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JOB SATISFACTION AND EMPLOYEE VOLUNTARY TURNOVER IN HEALTH CARE SECTOR, ERNAKULUM

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ABSTRACT

Turnover affects the cost of operations and drains the organization of inherent tacit knowledge. Employee voluntary turnover is very costly for organizations, particularly for the health care sector, where the costs of their labour force are expensive. Employees' voluntary turnover has substantial negative impacts on the organizations especially costs, potential loss of valuable knowledge, skills and organizational knowledge. That is why it becomes a critical issue to take address. Studies have been carried out on the reasons which lead to this tendency; however the ability to explain and predict it remains restricted. So it becomes necessary for human resource managers to explore the reasons for job dissatisfaction of employees in health care sector. The objective of this study is to examine the relationship between Job satisfaction and turnover of nurses in health care sector belongs to Ernakulum District of Kerala. Data was collected from 100 nurses, using self-reporting questionnaires. Findings were made with the help of SPSS package. The study revealed that there is negative correlation between Job Satisfaction and employee turnover. The empirical results show that job satisfaction has a negative effect on employee voluntary turnover among the subjects of this study. The finding in this research could be adopted by organizations and managements who should develop a way to prevent voluntary turnover among their employees and develop a route to increase their employees 'job satisfaction' and from that point to reduce voluntary turnover and retain this expensive human resource in organisations particularly in health care sector.

INTRODUCTION

In the organization the Human Resources are the life blood of life. It is difficult for the organization to compete in the current era of competition without the loyal and competent Human Resource. Loyal employees are the most productive and a source for the development of the organization and vice versa. It becomes challenge for the Human Resource Managers to retain the employees for long period and to minimize the turnover in the organization. High turnover of employees in the organization increases the cost of hiring new workforce and decrease the productively. Hence, turnover negates the benefit that should have been derived by organizations when they spend scarce resources attracting, selecting, socializing employees, and developing and retaining performing employees (Wright & Bonett 2007).An organization can gain the competitive advantage due to retaining of qualified, productive and loyal work force. Employee turnover is the most focused area by the scholars, academicians, researchers and the human resource managers. The increasing trend of turnover enhances the cost and reduces the productivity and efficiency of the organization. Hence, it is crucial to study the factors affecting the turnover in the organizations.

Researchers are trying to solve the ultimate question of how to keep employees happy and retained. Job satisfaction (JS) is the term that reflects the employee's feelings towards the work and the organization as a whole (Javier & Deligero, 2014). It is believed that job satisfaction is an attitude that consists of cognitive, affective and behavioral aspects.

The relationship between job satisfaction (JS) and employee turnover is one of the pathways to better understanding employee turnover - organization linkages. This connection of employee responses has attracted the interest of researchers, because satisfied employees have a greater tendency to stay, and contribute to an organization's competitive advantage and productivity (Lee & Mowday 1987), Wright & Bonett 2007). In fact,



Wright and Bonett (2007) stated that the negative relationship between JS and turnover is moderate, with substantial variation across studies.

Employee voluntary turnover remains a critical issue for managements because of its negative implications for organizations. Yet fewer studies have been done about the reasons for ability to explain and predict employee's voluntary turnover remains limited. In light of this the question that arises is why employees voluntarily leave their jobs in organisations particularly health care sector in India. This has driven the researcher to take up this exploration to understand the relationship between job satisfaction and turnover intentions among nursing staff belongs to health care sector of Ernakulum District of Kerala.

LITERATURE REVIEW

Job Satisfaction

Maslow (1954) suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Herzberg et al. (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility. Extrinsic factors which they named 'hygiene' factors were found to be job 'dissatisfiers' and included company policy, administration, supervision, salary, interpersonal relations and working conditions. Herzberg and Mausner's Motivation-Hygiene theory has dominated for the development of job satisfaction assessment.

Employee turnover

The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Voluntary turnover is when an employee chooses to quit their job. When the company ends the working relationship through either layoff or discharge, this is an involuntary turnover. Not all employee turnovers can be controlled by the company but the rate of voluntary turnover can and should be a priority for managers.

A. Functional Vs Dysfunctional Turnover:

Functional turnover can be defined as "A turnover in which poor performers leave" while Dysfunctional turnover can be defined as "A turnover in which good performers leave" (cited in Wikipedia).

B. Avoidable Vs Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called 'Avoidable Turnover', where as "A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover' (cited in Wikipedia).

C. Voluntary v/s Involuntary Turnover:

Voluntary turnover can be defined as "The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees" where involuntary turnover can be defined as "The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer's initiated termination" (cited in Wikipedia).

D. Internal Vs External Turnover:

Turnover can be classified as 'internal turnover' or 'external turnover' (cited in Wikipedia). Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

E. Skilled Vs Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated



positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.

Job satisfaction and Employee Turnover

A certain study revealed that the job satisfaction variable is negatively related to voluntary turnover intentions (Carmeli, 1991; O'Reilly et al., 2005). Turnover models suggested a multifaceted process, indicating that job satisfaction is related first and foremost to turnover intentions. In other words, if job satisfaction is sufficiently low, the employee will develop intention behaviour of job withdrawal (Yeith Chen et al., 2004; Appelbaum et al., 2003; Freund, 2005).

The scholars studied the public sector managers to find out the determinants of job satisfaction and it was concluded that the job satisfaction level of an employee is significantly affected by the compensation practices in the organization (Sokoya 2000). Another study was also conducted that to found the effect of pay on the job satisfaction and it was concluded that there is positive relationship between job satisfaction and pay (Nguyen et al. 2003)

Mudor & Tooksoon, (2011) revealed that supervision, job training, and pay practices are important attributes that could increase the job satisfaction which indirectly reduces the turnover intention of employees. They also stated that organisations should take into consideration of job satisfaction and implement human resource practices in the workplace to reduce turnover and achieve organisational goals.

VOLUNTARY TURNOVER IN VARIOUS INDUSTRIES

Industry	2013	2014	2015
All industries	10.4%	11.0%	11.6%
Banking and finance	12.8%	13.3%	14.2%
Healthcare	12.5%	13.0%	14.2%
Hospitality	18.2%	20.2%	17.8%
Insurance	6.8%	8.1%	8.8%
Manufacturing and distribution	8.4%	8.6%	9.1%
Not for profit	11.0%	11.2%	11.6%
Services	11.0%	8.6%	9.0%
Utilities	5.2%	6.9%	6.1%

Theoretical frame work

In the light of the aforesaid literature review we can develop the following theoretical frame work

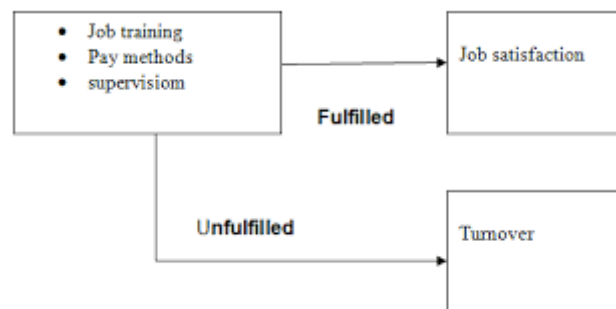


Fig: 1 Theoretical Frame Work

**METHODOLOGY**

The study examines the relationship of the organisational factors such as Job training, Pay methods, supervision on job satisfaction and employee turnover. The data was gathered from 100 nurses hailing from different multi-speciality hospitals spread across Ernakulum District. The statistical technique of convenient sampling was used to collect the data from the target population. The questionnaires were distributed to the target population and received back by hand.

Hypothesis set for the Study:

- H1: Job training is positively correlated with the job satisfaction.
- H2: Job training is negatively correlated with the employee turnover.
- H3: Pay is positively correlated with the employee turnover.
- H4: Pay is negatively correlated with the employee turnover.
- H5: Supervision is positively correlated with the employee turnover.
- H6: Supervision is negatively correlated with the employee turnover.
- H7: Job Satisfaction is negatively correlated with the employee turnover.

Research tools used for the study: Two standardized questionnaires and Bio-graphic information sheet were administered for the present study they are:

- **Bio-graphic Information Sheet:** prepared by the researcher to elicit information about the personal details like Age, qualifications, job level, length of experience, Nature of employment.
- **Job satisfaction scale:** consists of 25 statements, measured in 5 point scale ranging from 0 to 4. (<25 High JS, 25 to 75 Moderate JS and >75 low JS)
- **Intentions to stay questionnaire (turnover intention): ISQ:** The questionnaire entails 15 items that are measured on a five-point intensity response scale anchored at the polar end (> Intentions to stay < turnover intentions) (<intentions to stay>turnover intentions)

Data analysis procedure

Many scholars are of the view that statistical packages are the most reliable instruments to get the precise and inclusive results on the large scale. Due to reliability and accuracy most of the scholars in their research has used the statistical packages like SPSS. In the current study to find out the results of data, the SPSS package was employed.

RESULTS AND FINDINGS**Response rate**

Total 150 questionnaire sets were distributed and 130 were received back, on scrutiny only 100 questionnaire sets were acceptable.

Demographics frequency table

The information regarding the demographics are elaborated in the given below table.

Description	Frequency	Percentage
Age	22 -27	68
	28-40	32
Qualifications	BSc (N)	31
	Diploma(N)	69
Job level	Senior level	28
	Junior level	72
Level of experience	1-5	65
	6-15	35
Nature of employment	Regular	35
	Contract	65

**Hypothesis testing**

- H1: The results suggest that Job training is positively correlated with the job satisfaction, Accepting the hypothesis
- H2: The results suggest that the Job training is negatively correlated with employee turnover, accepting the hypothesis
- H3: The results suggest that Pay is positively correlated with the job satisfaction thus, Accepting the hypothesis
- H4: The results suggest that Pay is negatively correlated with the employee turnover thus Accepting the hypothesis
- H5: The results suggest that Supervision is positively correlated with the job satisfaction. Thus accepting the hypothesis
- H6: The results suggest that Supervision is negatively correlated with the employee Turnover thus accepted the hypothesis
- H7: The results suggest that Job Satisfaction is negatively correlated with the employee Turnover thus accepting the hypothesis

Other Major findings from the study

- When compared the results among 22-27 and 28-40 age groups, it shows that 28-40 group shows high job satisfaction and less turnover intention. However, both groups shows low JS
- When compared the results between BSc (N) and Diploma (N) groups, High Job satisfaction and low turnover intention was observed with Diploma (N) group.
- When compared the results between Senior and junior level Nurses among BSc (N) and Diploma (N) groups, High Job satisfaction and low turnover intention was observed with Diploma (N) group.
- When compared the results on level of experience among 6-15 and 1-5 groups among both BSc (N) and Diploma (N) groups; 1-5 group shows less job satisfaction and more turnover intention.
- When compared the results among the regular and contract groups of both BSc (N) and Diploma (N) group subjects, regular group shows more Job satisfaction and less Turnover intention than contract group.

CONCLUSION AND RECOMMENDATIONS

The objective of the said study on the nursing staff belongs to health care sector of Ernakulum District of Kerala, was to find out the correlation between job satisfaction and employee turnover. The study also explores correlation of organisational factors such as Job training, pay methods and supervision on job satisfaction and employee turnover. The findings suggested that job satisfaction is negatively correlated with employee turnover and the organisational variables like Job training; pay methods and supervision are prominent for the job satisfaction level of the employees. The managements of multispecialty hospitals in Ernakulum District may take appropriate steps to enhance the job satisfaction level of employees. Furthermore it is suggested management should take into the account of the factors such as Pay methods, job training and supervision in order to minimize the turnover level of the employees in their Hospitals.

LIMITATIONS

- Other variables that may have significance to job satisfaction and turnover intentions of nurses could not be taken into consideration due to time and resource constraints. Due to the foregoing facts the findings should be interpreted with caution.
- Owing to the paucity of male nursing staff in considerable numbers; study could not consider gender as a variable.
- The target population of this study is nurses of multi-specialty hospitals spread across Ernakulum District; therefore, the findings should be appropriately interpreted.

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