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STUDY ON FACTORS INFLUENCING INTENTION TO QUIT AMONG NURSES



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Abstract: Employee turnover is a problem faced by most of the sectors and it is also applicable to health sector too. Lack of nurses and nurse turnover represent problems for the healthcare system in terms of cost, the ability to care for patients and the quality of care. At a time of current nursing shortage, it is important to understand the reasons why nurses intend to leave the profession. This study thus focused on the factors influencing intention to quit among the nursing professionals. The data were collected from 180 nurses using an interview schedule. The findings of the study reveal that demographic factors - age, education, monthly income and years of experience influence the level of intention to quit. The level of Job stress, job satisfaction and organization commitment do influence the level of intention to quit among the nurses.

Keywords: Job stress, job satisfaction and organization commitment, intention to quit

1. INTRODUCTION

Man power in an organization is the most important asset or resource to enable organization to do their business. Without human resource, the organization will not be able to implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs. It is difficult for management to decide what makes employees happy – to understand and to provide the employee needs. Employee turnover demands serious management attention because of its high performance levels, it puts pressure on the organization scarce resources which turn to be costly, people tend to change jobs within a year rather than choose to grow in one. Thus, it is important to retain the workers in the organization especially competent senior staff or skill workers.

High staff turnover is expensive for any organization. A stable, productive staff reduces the use of per diem temporary staff and reduces the time and money needed to recruit and orient new staff. The expense in human resources is also high. Hospitals are fast paced health care environments that currently staff with Registered Nurse (RN) workforce comprised of new graduate nurses. Retention of nursing staff is a desirable goal for any hospital. Staff turnover is potentially a reducible expense in a cost-conscious health care environment. Turnover intention precedes actual staff turnover. During this phase, actual thought is given to leaving the position, institution, or profession. Several studies have suggested a correlation between stress in nursing and staff turnover. Higher staff turnover was associated with higher levels of nursing stress^{6,7,13,14}. Various factors influence the intention of an individual nurse to leave employment. These factors related to intention to leave, including job stress, job dissatisfaction, wage

dissatisfaction and work shift, etc should be addressed properly. This study thus focused on the factors influencing the intention to quit among the nursing professional. The findings can help hospital administrators and nursing leaders to develop strategies that minimize nurses' intention to leave behaviors, stabilize the nursing workforce, maintain hospital-employee relationships, and prevent nurses from experiencing burnout.

REVIEW OF LITERATURE

Allen and Meyer (1990) also stated employees who are strongly committed are those who are least likely to leave the organization¹. Annette Williams, et, .al. (2003) their study found that respondents had only moderate stress and moderate job satisfaction. Younger nurses and those who had worked less than six years showed higher stress. A moderate inverse relationship between Job Satisfaction and Intent to Leave Employment ($r = -.40, p < .05$) was found². Brough & Frame, (2004) in their study identified job satisfaction and organizational commitment as variables that seem to influence turnover intentions. Job dissatisfaction stimulates the thought of quitting which elicits assessments of the utility of seeking other employment. They also stated that female employees generally have higher turnover levels than males³.

Carbery et al., (2003), employees with lower educational attainment have relatively less turnover intention than more educated employees⁴. Carmeli and Freund (2004) suggested job satisfaction is associated with organizational commitment. One who feels dissatisfied with the job will be the one who is less committed in the job and is most likely to leave his or her current job⁵. Cotton and Tuttle (1998) suggested the more educated are the employees, the higher is the frequency of them considering leaving their

present job⁸. Elangovan (2000) in his study added that commitment had a very strong negative effect on turnover intentions. In other words, the lower the employee commitment, the higher the propensity for the employee to leave. The study also suggested age affected job attitudes and turnover intention⁹.

Fadi El-Jardali (2009) a common predictor of intent to leave the hospital and the country was dissatisfaction with extrinsic rewards. Other predictors of intent to leave (country or hospital) included age, gender, marital status, degree type, pay and dissatisfaction with scheduling, interaction opportunities, and control and responsibility¹⁰. Gery C. Karantzas, (2012) job commitment, job satisfaction, and work stressors directly influenced intentions to quit, although work stressors and supervisor support demonstrated numerous indirect associations on quitting intentions¹¹.

Halfer & Graf, (2006). Their study has shown that new graduate nurses have a higher turnover rate within the first year of practice (35%Y61%) compared with the average reported turnover rate of 8.4% for registered nurses¹². Moore (2002) found that lack of job satisfaction are among the factors that contribute to people's intention to quit their jobs; however, it is important both from the hospital's manager's and the individual's perspective to understand which factors of job satisfaction are related to intention to quit in nursing profession¹⁵. Weisberg and Krischenbaum (1993) and Cotton and Tuttle (1986) found females were more likely to leave companies than males¹⁶.

NEED FOR THE STUDY

Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover is highly detrimental to both the organization as well as the employees. Turnover has an impact over the organization's costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. Additionally, it results in understaffing which in turn lead to decreased effectiveness and productivity of the remaining staff. Most often, quitting intention is consequential to actual quitting behavior. Hence, it is imperative to understand the determinants of quitting intentions so as to arrest the outflow of key personnel and retain competitive edge. Employee turnover is a problem faced by most of the sectors and it is also applicable to health sector too. Lack of nurses and nurse turnover represent problems for the healthcare system in terms of cost, the ability to care for patients and the quality of care. At a time of current nursing shortage, it is important to understand the reasons why nurses intend to leave the profession. This study thus focused on the factors influencing intention to quit among the nursing professionals.

OBJECTIVES OF THE STUDY

The main objectives of the present investigation are:

1. To study the demographic profile of the respondents.
2. To access the level of job stress, organizational commitment, job satisfaction and intention to quit.
3. To study the relationships between demographic variables

and job stress, job satisfaction, organizational commitment and intention to quit.

HYPOTHESIS

H1: There is a significant relationship between job stress and intention to quit.

H2.; There is a significant relationship between job satisfaction and intention to quit.

H3 : There is a significant relationship between organizational commitment and intention to quit.

METHODOLOGY

Descriptive research design is adopted for the present study. The study was conducted in a private hospital in Coimbatore which serves as the universe of the study. The total number of nurses working in the hospital was 600. The researcher adopted simple random sampling technique for selecting the sample for the study. The sample size was confirmed to 180 assuming that 30 percent would be significant to represent the total population. The researcher used interview schedule as a tool for collecting data. The interview schedule consisted of five sections. 1. Personal details 2. Job Stress 3. Job Satisfaction and 4. organizational commitment and 5. Intention to quit. The researcher used the following standardized five point scales for data collecting. The scales were modified by the researcher before administrating data collection. Job Satisfaction Scale (LeRouge et al.,2006), Job Stress Scale (Firth et.al., 2004), organizational commitment (Firth et.al., 2004) and intention to quit (Firth et.al., 2004). The data were then analyzed using various statistical tools like mean, standard deviation, t-test, coefficient of correlation and ANOVA.

OPERATIONAL DEFINITIONS

Job Stress

Category	Score
High	33 and above
Moderate	21-32
Low	20 and below

Job Satisfaction

Category	Score
High	30 and above
Moderate	23-29
Low	22 and below

Organizational Commitment

Category	Score
High	21 and above
Moderate	15-20
Low	14 and below

Intention to quit

Category	Score
High	18 and above
Moderate	10-17
Low	9 and below

RESULTS AND DISCUSSION

Demographic Variables

Variables	Particulars	Frequency	Percentage
Age	25 and below	144	90.0
	Above 25	16	10.0
Gender	Male	6	3.8
	Female	154	96.3
Marital Status	Married	16	10.0
	Unmarried	144	90.0
Educational Qualification	Diploma	62	38.8
	Under Graduation	84	52.5
	Post Graduation	14	8.8
Monthly income	6300 and below	22	13.8
	6301-8700	128	80.0
	Above 8700	10	6.3
Place of stay	Hospital Hostel	132	82.5
	Private Hostel	6	3.8
	Days Scholar	22	13.8
Total Earning members	2 and Below	98	61.3
	Above 2	62	38.8
Total family income	10000 and below	18	11.3
	10001-15000	12	7.5
	15001-20000	50	31.3
	20001-25000	28	17.5
	above 25000	52	32.5
Years of Experience	1 and below	118	73.8
	2-3	26	16.3
	4-5	4	2.5
	above 5	12	7.5
Organization worked earlier	None	130	81.3
	1.00	22	13.8
	2.00	4	2.5
	3.00	4	2.5

The above table shows that majority (90 percent) of the respondents age was below 25 years and vast majority (96 percent) of them were female and unmarried (90 percent). More than half (52.5 percent) of the respondents were graduates and more than one-third (38.8 percent) of them were diploma holders. Majority (80 percent) of the respondents monthly income was between Rs.6301 -8700 and only 6.3 percent were earning an income above Rs.6301. majority (82.5 percent) of the respondents were residing in hospital hostel and only 13.8 percent were days scholars. Above three-fifth (61.3 percent) of the respondents had 2 and less earning members in their family. Less than one-third of the respondents' total family income was between Rs.15001-20000 and 32.5 percent of the respondents total family income was above Rs.25000. majority (73.8 percent) of the respondents had less than one year of experience and only few 7.5 percent had experience above 5 years. Majority (81 percent) of the respondents do not have any experience in other hospitals.

Dependent Variables

Variables	Particulars	Frequency	Percentage
Job Stress	High	34	21.3
	Moderate	90	56.3
	Low	36	22.5
Job Satisfaction	High	32	20.0
	Moderate	114	71.3
	Low	14	8.8
Organizational Commitment	High	22	13.8
	Moderate	126	78.8
	Low	12	7.5
Intention to quit	High	30	18.8
	Moderate	102	63.8
	Low	28	17.5

The above table shows that more than half of the respondents had a moderate level of job stress and 22.5 percent of them had high level of job stress and 21.3 percent of them had low level of job stress. The level of job satisfaction shows that, majority of the respondents (71.5 percent) had moderate level of job satisfaction and 20 percent of them had high level of job satisfaction and 8.8 percent of them had low level of job satisfaction. Majority of the respondents had moderate level of organizational commitment and 13.8 percent of them had high level of organizational commitment and 7.5 percent of the them had low level of organizational. More than three-fifth of the respondents (63.8 percent) had moderate level of intention to quit and 18.8 percent of the respondents had high level of intention to quit and 17.5 percent of the respondents had low level of intention to quit.

Relationship between Demographic Variables and Intention to Quit

Particulars	Value (0.05 level)	Significance
Age and Intention to quit	r = - 0.16	Significant
Edu. Qualification and Intention to quit	F=2.47	Significant
Monthly income and Intention to quit	r = - 0.27	Significant
Years of Experience and Intention to quit	r = -0.17	Significant

The coefficient of correlation value (r = -0.16) shows that there is a significant inverse relationship between age of the respondents and level of intention to quit. It is interpreted that higher the age lower is the level of intention to quit. The finding is in line with Annette Williams,et.al.(2003) younger nurses showed higher stress and intention to leave1.

The ANOVA value (F=2.47) shows that there is a significant difference in the level of intention to quit among different levels of education at 0.05 level. The mean value shows that undergraduate holders had high level of intention to quit compared to post graduation (14.78) and diploma holders (13.90). This findings is supported by Carbery et al., (2003), employees with lower educational attainment have relatively less turnover intention than more educated employees4.

The coefficient of correlation value (r = -0.27) shows that there is a significant inverse relationship between monthly income of the respondents and level of intention to

quit at 0.05 level. It is interpreted that higher the income lower is the level of intention to quit. This finding is supported by Fadi El-Jardali (2009) predictors of intent to leave (country or hospital) included age, gender, marital status, degree type, pay and dissatisfaction with scheduling, interaction opportunities, and control and responsibility¹⁰.

The coefficient of correlation value ($r = -0.17$) shows that there is a significant inverse relationship between years of the respondents and level of intention to quit at 0.05 level. It is interpreted that higher the years of experience lower is the level of intention to quit. Annette Williams, et, .al. (2003) nurses who had worked less than six years showed higher stress and intention to leave. Halfer & Graf, (2006). Their study has shown that new graduate nurses have a higher turnover rate within the first year of practice (35%Y61%) compared with the average reported turnover rate of 8.4% for registered nurses¹².

TESTING OF HYPOTHESIS

Particulars	Value (0.05 level)	Significance
Job stress and Intention to quit	$r = 0.47$	Significant
Job satisfaction and Intention to quit	$r = -0.19$	Significant
Org. commitment and Intention to quit	$r = -0.27$	Significant

H1: There is a significant relationship between job stress and intention to quit.

The coefficient of correlation value ($r = 0.47$) shows that there is a significant relationship between level of job stress and level of intention to quit at 0.05 level. It is interpreted that higher the level of job stress higher is the level of intention to quit. Hence the null hypothesis is rejected and research hypothesis is accepted. This finding is in line with Cangelosi, Markham, & Bounds, 1998; Cohen-Mansfield, 1995; Hemingway & Smith, 1999; Lucas, Atwood, & Hagaman, 1993) Higher staff turnover was associated with higher levels of nursing stress^{6,7,13,14}.

H2.: There is a significant relationship between job satisfaction and intention to quit.

The coefficient of correlation value ($r = -0.19$) shows that there is a significant inverse relationship between level of job satisfaction and level of intention to quit at 0.05 level. It is interpreted that higher the level of job satisfaction lower is the level of intention to quit. Hence the null hypothesis is rejected and research hypothesis is accepted. This finding is in line with Zurn et al., (2005). Shortages can be a symptom of low job satisfaction, poor management and lack of organizational support⁷.

H3 : There is a significant relationship between organizational commitment and intention to quit.

The coefficient of correlation value ($r = -0.27$) shows that there is a significant inverse relationship between level of organizational commitment and level of intention to quit at 0.05 level. It is interpreted that higher the level of organizational commitment lower is the level of intention to quit. Hence the null hypothesis is rejected and research hypothesis is accepted. This finding is in line with Elangovan (2000) in his study added that commitment had a very strong

negative effect on turnover intentions. In other words, the lower the employee commitment, the higher the propensity for the employee to leave.

CONCLUSION

Employee turnover has become a serious management problem because of its financial and moral impact on the organization scarce source. Today, organizations are finding it difficult to retain employees as a result of many baby boomers retiring from the workforce. Thus, employee turnover greatly demands management attention and; do whatever they can to retain and motivate existing employees.

Human resources are the most valuable assets in any organization particularly high performing employees; and when it starts leaving, it is an indication that the organization is in trouble. Management and leadership needs to motivate and reward high performance employees in order to prevent them from leaving.

Thus this study concludes that moderate level of job stress, job satisfaction, organizational commitment and intention to quit was found among the respondents. The demographic factors like age, education, monthly income and years of experience influence the level of intention to quit. The level of Job stress, job satisfaction and organization commitment do influence the level of intention to quit among the respondents.

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