



## An Exploratory Study on the Factors Impacting Turnover Intentions Among Nursing Staff in Coimbatore District

### KEYWORDS

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**ABSTRACT** *The study attempts to explore the factors that impact the Turnover intention of nursing staff working in hospitals in Coimbatore district. 'Turnover intention' is defined as an employee's intention to voluntarily change jobs or companies. Employee's opinion on the influence of the study factors on Turnover intentions is analyzed through various test methods. The research design chosen is descriptive in nature. The sample size to conduct the research is 50 Nursing staff. The universe of the study is nursing staff working in Coimbatore hospitals. Convenient sampling method is used for this study. Primary data was collected using the structured questionnaire and Secondary data were collected through manuscripts of previous research works, journals, websites, etc. Simple percentage analysis, ANOVA, Chi-square, t-Test are used for data analysis. The investigation has remarkably pointed out that the major factors that influence and decide the Turnover intentions are job stress, coworker relationships, work environment, salary level, job satisfaction, work-life balance, Organizational commitment, individual differences, shift work, organization policies, organizational leadership, family social support.*

### INTRODUCTION

Turnover is the rate at which employees leave an organisation and the organisation has an urge to replace the employees. Parting between the employer and employee could be due to various reasons, like retirements, death of an employee, and sometimes resignation. Turnover is one kind of employer and employee parting. There are many kinds of turnover. The most troublesome turnover is dysfunctional turnover, when a highly performing employee leaves the organisation. It results in high cost to the organisation also creates acute reputation. In recent times, turnover among nursing staff has eminently increased. Nurse turnover has become infelicitous trend for healthcare employers. It has inclined to be expensive and disruptive, and it also threatens the quality of health care and patient safety.

Nursing staff leave their jobs for a numerous reasons, both voluntary and involuntary. There are many factors associated with their turnover and the intention to leave the organisation or job. The bottom line is that it is extremely difficult to quantify and compare turnover rates among nurses. The consequences and costs of turnover are inconceivable. Some of the consequences are the following

- Decreased quality of patient care
- Loss of patients
- Increased contingent staff cost
- Increased nurse turnover
- Increased staffing cost
- High accident and absenteeism rates
- Low work place morale

Turnover is inevitable. But imprudent turnover is often a symptom of a rudimentary problem within a business or an organisation. The key imperative of this paper is to identify and explore the factors that are analogous with turnover intentions of nursing staff.

### REVIEW OF LITERATURE

**Jeffrey A. Alexander et al.**, (1998)<sup>1</sup> used emphasized on individual characteristics, job satisfaction, and intention to quit explain turnover among nursing personnel. Turnover is seen as a multistage process linking social and experimental orientations, attitude towards their job and the decision to quit the job and also the behavior of actually quitting. Intention to quit generally preceded turnover. Professional growth opportunities and workload was an important yet indirect predictor of turnover. Dissatisfaction with work hazards and relationships with coworkers were both indirect and direct predictors of turnover.

**Griffeth et al.** (2000)<sup>2</sup> elucidated that pay and pay-related variables have a diffident effects on turnover. Their analysis also included studies that examined the relationship among pay, a person's performance and turnover. When high performers are inadequately rewarded, they quit. If jobs provide satisfactory financial incentives employees tend to remain with organisation. There are numerous factors that cater employees quit from organisations including poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organisation and toxic workplace environment (Abassi et al., 2000)<sup>3</sup>.

**Dormio** (2005)<sup>4</sup> defined turnover intention refers to individual's perceived likelihood that they will be staying or leaving the employer organization. Turnover intent is defined as the reflection of "the (subjective) probability that an individual will change his or her job within a certain time period"

**Nazim Ali** (2010)<sup>5</sup> measured the level of job satisfaction and its impact on turnover intention. Lecturers of private sector colleges were very much dissatisfied with promotion chances and they were moderately dissatisfied with three facets of job satisfaction: pay, fringe benefits and contingent rewards while moderately satisfied with operating condition, coworkers, nature of work and communication. Turnover intention was directly correlated to pay, promo-

tion, fringe benefits and contingent rewards. Overall job satisfaction was found to have a significant negative association with turnover intention.

**Eunkyung shin et al.,(2013)**<sup>6</sup> studied the relationship between the communication style and turnover intention of new nurses, and to explore whether the predictive factors of turnover intention were similar between two groups of new nurses. Results of the study indicated that emotion-conduct group reported significantly high turnover intention than the support-care group. Those predictors accounted for nearly 42-47% of the variance in the turnover intention of new nurses.

**Iqra Saeed et al., (2014)**<sup>7</sup> are to know the effect of some of the factors which affect the turnover intention of employees. By using linear regression analysis method the authors found that Job satisfaction, job performance and leader membership exchange has a direct negative influence on the turnover intention. The results provide understanding that how these variables affect the turnover intention and how to reduce turnover rate.

### NEED FOR THE STUDY

Turnover affects business in several ways. Mostly, it would incapacitate the functioning of the organisation at a formidable level. A recent study from Walmart reveals that the retailer has realized that staff turnover was hurting its business, and they are willing to spend \$1 billion this year on higher pay and more career opportunities to keep store workers in their jobs. In nursing sector turnover is very high when compared to other sectors. About 17.5 percent of newly licensed registered nurses leave their first job within a year and 33.5 percent leave within 2 years. "A high turnover rate at a hospital could be paradoxical". So the management should be aware of the multi facet artefact effectuating turnover among Nurses.

### STATEMENT OF THE PROBLEM

High rate of turnover among nurses impacts significant costs to the hospital. An employee leaves an organisation for any of the varied reasons, including better offer, switching over to new profession or dissatisfaction with the current position or the culture of the work place. It is not only the key employees who are an important asset; every employee performing the day-to-day work of an organisation can cause a loss to the business. But if the organisation takes up the measures to retain the employees can survive well in the market. When an employee leaves the organisation, the productivity too affects effecting the reputation of the hospital. Hence, it is essential to find out and enumerate the factors impacting turnover intention among nursing staff.

### OBJECTIVE OF THE STUDY

- To ascertain the factors that affect turnover intention among nurses working in private hospitals in Coimbatore.
- To formulate recommendations if any.

### SCOPE OF THE STUDY

Nursing is a primary function not only to the health care they are employed but to the whole society. A problem well defined is half solved. Measuring something paves way to solve the issue. This study focuses on the conundrum, 'turnover'. By understanding the reasons behind turnover and analyzing the psychological attributes contributing to turnover intention shall show the pathway as where interventions are required either to cope or to com-

bat this crucial issue. The study initially confines to identify the variables that constitute an intention to turnover and opens up avenues for further research in the untouristed arena of research.

### RESEARCH METHODOLOGY

The research design is descriptive in nature. The universe of the study here alludes to the Nurses employed in private hospitals in Coimbatore district. The sample size for the research is 50 employees. The filled in questionnaire were 43 out of 50. The respondents were selected by using convenient sampling technique. Structured questionnaire was used for primary data collection. Secondary data was collected from research work, magazines, websites, published journals. Simple Percentage Analysis, Analysis of variance (ANOVA), Chi-Square test and T-Test were used for analysis using SPSS (Statistical package for social sciences).

**TABLE 1 SHOWING CLASSIFICATION BASED ON PERSONAL FACTORS**

Demographic details	Content	Frequency	Percentage
Gender	Male	0	00.0
	Female	43	100.0
Age	Below 25	8	18.6
	26-30	10	23.3
	31-45	21	48.8
	36-40	3	7.0
	45 and Above	1	2.3
Marital status	Married	32	74.7
	Unmarried	11	25.6
No of years of experience	Below 5	9	20.9
	6-10	18	41.9
	11-20	13	30.2
	21 and Above	3	7.0

Source: Primary data

### Inference:

Table 1 shows that Majority of 49% of the respondents belong to the age group of 31-45 years and only 2.3 % of the respondents belong to the age group of 45 and above. All the respondents are female. Majority 74.7% of the respondents are married and 25.6% of the respondents are unmarried. 20.9% of the respondents have below 5 years of experience and 41.9% of the respondents have 6-10 years of experience.

**TABLE 2 SHOWING CLASSIFICATION BASED ON STUDY FACTORS**

S:No	Study Factors	Level of Agreement	No. of Respondents	Percentage (%)
1	Relationship between Employee and Supervisor	Strongly disagree	15	34.9
		Disagree	20	46.5
		Neutral	5	11.6
		Agree	2	4.7
		Strongly Agree	1	2.3

2	Work Environment	Strongly disagree	26	60.5
		Disagree	11	25.6
		Neutral	1	2.3
		Agree	3	7.0
		Strongly Agree	2	4.7
3	Job clarity and Responsibility	Strongly disagree	22	60.5
		Disagree	16	37.2
		Neutral	4	9.3
		Agree	1	2.3
		Strongly Agree	0	0
4	Work-Life Balance	Strongly disagree	20	46.5
		Disagree	17	39.5
		Neutral	3	7.0
		Agree	2	4.7
		Strongly Agree	1	2.3
5	Rewards and Recognition	Strongly disagree	6	14
		Disagree	7	16.3
		Neutral	3	7.0
		Agree	14	32.6
		Strongly Agree	13	30.2
6	Work load and Stress	Strongly disagree	1	0
		Disagree	20	0
		Neutral	21	4.7
		Agree	42	46.5
		Strongly Agree	1	48.8

Source: Primary data

Table 2 reveals that maximum 46.5 % of the respondents have disagreed that they do not have mutual relationship with their supervisor and 60.5% of the respondents strongly disagreed that they don't feel good work environment in their work place and only 4.7% of the respondents have agreed that they have good work environment. About 51.3% of the respondents have strongly agreed that there is no proper job clarity and responsibility in their workplace and 2.3% of the respondents have strongly agreed that there is clarity in their job and responsibilities. About 46.5% have disagreed that they have good Work-Life balance and about 4.7% have agreed that they have work-Life balance. 30.2% of the respondents have strongly agreed that there are proper and unbiased rewards and recognition for their work and performance and 32.6% agreed the same. 48.8% have strongly agreed that they don't feel free from work load and stress from workplace.

TABLE 3 ONE-WAY ANALYSIS OF VARIANCE BETWEEN AGE AND STUDY FACTORS OF TURNOVER INTENTION

S.No	Factors	Age in yrs	N	Mean	SD	F	P
1	Relationship	Below 25	8	1.38	0.518	1.374	0.26
		26-30	10	2.20	1.135		
		31-35	21	2.00	0.949		
		36-40	3	1.67	0.577		
		45 and Above	1	3.00			
2	Work Environment	Below 25	8	1.88	1.642	3.735	
		26-30	10	1.20	0.422		
		31-35	21	1.62	0.805		
		36-40	3	3.67	1.528		
		45 and Above	1	1.00			

3	Job clarity and Responsibility	Below 25	8	1.75	0.463	1.804
		26-30	10	2.10	0.994	
		31-35	21	1.43	0.676	
		36-40	3	1.33	0.577	
		45 and Above	1	1.00		
4	Work-Life balance	Below 25	8	2.00	1.069	1.487
		26-30	10	1.30	0.483	
		31-35	21	1.76	0.768	
		36-40	3	2.33	2.309	
		45 and Above	1	3.00		
5	Rewards and Recognition	Below 25	8	4.00	1.604	1.172
		26-30	10	3.80	1.135	
		31-35	21	3.38	1.465	
		36-40	3	2.33	1.528	
		45 and Above	1	2.00		
6	Work load & Stress	Below 25	8	4.25	0.707	0.676
		26-30	10	4.56	0.527	
		31-35	21	4.48	0.512	
		36-40	3	4.67	0.577	
		45 and Above	1	5.00		

Source: Primary data

**Inference:**

Table 3 shows that there is a significant mean difference that exists on relationship between employee and supervisor based on the respondents age. There is a significant mean difference that exists on job clarity and responsibility based on age. There is a significant mean difference that exists between Work-Life balance of Nursing staff and age. There is a significant mean difference that exists on job satisfaction factors on the basis of age. There is a significant mean difference that exists on Rewards and recognitions provided in the hospital on the age of the respondents. There is a significant mean difference exists on work load and stress among nursing staff on age. There is no significant mean difference that exists on work environment on the basis of age.

TABLE 4 CHI SQUARE TEST SHOWING THE ASSOCIATION BETWEEN AGE OF THE RESPONDENTS AND WORK-LIFE BALANCE.

- **Alternative Hypothesis (H<sub>1</sub>):** There is an association between age of the respondents and Work-Life balance of nursing staff
- **Null Hypothesis (H<sub>0</sub>):** There is no association between age of the respondents and Work-Life balance of nursing staff

Parameters	Value	Df	Asymp.sig. (2 sided)
Pearson chi-square	33.921 <sup>a</sup>	16	0.026

Likelihood Ratio	19.971	16	0.222
Linear-by-Linear	0.753	1	0.385

Source: Primary data

**Inference:**

Hence, the Alternative hypothesis ( $H_1$ ) is accepted. There is an association between age of the respondents and Work Life balance of nursingstaff.

- TABLE 5 CHI SQUARE TEST SHOWING THE ASSOCIATION BETWEEN MARITAL STATUS OF THE RESPONDENTS AND WORK LOAD AND STRESS.
- **Alternative Hypothesis ( $H_1$ ):** There is an association between marital status of the respondents and Work load and stress.
- **Null Hypothesis ( $H_0$ ):** There is no association between marital status of the respondents and Work load and stress.

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.431 <sup>a</sup>	2	.806
Likelihood Ratio	.683	2	.711
Linear-by-Linear Association	.235	1	.628

Source: Primary data

**Inference:**

Hence, the Null hypothesis ( $H_0$ ) is accepted. There is no association between Marital status of the respondents and Work load and stress of Nursingstaff.

**TABLE 6 SHOWING 'T'-TEST BETWEEN EXPERIENCES OF THE RESPONDENTS AND REWARDS AND RECOGNITION.**

	Marital Status	N	Mean	Std. Deviation	F	Sig
Work load and stress	Married	31	2.45	1.023	0.607	0.012
	Single	11	2.15	.522		

Source: Primary data

**Inference:**

Table 6 shows that there is significance mean difference that exists on Work load and stress on the basis of marital status.

**MANAGERIAL IMPLICATIONS**

Respondents of different age group have different opinion on the factors that cause turnover. Different age groups have varied influence on Relationship between employee and supervisor (physicians/ reporting authority), job clarity and responsibility. An employer's relationship with their employees has to be nurtured and taken care of in order to be beneficial for both individuals and their co-workers, and the organisation as a whole. It has long been noted that strong employer-employee relationships often lead to greater employee satisfaction and significantly improved productivity. There is a significant difference between age and work-Life balance, which is visible that different age group experience distinct Work-Life balance. So care has to be taken that employees have good Work-Life balance. There is no significant association between marital status and workload and stress. There exists significance difference between marital status and work load and stress which implies that married and single employees experience from work load and stress.

**CONCLUSION**

Turnover is an important factor in a bottom line. Replacing employees can affect a business productivity, expenses and overall performance. If staff's turnover intention can be measured, the likelihood of staff leaving the organization can be determined. This helps to deduce where one can find opportunities to reduce overall turnover. In general, turnover creates monetary and structural stress on the organization it occurs within, especially voluntary turnover. To reduce turnover intention, organizations need to offer strategic compensation benefits, flexible Work policies, Good employee and employer relationship. This study is tried to examine the factors that have an impact on Turnover Intention of nurses working in hospitals in Coimbatore district. Denouements of this study connote that employee supervisor relationship, job clarity and responsibility and work load and work stress have significant influence on Turnover intention.

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