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# FACTORS AFFECTING NURSE TURNOVER IN HOSPITAL: A LITERATURE REVIEW

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### ABSTRACT

**Background:** *A turnover occurrence in the hospital was a constant problem. The cause of turnover was largely inclined to the level of job satisfaction, hostile work environment, excessive workload, resulting in a lack of motivation to stay.*

**Methods:** *This study was conducted in a narrative review by looking at the factors causing turnover at various hospitals. The review was done by searching for articles and journals related to factors that lead to nurse turnover in the hospital. The referral journals are published in the accredited journal publications. The literature investigation was conducted in October-December 2017 through Universitas Indonesia online library and Google Scholar. Journals were selected based on predefined criteria and carried out a critical appraisal process.*

**Results:** *The results of the journal investigation showed that some factors that support the nurse turnover in the hospital were the poor work environment, job dissatisfaction, excessive workload, the poor relationship between nurse and manager, lack of self-appreciation, burnout and low social support.*

**Conclusions:** *The suggestion that can be given is to improve the work environment that is emphasized through policies to maintain the nurse in the workplace.*

**Keywords:** *Turnover in healthcare, nurse turnover, hospital*

### INTRODUCTION

Hospital is an integrated part of a social and medical organization that serves to provide comprehensive health services including disease prevention and treatment to all levels of society and also a training center for health workers as well as a medical research center [1]. The hospital maintains an individual health service that includes inpatient, outpatient, and emergency room [2]. Every hospital must have permanent personnel covering medical personnel and medical support, nursing staff, pharmaceutical personnel, hospital management personnel, and non-health workers. [2]. Nurses are those who have the ability and authority to do nursing based on the knowledge they have, obtained from nursing education [3]. Nurses are an integral part of the health care system, whether it was promotive, preventive, or direct care to people who are physically and mentally ill, including people with disabilities. Each nurse has particular attention primarily to the individual's response, and the environment toward the health problems faced [4]. Besides a complex organization with a structure consisting of many committees, departments, personnel, and services, the hospital is also required to be patient-oriented organizations, by optimizing the performance of the resources within them. The nursing department is the largest resource component in the hospital [5].

Human resource management plays an important role in helping an organization to maintain its existence and benefit compared to competitors by creating an effective performance strategy [6]. The foundation of any organization is talented and hardworking employees, who are the main assets of every company. This is a necessary condition for an organization to grow well. Thus, adequate human resource placed in the right position is an essential requirement for organizational success [7]. Employee turnover has an impact on productivity levels, reduces organizational effectiveness, and affects employees who currently work morally. Meanwhile, the cost of hiring new employees can not be viewed only regarding financial, because the organization has lost employees with high knowledge and efficient skills which can affect the good name of the organization [8].

Turnover is the process of moving members of an organization voluntarily or not to leave an organization measured in a particular range of time [9]. Turnover in hospital nurses can not be avoided, but when turnover is high, it is likely to have an impact on the overall decline in service quality [10], and incurs costs for training and recruiting new nurses [17]. The high turnover rate also affects patient safety [11]. Factors that could lead to turnover include salary compensation, career development, and working climate [12]. Excessive stress level is also a factor causing turnover [13] resulting in burnout [20], uncomfortable work environment affecting nurse's motivation in work thus affecting job satisfaction. [14, 18]. The nurses who do not perform well have a larger potential for turnover [15]. The American Association of Critical Care Nurses in 2005 proposed six foundations needed to build a healthy work environment which are communication, proper decision making, appropriate staffing, recognition, and good leadership type [16]. Workload does not always cause a turnover problem; in some studies, it was found that the workload did not have a significant impact. [12,15]. Good leadership will lower the level of desire for a turnover [16]. Factors that affect employees to survive in an organization is the recognition of the work done. According to Maslow's theory, the level of self-actualization is at the top of the list which shows the highest appreciation given by the company to its employees. Furthermore, a search of journals related to nursing turnover in the hospital and a review of factors that may cause turnover will be done.

## **METHODOLOGY**

The narrative review method was conducted by searching for articles related to factors affecting the nurse turnover on health services that have been published in accredited journals. The literature search was done through University of Indonesia online journal library searching system either via lib.ui.ac.id or remote.lib.ui.ac.id and through google scholar. The search was conducted between October and December 2017. The search of an online library of the University of Indonesia began by entering online database list and choosing Wiley, Ebsco, Proquest database with "turnover in healthcare" AND "hospital" AND "nurse turnover" keyword. The search led to factors that influence the desire for a turnover. The search subsequently narrowed down to the restricted writing year of the last ten years. The search through Google Scholar was via a search engine with the same keywords. Journals and articles obtained were then selected and read the abstracts. From the read abstracts, a search of several full text articles by the writing topic was conducted. After getting the articles related to the writing topic, a review of each article was conducted. All of this studies are using the quantitative cross-sectional method.

## **ARTICLE CRITERIA**

For inclusion criteria include articles published in 2007 - 2017, selecting full text articles, discussing factors affecting turnover and turnover impact in hospitals, research objects are nurses in hospitals. While the exclusion criteria are those discussing research on general turnover, criteria of research object based on age, sex, race, research in health service center other than a hospital, related to service in certain unit in the hospital, not related to the length of work, an object of research are a non-nurse.

## LITERATURE SEARCH RESULTS

2724 articles from Wiley, Ebsco and Proquest data and two articles from google scholar were obtained. The titles of the articles were assessed according to the criteria; if there were a discrepancy with the research criteria, it would be taken out. From the assessment, 2609 articles were taken out. There were 117 articles left with the abstracts to be viewed, and there were eight articles left with the full texts to be viewed. From 8 articles, 4 articles were fit to the criteria for the narrative review and the literature review was started by reading carefully the results of research from the articles obtained and do the critical appraisal using CASP guideline.

Picture 1. Research Search Flow Chart

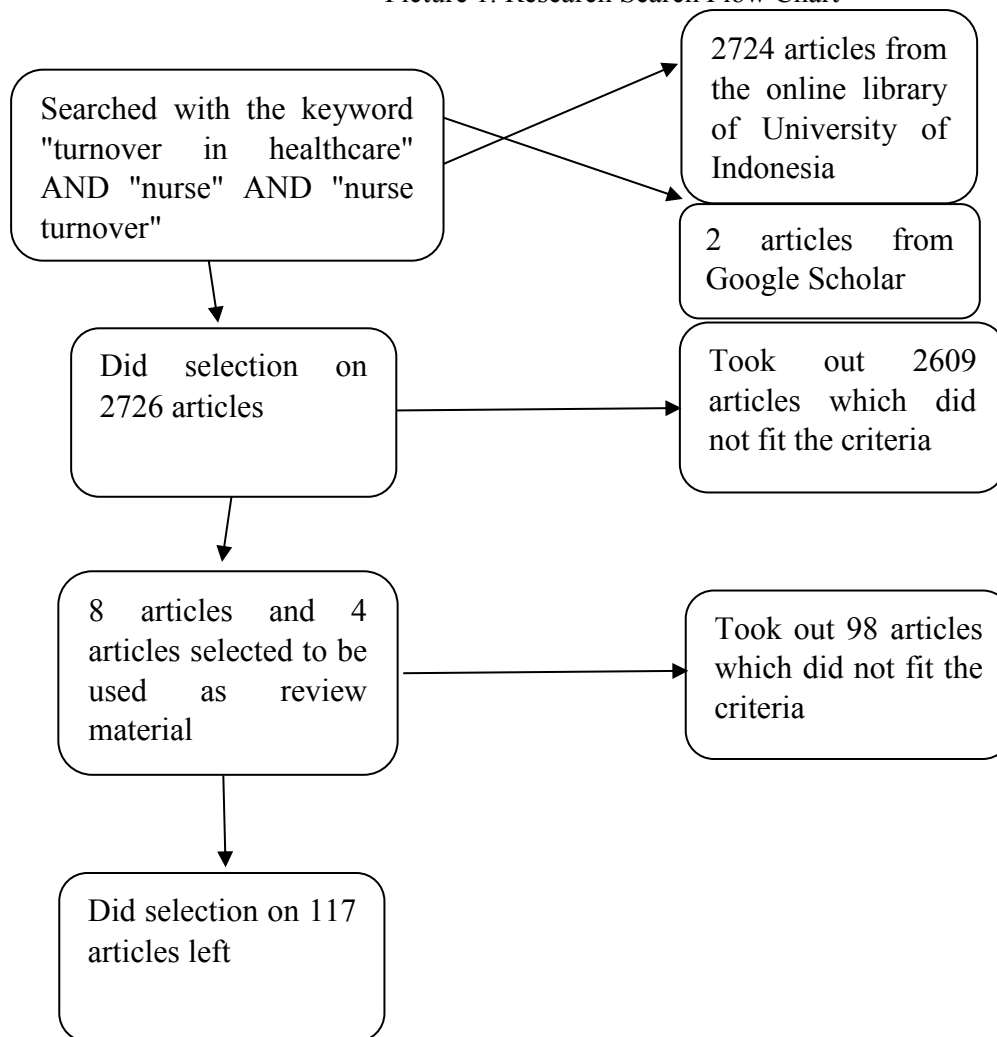




Table 2. Critical appraisal article

| Title of article   | Author and year          | Research method  | Study objective   | Conclusion   | Suggestion   |
|--|--------------------------|--|---|--|--|
| <i>The relationship between hospital work environment and nurse outcomes in Guangdong, China: a nurse questionnaire survey</i> | Liu et al., 2012         | cross-sectional study, with a survey (questionnaire) to 1104 nurses at 21 hospitals in Guangdong province, China | To find out the relationship between hospital work environment and nurse's job satisfaction level with burnout and desire to change work in Guangdong province, China | The work environment in the Guangdong provincial hospital needs to be considered. In the study results, more than half of the nurses were dissatisfied with their work, and about a third experienced a high burnout. Not high intention turnover figures need to be underlined that this possibility does not make sense. The actions of the management to try to improve the work environment to better the level of job satisfaction can be improved, the burnout rate decreases and the number of willingness to move can be reduced | The findings from this study are expected to attract the attention of nursing managers and all policymakers that hospitals in China are experiencing serious problems in the management of the work environment. Where there are job dissatisfaction and burnout is high, these increasing spur turnover. Improving the work environment to create a good and comfortable work environment for nurses is an essential strategy to improve performance quality and reduce turnover. |
| <i>Effects of nurse work environment on job dissatisfaction, burnout, intention to leave</i>                                   | Nantsupawat et al., 2017 | cross-sectional study, with a survey (questionnaire) to 1351 nurses from 5 educational hospitals in Thailand     | To find out how the work environment in the educational hospital can affect the level of job satisfaction of nurse, burnout, and the desire to                        | Nurses working in educational hospitals with better work environment have a lower level of job dissatisfaction, burnout, and a desire to move.   | A good work environment contributes positively to the hospital's retention program.  |



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| Title of article  | Author and year     | Research method   | Study objective   | Conclusion  | Suggestion  |
|---|---------------------|---|---|---|---|
|   |                     |   | change work in Thailand   |   |   |
| <del>Factors</del> <i>Factors Influencing Turnover Intention in Clinical Nurses: Compassion Fatigue, Coping, Social Support, and Job Satisfaction</i> | Yang et al., 2016   | cross-sectional correlational design, with a survey and a questionnaire to 283 nurses from 5 hospitals in Korea | The purpose of this research is to know the model of factors influencing turnover by considering the effect of excessive workload, low social support, and low level of job satisfaction. | This study found that there is a strong correlation that causes the turnover, which is the level of job satisfaction caused by excessive workload, how to solve problems in the work, social support from family and the nearest environment, and job fatigue. Job fatigue factor is related to trauma at work, and how to overcome the emotional problems at work, so it affects the nurse physically and psychically. Job dissatisfaction is the main factor affecting the turnover rate. | The findings show that job dissatisfaction, job fatigue, and trauma in overcoming the problems in work are important factor and affect the turnover. Nursing managers are expected to improve the work environment so that the working conditions in all parts of the service are better and as expected. |
| <i>Nursing churn and turnover in Australian hospitals: nurses perceptions and suggestions for supportive strategies</i>                               | Dawson et al., 2014 | cross-sectional study, with a questionnaire to 362 nurses from 3 hospitals in Australia                         | This study aims to reveal the reasons and perceptions of a nurse on a turnover in hospital in Australia and to identify strategies to improve retention                                   | The key factors affecting nurse turnover are the limited career path, lack of support, lack of appreciation, and negative behavior of the staffs themselves.<br>A poor nurse's work environment is characterized by an inadequate ratio of skill abilities such as the nurses are placed out of their competence, and the unbalanced staff-patient ratio, the lack of nurse involvement in decision-making and the rising   | Turnover is influenced by the nurse's experience. The positive step that can be taken to improve conditions at work and ensure nurse retention is to improve working environment conditions. This is a good strategy that can be used by nurse managers to reduce turnover.                               |



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|------------------|-----------------|-----------------|---|--|------------|
|                  |                 |                 | program, performance, and nurse job satisfaction. | expectations of patients on services are inconsistent with the quality of services that can be provided by nurses. This results in an excessive workload and high-stress level where nurses feel unappreciated and helpless in their profession. |            |

Research conducted by Liu et al., in Guangdong, China using cross-sectional study at 21 hospitals with 1104 nurses, found that more than half of the nurses were dissatisfied with their work, and about a third experienced a high burnout. They are experiencing serious problems in the management of the work environment. Where there are job dissatisfaction and burnout is high, these increasing spur turnover.

Research conducted by Nantsupawat et al., in Thailand using cross-sectional study at five educational hospitals with 1351 nurses, found that Nurses working in educational hospitals with better work environment have a lower level of job dissatisfaction, burnout, and a desire to move.

Research conducted by Yang et al., in Korea using cross-sectional study at five hospitals with 283 nurses, found that Job dissatisfaction is the main factor affecting the turnover rate. There is a strong correlation that causes the turnover, which is the level of job satisfaction caused by excessive workload, how to solve problems in the work, social support from family and the nearest environment, and job fatigue.

Research conducted by Dawson et al., in Australia using cross-sectional study at three hospitals with 362 nurses, found that what affecting nurse turnover are the limited career path, lack of support, lack of appreciation, and harmful behavior of the staffs themselves that lead to poor nurse's work environment.

Based in the analysis of the collected journals, can be concluded that factors affecting nurse turnover in the hospital are a poor work environment, job dissatisfaction, excessive workload, the poor relationship between nurse and manager, lack of self-appreciation, burnout and low social support.



## DISCUSSION

Turnover is a classic problem that repeatedly occurs in all health care establishments. In the hospital, turnover becomes one of the parts that should get more attention. The nurse turnover becomes serious because it directly impacts the patient safety problems, adds the hospital's expense regarding the costs of hiring and training new nurses, and direct impacts the psychology of nurses who are staying.

As a survey to find out the relationship between the work environment in the hospital and the level of nurses' job satisfaction with burnout and the desire to move to 1104 nurses at 21 hospitals in Guangdong Province - China, more than half of respondents experienced dissatisfaction with their work and about a third experienced burnout. From the data, it is concluded that the action required from the hospital management to improve the work environment for the better so that the level of job satisfaction improved and burnout rate decreased. Meanwhile the survey of 1351 nurses from 5 educational hospitals in Thailand to find out how the work environment in the educational hospitals can affect the level of nurse job satisfaction, it is found that nurses working in educational hospitals with a better working environment have a low level of job dissatisfaction and burnout make a lower level the intention turnover. While in Australia, a survey from 362 nurses in 3 hospitals conducted with the aim to reveal the nurse's reasons and perceptions of turnover and to identify strategies for improvement of retention programs, performance, and nurse satisfaction levels. Limited career path, lack of support, lack of appreciation, and negative behavior of the staff themselves increasing turnover rate.

There are many factors that can affect the turnover or intention turnover. These factors include work environment, job dissatisfaction, the perception of unsuitable wellbeing, perceptions of excessive workload, performance appraisal by non-transparent management, poor self-actualization, limited career path, lack of social support from family and work environment, and less successful retention programs. The pressure factor perceived by the nurse can lead to burnout and result in a desire to move.

## CONCLUSION

From the narrative review above, it can be concluded that the dominant factors in the turnover or intention turnover is a bad work environment, in this case, the absence of nurse involvement in decision making, the unbalanced ratio of patient-nurse resulting in physical fatigue, no self-appreciation and lack of attention and support from management resulting in burnout that will increase the desire to quit the job. A high turnover rate affects patient safety, nurse's job satisfaction, the stress level of the nurses staying, decreases nurse productivity and service quality offered, a tendency for medical errors, and all of those will lower customer satisfaction.

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