0)	36(45.0)	3.48	0.115
Bachelor level	11(37.9)	18(62.1)		

Work Experience				
< 1 years	10 (41.7)	14 (58.3)	0.95	0.329
≥1 years	45(52.9)	40 (47.1)		
Designation				
Staff Nurse	49(51.6)	46(48.4)	0.37	0.542
Senior Staff Nurse	6 (42.9)	8 (57.1)		
Job Satisfaction				
Dissatisfied	22 (36.1)	39(63.9)	11.48	0.01**
Satisfied	33 (68.8)	15 (31. 2)		
Organizational Commitment Low	25(41.0)	36(59.0)	4.97	0.026*
High	30(62.5)	18(37.5)		

Significance level at <0.05, * denotes significant and ** denotes highly significant

Job satisfaction (p=0.01) and organizational commitment (p=0.026) were statistically significant with the turnover intention of the respondents (showed in table 7).

IV. Discussion

The results of the study revealed that regarding nurses turnover intention, about half (50.5%) of the nurses had turnover intention which is similar to the finding ofAyalew studyin which half (50.2%) of the nurses intended to leave their job.[19]

Here, age did not significantly influence turnover intention which is contradict with previous studies in which younger nurses have higher intentions to leave their current organization as compared to the older ones.[19-21] The finding might contradict because there were only young nurses (age group from 18 to 28 years).

The result indicated that job satisfaction is significantly associated with nurses' turnover intention this suggests that the more one is satisfied with one's job the less one is likely to think of leaving or quitting one's job. This finding is supported by many previous studies that have found job satisfaction as a key antecedent of worker turnover intention.[22,17,11]Organizational commitment was found significantly associated with nurses' turnover intention .This result is consistent with the previous studies.[23,11] This shows when the organizational commitment of an employee is high, turnover intention is low.

Clearly, these issues call for a greater focus placed on management interventions to enhance nurse's job satisfaction. Such interventions may include increasing of salaries and other incentives, reducing of long work hours, providing career advancement programs, and utilizing of flexible time. Nurse turnover could be prevented by improving staff satisfaction with workplace policies, improving work environments, providing equitable pay, and offering career promotions to their staff.

V. Conclusion

The factor which influences nurses' turnover intentions are nurses' job satisfaction and nurses' organizational commitment. Higher satisfaction toward job leads to higher commitment toward organization and ultimately low turnover intention. Therefore, the nurse manager and hospital administration to recognize the needs and values of their staff and empower them to create a better work environment.

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