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Factors Affecting Turnover Intention among Health Professionals in Specialized Hospitals – Specifically at Jimma University Specialized Hospital

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Abstract
This study is focused on Turnover intention. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual Turnover is expected to increase as the intention increases. Health workers turnover is an increasing problem that threatens the functioning of the health care sector worldwide, especially in developing countries like Ethiopia. The purpose of this study is therefore to examine multiple factors that may influence turnover intention among health professionals in the Jimma University Specialized Hospital. The study was descriptive in nature; respondents were drawn based on stratified sampling technique. Hence, 247 samples were selected from the total population (N=703). In addition to this, data were collected via structured questionnaires and interview. The SPSS (v.20) was used to process the primary data which were collected through questionnaire. Consistency of the data is also tested by Cronbach's alpha reliability test, bivariate correlation analysis (two-tailed), and multiple regressions (to analyze impact relationships between/among variables involved) were used for data analysis. As a result, pay dissatisfaction, distributive injustice, and workload and job dissatisfaction were the major factors that affect turnover intention in Jimma University Specialized Hospital (JUSH). Therefore, it is advisable that JUSH to revising the pay and incentive packages of health professionals.
Keywords: Health professionals, pay dissatisfaction, turnover intention, workload

Introduction

Turnover keeps existing employees away from organization's compound and activities. This fast pacing working environment makes employees to look their environment for better job and achievement. On the other hand, organizational are entities established to produce a product and deliver a service so as to achieve their ultimate goals. To do this, organizations should retain their competent employees.

Despite of some similar studies conducted before in other case areas, the purpose of this study was therefore to examine multiple factors that influenced turnover intention among health professionals in the hospital and help the respective stakeholders to formulate the best retention program in order to retain health professionals to deliver their services to patients in the hospital.

Literature Review

Now days, it is not surprising that turnover continues to be a vibrant field despite many academic studies addressing the topic. From a financial perspective, turnover can be very costly. When an employee leaves an organization, it forces it to spend scarce resources – both time and money – to either replace the employee, or get others to cover the work. Organizations spend a significant portion of their budgets recruiting and training new employees; estimates for the losses range from a few thousands to more than two times the person's salary (Hinkin and Tracey, 2000; Holtom et. al, 2008).

Turnover intention refers to an individual's estimated probability to leave his or her current organization at some point in the near future. It is argued that intention to quit is a strong surrogate indicator for actual quitting behaviour . Many researchers recommended the use of turnover intention over actual turnover because the latter is more difficult to predict as there are many external factors that affect turnover behaviour. Additionally, turnover intention can be a better barometer of management practices than actual turnover. (Hazrina Ghazali 2010). The importance of analyzing turnover intention draws upon a number of research papers that have assessed its role in forecasting and understanding actual quits. Turnover intention is reported to be highly correlated with actual turnover (Tamkeen Saleem and Seema Gul, 2013).

The employees' turnover intention ultimately cause the actual turnover that influence organizational costs in terms of recruitment, selection and training. Employees' turnover intention is one of the most important topic that needs due considerations for workplace. It is very important to minimize the turnover intention of the skilled employees for their of longer time periods. Turnover intention found expensive with the passage of time shapes actual to turnover that declines the productivity and outcomes. Therefore the employees' retention strategy through balance work and life approach is worthy for organization (R.G. Netemeyer, T. Brashear-Alejandro, 2004).

Turnover is not a sudden event (Branham, 2005), but rather a process that goes through a number of

phases. It starts with an initial conflict phase with feelings of unhappiness, and tension, followed by the intensifying phase where emotions reach to a peak point with minimal self-control. The next phase is that of separation when the only option is when and how to leave employment even without employment opportunities at hand. The last phase is that of resolution of negative emotions and feelings about job termination (Bouma, 2002).The role of good management is to intervene at the early phases.

Turnover and intention to leave are two different concepts. Intention to leave involves an individual's perception towards leaving while turnover involves the act of an individual actually leaving the organization or profession. An employee is said to have intention to leave when he or she has serious consideration to leave his or her current job. The literature also suggests that intention to leave could be split into three stages: thinking about quitting, intention to search for another job and intention to quit (Falkenburg & Schyns, 2007). Many studies on intention to leave have been conducted to examine intention to leave and factors relating to intention to leave in various fields. Many researchers have attempted to answer the questions of what really determines employees' intention to leave by investigating possible antecedents of employees' intention to leave. However, to date, there is no standard reason why employees leave an organization or profession (Ongori, 2007) and there has been little consistency in the findings to the question of what really determines employees' intention to leave.

There are different factors associated with turnover intentions of health professionals as the finding of different researchers revealed. As Endager Abera et al, (2014) showed in their research, Educational status, profession, work experience and level income were significantly associated with health professional turnover intention in Gondar University hospital. Marc Bonenberger et al, (2014) demonstrated the link between motivation, job satisfaction and turnover intention in Ghana.

When we see the causes for turnover intention, there are several factors influence the decision of health workers to stay in or leave their posts. Among these are low pay, poor career structures, lack of opportunities for postgraduate training, and inadequate working and living conditions (Mbemba G, et al 2013).

According to, Getachew et. al., (2014) , reported that 30.4% of respondents from the study in Yirgalem hospitals have intention of leaving their job because of low government salary scale and seeking better job for better pay, and about 17.4% respondents from the study hospitals have reported that low government salary scale, and insufficient incentive mechanisms were another factors that insist them to leave their job and 14.8% health professionals' have intention to leave their job because they feel unsupported, on top of seeking better job for better pay as a result of low government salary scale.

High health professionals' turnover has become a problem for Jimma University Specialized hospital in the previous years. The hospital is facing high turnover of health professionals. The hospital human resource manager reported that last year around 140 professionals left the hospital which is around 20% of the total health professionals in the hospital. Dissatisfaction of health professionals due to low pay, high workload, job dissatisfaction and lack distributive justice were among the major determinants contributing high turnover intention in the hospital. One study done in Gondar University hospital revealed that 52.5% of the study participants had turnover intention from their organization (Endager Abera et al, 2014).

Generally speaking, this study was made based on this framework

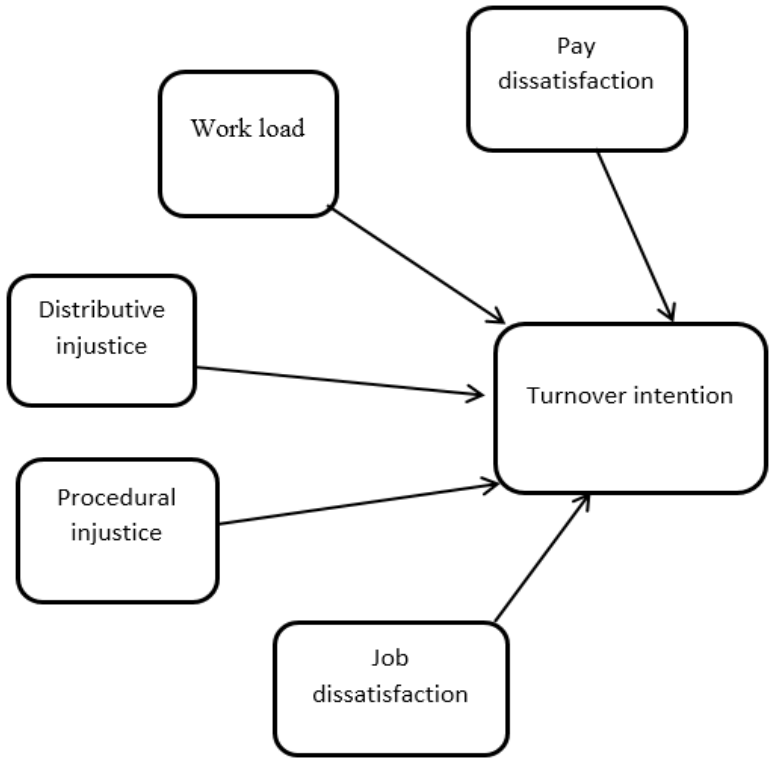

Figure 1: Theoretical frameworks. Source: adapted from Yufan Liu (2005), Mohammed J et al. 2012

Objective of the Study

The general objective of the study is to examine the factors that affect turnover intentions among health professionals in Jimma University Specialized Hospital**.** Specifically**,** it was focused on**:**

- To determine whether job satisfaction is associated with turnover intention.
- To see whether pay satisfaction of health professionals is a factor for turnover intention.
- To examine whether turnover intention of health professionals is caused by organizational justice in the hospital.
- To examine whether workload affects turnover intention of health professionals in the hospital.

Research Methodology

This study is done Jimma University Specialized hospital (www.ju.edu.et/sh), and was descriptive research. Both qualitative and quantitative data were collected through questionnaires and interview. 247 questionnaires were distributed and 205 were collected effectively. Cross sectional survey was employed. Concerning source of data, both primary and secondary data were used in this study.

Since, the population is heterogeneous stratified random sampling technique was used to draw the required samples from the study population. The strata were formed based on type of profession. After the stratum was formed samples were withdrawn randomly from each stratum.

Then, the sample size was determined from each strata by the following formula:

$$n = \frac{z^2.p.q.N}{e^2 (N-1) + Z^2.p.q}$$

Where, n- The required sample size

z- Confidence level at 95%, Value of confidence level from z-table z = 1.96

e- Precise (error), taking it as 5%

P-Population proportion (probability of success) =0.5

q- Probability of failure =0.5

N = size of population = 703

Substituting the values in the formula we get n= 249

To ensure the reliability and validity of the data, Cronbach alpha was used. The Cronbach alpha is a statistical test used to determine the internal consistency and reliability of the statements or statements used in a

questionnaire. It is a coefficient of reliability. It is generally accepted that values greater than 0.7 are an indication of acceptable internal reliability (Saunders et al, 2003).

The table below shows the Cronsbach Alpha and common inter-item correlation of the items in the questionnaire regarding the causes of turnover intention.

Table 1: Reliability Statistics of the research variables

Item	Cronbach's Alpha	Common Inter-Item correlation
Existence of turnover intention	.837	.562
Workload items	.766	.421
Job dissatisfaction items	.792	.352
Pay dissatisfaction items	.792	.435
Distributive injustice items	.770	.401
Procedural injustice	.740	.457
Organizational injustice	.887	.724

Source: author generated from questionnaire 2016

As we can see from the table, all variables are internally consistent.

Finally, the collected data were analysed using Bivariate Correlation Analysis (two-tiled), and multiple regression analysis and manipulated the analysis with SPSS 20 version.

Correlation Analysis

As discussed in the earlier sections the main objective of the study is to show the existing correlation between causes of turnover intention and turnover intention. This test is done by using Bivariate Correlation Analysis (two-tiled); the Pearson correlation coefficient was carried out to determine the extent to which independent variables were correlated to each other.

Correlations between turnover intention and the major variables

Table 2: Correlations between turnover intention and the major variables

Independent variables		Turnover intention
Job dissatisfaction	Pearson Correlation	.515**
	Sig. (2-tailed)	.000
Pay dissatisfaction	Pearson Correlation	.635**
	Sig. (2-tailed)	.000
Workload	Pearson Correlation	.605**
	Sig. (2-tailed)	.000
Organizational injustice	Pearson Correlation	.602**
	Sig. (2-tailed)	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author generated, from SPSS, 2016

The above table shows the correlation between turnover intention and the variables affecting turnover intention. As shown in the table turnover intention has significant and positive relation with job dissatisfaction with Pearson correlation of 0.515. From the correlation we can understand that job dissatisfaction is one cause of turnover intention. Pay dissatisfaction and turnover intention has also a positive and significant relation having a Pearson correlation of 0.635. It implies that when dissatisfaction of health professionals due to lower level of their pay increases, their intention of leaving the hospital will also be increased. Similarly workload and turnover intention are positively related and have a Pearson correlation of 0.605. As workload of health professionals increases, turnover intention of the health professionals will also be increased. It is also shown in the table that organizational injustice and turnover intention have a positive and significant relation with Pearson correlation of 0.602. The presence of organizational injustice in the hospital is one among the causes of factors which affect turnover intention of the health professionals in the hospital. As it is clearly seen from the table above, all procedural justice related items are positively and significantly correlated with turnover intention, hence, as health professionals perceived as there is no procedural justice in the hospital, they will decide to leave the hospital.

Regression Analysis

Besides the correlation between the research variables, it is important to assess the predictive relation between these variables. Based on the fact that correlation does not guarantee causality, the researcher examined the coefficient of the dependent variable through linear regression test. As can be observed from conceptual frame

work, the following models can be developed based on theoretical and empirical reviews. These models are developed as follows:

Model

In this study, the relationship between explanatory variables (independent variables) and outcome(turnover intention) was described by a mathematical model, the regression equation which relates the explanatory variables denoted by WL, PD, DI, PI, JD with the outcome variable denoted by TI. The model used in the study was linear model. This means that WL, PD, DI, PI, JD variables combine in a linear fashion to predict TI.

Thus an equation of the form: $TI = \sum [WL, PD, DI, PI, JD]$

$TI = \alpha + \beta WL + \beta PD + \beta DI + \beta PI + \beta JD + e$ summarizes in mathematical terms that WL, PD, DI, PI, JD are predictors of TI, where α = constant, and β = represent coefficients of independent variables, e = an unobserved random variable, known as the disturbance or error term, TI = Turnover Intention, WL =Work Load, PD = Pay Dissatisfaction, DI = Distributive Injustice, PI = Procedural Injustice, JD = Job Dissatisfaction.

Regression is the method of estimating the parameters and so these are referred to as regression parameters. Linear models are appropriate when the outcome variable is normally distributed.

Next, the effect of all of the independent variables on turnover intention is indicated as follows:

$TI = 1.773 + .155\ WL + .250\ JD + .309\ PD + .195\ DI + .056\ PI + e$

Below model summary provide insights in the overall predictive capacity of the model. The R value (pearson product moment correlation coefficient) indicating the strength and direction of the linear relationship between the dependent and independent variables in the model is 0.749 and reflects a strong degree of the association between turnover intention and the independent variables. So a value of 0.749 offers good or significant level of prediction (Creswell 2012). The predictive capacity is the square of the correlation coefficient and it is 0.560 (R square or R^2) for this model. The R square was obtained from the R, which was the correlation coefficient.

Table 3: Regression model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.749[a]	.560	.549	1.46493	.560	50.721	5	199	.000

Source: Author generated

Multiple linear regressions were used to determine the relationship between the independent variables and turnover intention. The results showed 56.0% of the variation of turnover intention is explained by the variation in the independent variables.

Based on Field (2009) the R^2 reflects the percentage of variance in the dependent variable that is explained by the variation in the independent variable(s). Adjusted R^2 adjusts the value of R^2 when the sample size is small, because an estimate of R^2 obtained when the sample size tends to be higher than the actual R^2 in the population. The rule of thumb is to report adjusted R^2 when it substantially differs from R^2 (Green and Salkin, 2010). In this model depicted in the regression table above, the difference is very small (adjusted R squared = 0.549). Therefore, we can report the unadjusted R^2.

Therefore, we can conclude that in this study 56.0% of the variation of turnover intention is explained by the variation in the independent variables. The regression model is modest in terms of goodness fit since the R square value is 0.560 which is/has moderate effect according to Muijis guideline quoted by Cohen, et. al, (2007).

Based on the performed correlation and regression tests, it has become evident that the main model is supported by significant statistical evidence. Workload, pay dissatisfaction, distributive injustice, procedural injustice and job dissatisfaction are positively correlated with turnover intention and predict turnover intention at high confidence level.

Table 4: Analysis of variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544.242	5	108.848	50.721	.000[b]
	Residual	427.056	199	2.146		
	Total	971.298	204			

Sum square regression shows there is a relationship between turnover intention and predictors. The ANOVA table is used to test the significance of overall model. It provides the results of a test of significance for R and R square Using F statistics. In the analysis the P- value is well below 0.05($P < 0.001$), and therefore we can conclude that R, R^2, and adjusted R for the multiple regression conducted predicting turnover intention based on the linear

combination of pay dissatisfaction, job dissatisfaction, distributive injustice and workload is statistically significant.

The ANOVA table shown above result indicates that the overall model is significant. The analysis of variance shows significant relationship between dimensions the independent variables and turnover intention because the ANOVA value 0.000 is smaller than P value (0.05) which indicates the level of statistical significance. Hence, we can conclude that the overall linear regression model is significant.

Table 5: The beta coefficient in regression analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.773	.763		2.323	.021		
	WL	.155	.051	.290	3.028	.003	.241	4.149
	PD	.309	.040	.419	7.794	.000	.763	1.310
	JD	.250	.118	.125	2.155	.033	.255	3.920
	DI	.195	.050	0.250	3.906	.000	.226	4.431
	PI	.056	.061	.091	0.915	.0.361	.541	1.849

a. Dependent Variable: Turnover Intention (dependent variable)

Source: Author generated regression table, 2016

Under the column marked unstandardized coefficient and sub-column B is the value for the value for the intercept α in the regression equation on the first row, labeled (constant). The numbers below it in the same column are the values for the regression coefficient for work load, job dissatisfaction, pay dissatisfaction, distributive injustice and procedural injustice. Based on these results, the regression equation that predicts turnover intention based on the linear combination of work load, job dissatisfaction, pay dissatisfaction, distributive injustice and procedural injustice is as follows:

$$TI = 1.773 + .155\ WL + .250\ JD + .309\ PD + .195\ DI + .056\ PI + e$$

Where, e = an unobserved random variable, known as the disturbance or error term, TI = Turnover Intention, WL =Work Load, PD = Pay Dissatisfaction, DI = Distributive Injustice, PI = Procedural Injustice, JD = Job Dissatisfaction.

This result indicates, first, that the intercept is 1.773 when all independent variables have a zero value. Then moving through the equation, holding the other variables, turnover intention increases by 0.155 (15.5%) for each additional increase in workload. The p-value for this coefficient is statistically significant ($p<0.05$), meaning that workload is a significant predictor of turnover intention. By keeping workload, distributive injustice, procedural injustice and job dissatisfaction, turnover intention increases by 0.309 (30.9%), and the p-value for this coefficient is statistically significant ($p =0.000$) which indicates that pay dissatisfaction is a significant predictor of turnover intention.

Similarly holding the other variables constant, turnover intention increases by 0.195 (19.5%) and 0.250 (25.0%) for each additional increase in distributive injustice and job dissatisfaction respectively. The p-value for these coefficients is statistically significant ($p<0.05$) which indicates that distributive injustice and job dissatisfaction are significant predictors of turnover intention.

Finally holding workload, distributive injustice, pay dissatisfaction and job dissatisfaction, turnover intention increases by 0.056, according to the equation, and this coefficient is not statistically significant ($p = 0.361$). This indicates that procedural injustice is not significant predictor of turnover intention.

Therefore, the independent variables workload, job dissatisfaction, pay dissatisfaction, and distributive injustice are significantly and positively correlated with turnover intention. These tell us that, for every standard deviation unit change in workload, job dissatisfaction, pay dissatisfaction, and distributive injustice turnover intention will rise by 15.5% (0.155) , 25.0% (0.250) , 30.9% (0.309), and 19.5% (0.195) respectively.

The values in the coefficients table under the column standardized coefficient and sub-column *Beta* is the regression coefficient when the independent and dependent variables are converted to a z-score. In the multiple regression, this standardized regression coefficient Beta (β) is useful, because it allows us to compare the relative strength of each independent variable's relationship with the dependent variable. In this case, the regression the regression coefficients (b) provides us with information on how much change can be expected with a one- unit change in each independent variable, but they don't tell us the relative strength of the relationship between the dependent variable and each of the independent variables. With the Beta values here, we can see that pay dissatisfaction (0.419) has the strongest relationship with turnover intention, compared to workload (0.29), distributive injustice (0.250), job dissatisfaction (0.125), and procedural injustice (0.091). Besides, the beta for procedural injustice is not statistically significant.

According to Tredoux and Durrheim (2002), it is not desirable to have substantial inter correlations

between independent variables when conducting a multiple regression analysis. In the same table, the information under the column collinearity statistics and sub-column VIF indicates if there is no multicollinearity among the independent variables. A tolerance level of less than 0.1 would raise concerns regarding collinearity as would a VIF value which is greater than 10. In this analysis, all VIF is lower than 5, and therefore, we can conclude that there is no multicollinearity problem in the above analysis.

The t-values and corresponding significance vales are tests assessing the worth of the (unstandardized) coefficients. It is usually of importance to be assessing the worth of our predictor variable and hence evaluating the significance of the beta coefficient in our model formulation. That is we are assessing for evidence of a significant non-zero slope. If the coefficient is not significantly different to zero then this implies the predictor variable does not influence our response variable.

All the tests of the model explained above lead to the Final predictive model in figure 4.1 provides additional explanation as it is representing all the total explanation of the analysis. The mode includes the positive workload relation - turnover intention, pay dissatisfaction - turnover intention, job dissatisfaction - turnover intention, distributive injustice relations - turnover intention relations. The model is based on the results in the multiple regressions explained above.

Conclusion

This study focused on the factors which are associated with turnover intention of health professionals in the JUSH. None of the listed factors were perceived to be extremely influencing health professionals' turnover intention. The factors that were found to be fairly influencing turnover intention were lack of satisfaction with the job, lack of organizational justice, workload, and pay and benefits in the hospital. Thus, Health workers turnover intention was caused by pay dissatisfaction, workload, job dissatisfaction, and organizational injustice. Staff turnover intention if not taken into consideration will damage the image of the hospital, where patients will lose trust in the treatment service. Moreover, productivity of the hospital will also decrease, while employees will be demotivated to work for an organization with high turnover intention.

The service provided by Jimma university specialized hospital will end up being compromised due to high staff turnover and this may cause patients to be dissatisfied by the service of the hospital. This study therefore makes recommendations arising from the findings, to reduce staff turnover in the hospital.

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