

The factors affecting on Turnover Intention of Nurses

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Abstract

Background/Objectives: Many medical institutions are struggling with nurse turnover rate which is increasing. Therefore, in this study, factors that affect the turnover intention of nurses was attempted to identify.

Method/Statistical Analysis: The study was conducted to 250 nurses working at general hospitals with more than 500 sickbeds located in Seoul from Feb 1 to Feb 28, 2019. The general characteristics of the subjects and the reasons for turnover were calculated by frequency and percentage, and the factors affecting turnover were acquired from the mean and standard deviation. A logistic regression analysis was conducted to identify the factors affecting turnover.

Findings: In terms of the number of turnovers, 58.1% was 1 time, 29.0% was 2 times, 9.7% was 3 times, and 3.2% was 4 times. For the question of whether there is a turnover intention, 42.9% answered 'yes' and 57.1% answered 'no', and the side with the answer 'no' was higher. Reasons for turnover by logistic regression analysis showed a significant difference in the 20s, single, 4-6 years of career nurses, adequacy of pay, and shift work. This shows a desire that nurses who are free from family members, who have a basic career and can easily access despite turnover into any hospital organization, and can build their careers, hope to receive proper pay they expect, and hope to work in the day time on weekdays free of physical physiological difficulties caused by shift work.

Improvements/Applications: The factors affecting the turnover intention of hospital nurses need to be made at the level of the hospital organization as well as the efforts of the nursing department.

Keywords: Turnover, Job immersion, Job stress, Job satisfaction, Clinical Nurse, Korea.

Introduction

Organizations incessantly strive to achieve their goals, and individuals would like to attain their goals through the organization^[1]. Modern hospital organizations have diverse human resources for efficient treatment of subjects, which complicates the organization and there is a possibility of conflict caused by heterogeneity between occupations^[2]. As the

turnover intention is the act of voluntary departure or transfer of members of the organization, exploring other jobs, or thinking about turnover^[3], the high turnover rate of members of the organization are regarded as an important indicator of organizational and workforce management. As nurses are the most important human resources of the hospital and they can affect the competitiveness and efficiency of the hospital, it is very significant to have a sufficient number of nurses^[4,5]. With the characteristic of the organization that supports for providing high quality professional care to patients^[6], the nursing work environment means the degree of nurses' participation in hospital policy, the adequacy of workforce and resources for professional nursing practices, establishing a foundation for providing quality care, and an environment that forms a cooperative

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relationship for solving problems [7]. It was mentioned that this positive nursing work environment leads to an improvement in the quality of nursing, which causes to increase job satisfaction and decrease job burnout of nurses, which affects the turnover intention [8]. Moreover it was reported that job immersion and job satisfaction of nurses have an effect on the turnover intention [9]. Nurses' job immersion affects job satisfaction [10-13] and nurses who have low job satisfaction experience absence from work and turnover [9]. Verbal violence was also reported to lead to incline nurse turnover rate [14]. Nurse's pay, furthermore, was reported to affect the turnover intention [6,15-16]. However, in another study, it was found that low pay has no significant effect on turnover intention or turnover [17].

Many medical institutions are struggling with nurse turnover rate which is increasing [19]. The high turnover rate of nurses has been pointed out as a negative factor that inhibits good quality nursing care [20]. Previously, a study regarding job satisfaction, job stress, empowerment, organizational commitment and burnout has been progressed to identify the turnover and turnover intention of nurses [9-10,21]. However, in order to understand the turnover phenomenon of nurses, rather than concentrating on the process or cause of turnover, there is a need arises to consider the process and causes by which turnover does not occur [5,22-23]. Therefore, in this study, factors that affect the turnover intention of nurses was attempted to identify.

Method

For the study, after explaining the purpose of the study and requesting consent to a total of 250 nurses working at general hospitals with more than 500 sickbeds located in S city from Feb 1 to Feb 28, 2019, the questionnaires were distributed to them and answered in a self-filled method. 238 out of 250 questionnaires were collected and 210 questionnaires except for unsatisfactory responses were analyzed. The questionnaire consisted of 7 general questions, 2 questions for turnover intention, and 2 questions for factors related to turnover. The data collected in the study were analyzed using the SPSS/WIN 21.0 program as follows. The general characteristics of the subjects and the reasons for turnover were calculated by frequency and percentage, and the factors affecting turnover were acquired from the mean and standard deviation. A logistic regression analysis was conducted to identify the factors affecting turnover. The statistical significance level was set to .05.

Result and Discussion

Table 1 showed that the average age of nurses was 31.8 years old, with 55.7% in the 20s, and in terms of marital status, 67.6% was single. As for the educational background, associate degree was 40.5%, bachelor's degree was 53.3%. Regarding career, 34.8% was less than 2 years, and 34.3% was more than 9 years, and the average of career was 7.7 years. In terms of the type of residence, it was shown that 64.3% was a residence with family. Regarding position, general nurses were 73.3%. As for the working department, it was found that wards were the highest at 31.4%. Concerning turnover experience, 32.9% had turnover experience and 67.1% had no experience. In terms of the number of turnovers, 58.1% was 1 time, 29.0% was 2 times. For the question of whether there is a turnover intention, 57.1% answered 'no'.

Table 1. General characteristics of the subject

Variables	N	%	
Age	20s	117	55.7
	30s	53	25.2
	40s and above	40	19.0
Marital status	Single	142	67.6
	Married	68	32.4
Education	Associate degree	85	40.5
	Bachelor's degree	112	53.3
	Master's degree	13	6.2
Career	~2 years	73	34.8
	3~4	29	13.8
	5~6	21	10.0
	7~8	15	7.1
	9~	72	34.3
Residence	With family	135	64.3
	Single	57	27.1
	Others	18	8.6
Position	Temporary nurse	33	15.7
	General nurse	154	73.3
	Nurse manager	19	9.0
	Head nurse	4	1.9
Department	Ward	66	31.4
	Intensive care unit	53	25.2
	Surgery recovery room	12	5.7
	Emergency room	16	7.6
	Outpatient	15	7.1
Turnover experience	Others	48	22.9
	Yes	69	32.9
	No	141	67.1

Variables		N	%
Turnover number	1 time	36	58.1
	2 times	18	29.0
	3 times	6	9.7
	4 times	2	3.2
Turnover intention	Yes	90	42.9
	No	120	57.1
Turnover reason	Working environment	67	31.9
	Shift work	60	28.6
	Workload	44	21.0
	Pay	24	11.4
	Welfare Benefits	12	5.7
	Nurse's status	3	1.4
Total		210	100.0

Table 2 showed that as for factors affecting turnover, in the case of age, it was shown that having turnover

intention was 29.8 ± 7.3 , no turnover intention 33.2 ± 9.9 . In the case of marital status, it was shown that when single, having turnover intention was 78.9%, no turnover intention was 59.2%, and when married, having turnover intention was 21.1%, no turnover intention was 40.8%. In the case of education background, it was shown that when associate degree and above having turnover intention was 36.7%, no turnover intention was 43.3%, and when bachelor's degree, having turnover intention was 61.1%, no turnover intention was 47.5%, and when master's degree and above, having turnover intention was 2.2%, no turnover intention was 9.2%. In the case of career, it was shown that having turnover intention 6.0 ± 6.5 , no turnover intention 9.0 ± 8.5 . According to the residence type, it was shown that when residence with family, having turnover intention was 55.6%, no turnover intention was 70.8%, and in other types, having turnover intention 44.4%, no turnover intention 29.2%.

Table 2. Factors affecting turnover

Variables		Yes	No	P
		N(%) or M±SD		
Age		29.8±7.3	33.2±9.9	.004
Marital status	Single	71(78.9)	71(59.2)	.000
	Married	19(21.1)	49(40.8)	
Education	Associate degree	33(36.7)	52(43.3)	.040
	Bachelor's degree	55(61.1)	57(47.5)	
	Master's degree	2(2.2)	11(9.2)	
Career		6.0±6.5	9.0±8.5	.004
Residence type	With family	50(55.6)	85(70.8)	.020
	Other types	40(44.4)	35(29.2)	
Department	Ward	31(34.4)	35(29.2)	.370
	Intensive care unit	26(28.9)	27(22.5)	
	Surgery recovery room	3(3.3)	9(7.5)	
	Emergency room	5(5.6)	11(9.2)	
	Outpatient	4(4.4)	11(9.2)	
	Other	21(23.3)	27(22.5)	
Position		1.9±0.6	2.0±0.6	.039
Turnover experience	Yes	30(33.3)	39(32.5)	.510
	No	60(66.7)	81(67.5)	
Turnover number		1.8±0.9	1.5±0.7	.149
Turnover reason	Pay	17(18.9)	7(5.8)	.020
	Workload	15(16.7)	29(24.2)	
	Welfare	7(7.8)	5(4.2)	
	Shift work	19(21.1)	41(34.2)	
	Work environment	31(34.4)	36(30.0)	
	Nurse's status	1(1.1)	2(1.7)	
Total		90(100.0)	120(100.0)	

As for the turnover reason, it was shown that in the workload, having turnover intention 16.7%, no turnover intention 24.2%, and in the shift work, having turnover intention 21.1%, no turnover intention 34.2%, and in the work environment, having turnover intention 34.4%, no turnover intention 30.0%, and in the nurse’s status, having turnover intention 1.1%, no turnover intention 1.7%.

Table 3 showed that reasons for turnover by logistic regression analysis showed a significant difference in the 20s, single, 4-6 years of career nurses, adequacy of pay, and shift work. This shows a desire that nurses who are free from family members, who have a basic career and can easily access despite turnover into any hospital organization, and can build their careers, hope to receive proper pay they expect, and hope to work in the day time on weekdays free of physical physiological difficulties caused by shift work.

Table 3. Reasons for turnover by logistic regression analysis

Variables		OR(95% CI)	p
Age	20s	3.1(1.37-6.81)	.006
	30s	2.0(0.80-4.86)	.141
	40s and above	Reference	
Marital status	Single	2.6(1.38-4.81)	.003
	Married	Reference	
Education	Associate degree	3.5(0.73-16.75)	.118
	Bachelor’s degree	5.3(1.12-25.04)	.035
	Master’s degree	Reference	
Career	~3	1.9(1.03-3.47)	.039
	4~6	3.2(1.34-7.45)	.009
	7~	Reference	
Residence	With family	0.5(0.29-0.91)	.023
	Others	Reference	
Position	Temporary nurse	3.8(1.21-12.25)	.023
	General nurse	2.1(0.77-5.54)	.148
	Manager or head nurse	Reference	
Department	Ward	1.1(0.54-2.40)	.733
	Intensive care unit	1.2(0.57-2.71)	.594
	Surgery recovery room	0.4(0.10-1.78)	.244
	Emergency room	0.6(0.18-1.94)	.381
	Outpatient	0.5(0.13-1.68)	.244
	Others	Reference	
Turnover experience	Yes	1.0(0.58-1.86)	.899
	No	Reference	
Pay is a turnover reason	Yes	3.8(1.49-9.51)	.005
	No	Reference	
Workload is a turnover reason	Yes	0.6(0.31-1.26)	.188
	No	Reference	
Welfare benefits is a turnover reason	Yes	1.9(0.59-6.32)	.272
	No	Reference	
Shift work is a turnover reason	Yes	0.5(0.27-0.97)	.040
	No	Reference	
Work environment is a turnover reason	Yes	1.2(0.68-2.20)	.494
	No	Reference	
Nurse’s status is a turnover reason	Yes	0.7(0.06-7.43)	.739
	No	Reference	

Discussion

Nurses are currently working in health and medical institutions are 45.5% as of 2014, and more than 86% of hospital-level medical institutions do not comply with the nursing workforce standards [23]. Despite the fact that more than 20,000 nurses graduate every year, the reason why there is a lack of nurses in the field may be due to the high turnover rate. In 2015, the turnover rate of nurses was 12.4% on average, which is considerably higher than 2.16%, the turnover rate of other health workers. As turnover intention is directly linked to turnover [9], it is necessary to pay attention to turnover intention and relevant factors in order to reduce the turnover rate of nurses.

In this study, as a factor affecting turnover intention, nurses in their 20s showed a significant difference of .006, which is considered to receive a lot of real shock between theory and clinical practice. In order to tackle this problem, it is believed that it is needed to deepen the student practice time into a direct experience rather than a simple observer.

Unmarried nurses showed a significant difference of .003, which means a personal environment free on the job turnover as a single person has not yet formed a family, and a trend of increased opportunities for building 2~3 years of career and turning over to hospitals that they want, as graduates and experienced workers. This shows the same result as marital status accelerates a higher turnover intention [24].

Nurses of the 4-6 years of hospital career showed a significant difference of .009 in the turnover intention, which is thought to reflect another self-improvement and the trend of changing to a stable position after the 30s when building more than 4 years of career in university hospital level.

There was a significant level of .005 that pay is the cause of turnover, which is analyzed as the intention to turn over to the hospital that provides more pay according to their position, career, and ability on the process that all the information is exchanged and recognized in real-time online. This showed the same result as the result of the study that factors such as pay are related to turnover intention, as the result that Chan and Morsion [25] investigated the factors related to turnover intention in the survey of nurses of hospitals with 1,028 sickbeds.

There was a significant difference of .04 that shift work is the cause of turnover, which is regarded as an attempt to break away from shift work by showing that 3 shifts work breaks biorhythm as women and working at night and sleeping during the day act as a barrier to daily social life outside hospital work. This is also consistent with the study of Lee and Kang's [24], indicating that work patterns are a factor in the turnover.

Conclusion

Therefore, the factors affecting the turnover intention of hospital nurses need to be made at the level of the hospital organization as well as the efforts of the nursing department, and it is necessary to recognize the turnover intention is shown in the 4~6th years of working with independent judgment and experience after working as a new nurse, and to have them receive proper pay by improving the institutional and economic aspects which enable them to keep working, and it is needed to supplement the system to escape from the work of 3 shifts by introducing the system such as the placement of a dedicated nurse on night duty.

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Conflict of Interest: Nil

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