



## Factors Affecting Employees' Turnover Intention in Case of Alert Hospital

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### Abstract

*The study conducted at Alert Hospital examined the factors influencing employee turnover intention using a quantitative research approach. The data were collected through a questionnaire using a five-point Likert scale, with 281 respondents selected through judgmental sampling. The research design was both descriptive and explanatory, and regression and Pearson correlation analyses were conducted. The findings of the study indicate a negative relationship between employee turnover intention and job satisfaction, working conditions, and career management. On the other hand, a positive relationship was found between work-life balance and employee turnover intention. Based on these findings, the researcher suggested that addressing job satisfaction, improving working conditions, considering work-life balance complexities, and investing in effective career management practices can create a more positive and supportive work environment, ultimately leading to reduced turnover rates.*

**Keywords:** Employee turnover intention, Job satisfaction, Career management, Work-life balance, Working conditions

### 1. Introduction

High-quality staff recruitment and retention are more crucial than ever (Gaan and Shin 2023) (Dibiku 2023). It is crucial that businesses invest in and maintain their human capital due to a variety of trends, such as globalization (Abet et al. 2024), a growth in knowledge work (Jung, Jung,



and Yoon 2021), and an accelerated rate of technical innovation (Wang et al. 2020). In the context of human resources, turnover can be understood as the rate at which an employer hires and fires workers (Hur and Abner 2023) or the average length of tenure of employees within a given firm. In today's competitive business environment, managing employee turnover is regarded as a critical responsibility for every organization (Bufquin et al. 2021; Pu et al. 2024).

The turnover of qualified and experienced employees can significantly cost firms (Li and Yang 2024; Razzak et al. 2023). For organizations, hiring and training new personnel is quite expensive (Li and Yang 2024; Mohammad and Borkoski 2024). The capability of an organization can also be negatively impacted by high employee turnover (Lu et al. 2023; Qu et al. 2023). It is well recognized that a company's success is highly dependent on the productivity of its employees (Dorta-Afonso, Romero-Domínguez, and Benítez-Núñez 2023; Indrayani et al. 2023; Zhang, Du, and Chow 2023)

The right combination of employees can help businesses be more successful in bringing about change, enhancing corporate performance, and achieving and maintaining a competitive edge. Organizations invest more time and effort in finding employees who are a good fit for their business. Employees are one of the organization's most significant assets (Majeed and Ul haq 2023); thus, businesses invest in them in a variety of ways. Employee turnover is a pressing concern that prevents human resource managers from having a sleepless night (Piyasiri, S., Weerasinghe, T. D., KJM, 2022). Employee turnover is a significant issue since losing talented employees can reduce production while increasing the expense of hiring and training new workers (Caillier, 2011). Therefore, the intention of employees to leave their current employers or their occupations can be described as employee turnover intention. However, other academics define turnover intention as the degree to which a person is motivated to look for employment outside of their current position (Mobley, 1977; Watrous, Huffman & Pritchard, 2006, Piyasiri, S., Weerasinghe, T. D., KJM, 2022).

Since a higher turnover intention might result in worse workplace morale and commitment, (An et al. 2022; Xue 2023) it has long been a major concern for management in practically every organization (Kanchana and Jayathilaka 2023). Employee turnover is a major problem that affects practically every company worldwide (Abet et al. 2023 ); Because losing talented and seasoned employees can have a number of negative effects on organizations, including decreased productivity levels, increased costs for

training and development, decreased workplace morale, decreased commitment, and disruptions to operations (Malik et al. 2023) it is important for employers to take this into consideration. According to Carmeli & Weisberg (2006), the issue of employee turnover has a substantial impact on both the retention of the knowledge and skills of individuals who are willing to leave the organization and the return on investment in training and development. Businesses, especially private ones, are often impacted by high personnel turnover (Firdaus, 2017). A high turnover rate in an organization is a sign that the working conditions for the relevant segment need to be addressed or that it needs to be built. According to Soelton and Lestari (2019), the rising intention of turnover has now become a serious problem for many businesses.

An organization's ability to retain its staff is a key factor in determining its effectiveness and success (Rampur, 2009). High employee turnover may prevent a company from achieving its goals, cost millions of birrs of lost revenue, drive away clients, and damage the company's goodwill. However, it has been noted that many firms have trouble keeping their employees. In the health sector, there have been instances where workers are quitting in large numbers on a monthly basis and occasionally switching between companies in the same sector, which results in expensive frequent recruitment and training sessions and a loss of valuable time to concentrate on customers.

Previous research (Fink 2023; Hossain, Roy, and Das 2017; Semela, Getachew, and Semela 2023) has emphasized the significance of considering human resources to be an organization's most valuable asset while trying to achieve its goals and objectives. According to Mokaya (2010), staff retention should be a top priority for any firm because hiring, selecting, and training new employees is expensive. Employees must believe that they are being appropriately compensated for their contributions to a company, and management must be equally dedicated to providing career prospects and employee welfare.

Turnover is currently a major problem. Rapid technological advancement and the regular introduction of revolutionary new ideas have made firms more competitive, increasing the rate of employee separation and turnover. When brain drain exacerbates these issues, developing nations are among the main losers. Paying and an inadequate management structure are two important and fundamental reasons why employees leave their jobs, according to research conducted at various government-owned

universities (Gessesse and Premanandam 2023; Kebede and Fikire 2022; Hadush and Katheriyar 2023; Siyum 2023)

The healthcare industry is characterized by its dynamic nature, demanding work environment, and critical role in society (Olaniyan, Adetunji, and Adetunji 2023). Employee turnover within the health sector poses significant challenges, affecting organizational stability and the quality of patient care. This research paper aims to explore the factors influencing employee turnover intention in the health sector, with a focus on understanding the unique dynamics that contribute to the decision of healthcare professionals to stay or leave their positions. Even some businesses are frustrated when they learn that the recruitment process that was successful in capturing quality staff ultimately proved to be ineffective because the hired staff chose to work at another business. There has not been much research on the factors influencing employees' intentions to leave their jobs in the health sector (Alawi et al. 2023; Fenta Kebede et al. 2023; Gebrekidan et al. 2023; Gebregziabher et al. 2020; Kitila et al. 2021; Nigussie Bolado et al. 2023; Poon et al. 2022).

Alawi et al. (2023) and Poon et al. (2022) recommended further research on factors affecting employee turnover intention in the health sector. Turnover is a significant issue and challenge for Ethiopia's healthcare sector. Nevertheless, few studies have been conducted on turnover intention and related variables. To close the knowledge gap on turnover intention and the factors influencing turnover intention, this study was carried out.

This study was attempting to answer the following research question: 1) How does job satisfaction affect employee turnover intention in alert hospitals? 2) To what extent does work-life balance affect employee turnover intention in alert hospitals? 3) How does working conditions affect employee turnover intention? 4) To what extent does carrier management affect employee turnover intention?

Along with the conceptual framework, it also includes a theoretical examination and a critical analysis. It seeks to aid in the formulation of the problem and enables comprehension of the work or contributions made to the subject by other researchers and authors. In many businesses with varying rates of turnover, the intention to leave is a severe problem. Compared to the public sector, the private sector often has a higher rate of turnover. Depending on the population density in a certain area, the rate of employee turnover may vary. In areas with low unemployment rates,

people are more likely to change jobs, which leads to a higher turnover rate. Numerous studies have examined this topic, as mentioned above, yet employee turnover has not yet diminished (Rizwanet al, 2014).

The intention to leave is a normal occurrence that occurs as a result of poorly constructed systems, disagreements about the role of work life, a lack of enthusiasm, and promotions (Bhayo, 2014). Employees who are willing to leave the company and their current position are said to have a turnover intention (Chang & William, 2013). Employees were considered to intend to leave the company if they truly wanted to quit their positions. Additionally, there are two different types of turnover: voluntary and involuntary. Voluntary turnover occurs when employees voluntarily choose to leave the company, whereas involuntary turnover occurs when individuals are forced to leave the company by management as a result of subpar performance or misconduct (Bebe, 2016). In addition, the decision to leave will be made when the employee feels uneasy or reluctant about the current task.

## 2. Method

This chapter provides a brief overview of the approach that was adopted for the study, which describes the methods and techniques that were adopted to collect data for the analysis. It looks at the research design, population and sampling, methods of data collection, sources of data and the framework for data analysis. Research methodology is a way to systematically solve this research problem. It may be understood as a science of studying how research is done scientifically. According to Yin (2003), a research methodology defines what the activity of research is, how to proceed, how to measure progress, and what constitutes success. Kumekpor (2002) also defines it as the methods, procedures and techniques used in an attempt to discover what we want to know.

This study used descriptive and explanatory survey approaches to collect data from the respondents. A descriptive survey is preferred because it ensures a complete description of the situation and will help the researcher minimize bias in the collection of data (Kothari 2004; Kothari and Creswell 2004). This design is suitable because it will help researchers collect information from respondents, particularly employees of Alert Hospital. According to (Blumberg, Cooper, and Schindler 2014; Cooper et al. 2021), a descriptive survey portrays accurate information on persons, events or accounts of characteristics such as behavior, ability, belief, opinion

and knowledge of a particular individual or group. Descriptive research studies are those studies that are concerned with describing the characteristics of a particular individual or of a group. There are both quantitative and qualitative research (Borland Jr 2001) approaches.

The quantitative approach involves the collection of quantitative data, which are subjected to rigorous quantitative analysis in a formal and rigid manner, while the qualitative approach uses the method of subjective assessment of opinions, behavior, factors and attitudes (Borland Jr 2001). Quantitative research involves systematic and scientific investigations of quantitative properties and phenomena and their relationships. The researchers used a quantitative approach consisting of qualitative and quantitative strategies. Borland Jr (2001) asserts that the differences between quantitative and qualitative studies are not exclusive. He argued that using both paradigms in a study yields important results.

The researcher used both primary and secondary sources of data. The tool used to collect primary data was self-administered questionnaires with regard to the research topic. The secondary data also came from the available literature on the study, which included documents from the offices of alert hospitals.

Bryman and Bell (2007) suggest that a population is the whole group that the research focuses on. Population also refers to a larger group of people with common observable features to which one hopes to apply the research results of Fraenkel and Wallen (2003). According to the information collected from the company, in 2023, there are 950 professional employees, who are the target population for this study. The researcher will use a judgmental sampling technique.

There were 950 professional employees in the alert hospital. From those, 281 were selected. Robison (2001) also proposed that the appropriate sample sizes for most research be greater than 30 and less than 500. Therefore, the sample size of 281 is representative. To determine the sample size, the researcher used a sample size calculator with the following formula.

where  $Z$  = the  $Z$  value (confidence level),  $p$  = the percentage picking a choice,  $e$  = the margin error,

In the sample size calculation, the researcher used  $\alpha$  confidence level of 95% and a margin error of 5%.



This formula is used for any population. However, to select a sample size with a small population, the researcher used the following formula: Cochran (1963). where N= population

n = sample size

e = margin error

$N=n/1+N(e)^2$

Therefore,  $= 950/1+ (950) (0.05)^2=281$

The questions to examine the factors affecting employee turnover intention at alert hospitals, i.e., working conditions, work-life balance, job satisfaction and carrier management, were adopted from a standard questionnaire, and the researcher made some necessary adjustments to the questionnaires to reflect the scope of this study. A set of close-ended questions will be asked to collect information from respondents on these areas. The close-ended questions guided respondents to choose from alternatives provided by the researcher. This procedure was adopted because the staff had busy schedules, which made it difficult to attend to questionnaires when they were left with them and to make coding of the data easy for analysis. The questionnaire asked the respondents to rate aspects based on a five-point Likert scale (1=strongly disagree, 5=strongly agree). Therefore, a Likert scale was utilized for all survey items.

Permission was obtained from the various heads of departments at alert hospitals. The researcher explained the questions after copies of the questionnaire were given to the employees. The reason for doing this was to help the respondents obtain a better understanding to provide their independent opinion on the questions. The researcher will collect all the data by herself and perform the analysis.

The validity of a scale refers to the degree to which it measures what it is supposed to measure. Cronbach's alpha is a measure of reliability. Reliability refers to the consistency or dependability of a measuring instrument. It is defined as the proportion of the variability in the responses to the survey, which is the result of differences in the respondents. That is, answers to a reliable survey will differ because respondents have different opinions, not because the survey is confusing or has multiple interpretations (Tabachnick & Fidell, 2007). To use valid and reliable instruments for data collection, the questionnaire was compiled from different reputed sources with minor modifications to adapt it to the situation under investigation. Based on the results of the pilot test, the

validity of the questions was checked, and further explanations and corrections were provided.

SPSS, which is a statistical package for social sciences, was used to analyze the data from the research questionnaire. Groups of data that showed some commonalities were segregated and assigned different codes. All the gathered materials from the various data collection sources will diligently work to identify patterns, sequences and themes. The data were then transferred to the Statistical Package for Social Sciences (SPSS) software used for analysis.

The multiple regression equation was as follows:

$$Y = a_0 + ax_1 + bx_2 + cx_3 + dx_4 + e$$

Y = Employee turnover intention

where  $a_0$  = Constant

a, b, c, and d = Regression coefficients

$x_1$  = Job satisfaction

$x_2$  = Work-life balance

$x_3$  = Working conditions

$x_4$  = Career Management

e = error term

The equations were solved by the use of a statistical model in which SPSS was applied.

### 3. Result & Discussion

#### Data analysis and interpretation

The analysis and interpretation of the various data obtained via interviews and questionnaires are covered in this chapter. The information collected at Alert Hospital was analyzed via interviews and questionnaires. With the aid of SPSS software version 27, the results of the questionnaire were interpreted. Staff members of Alert Hospital were given questionnaires to complete to gauge and analyze their level of turnover intention. With a response rate of 90%, this chapter delves into the intricacies of data analysis and interpretation.

#### Demographic profile of the respondents

##### Gender of the respondents

Figure 1 shows that 55% of the respondents identified as female and 45% identified as male.



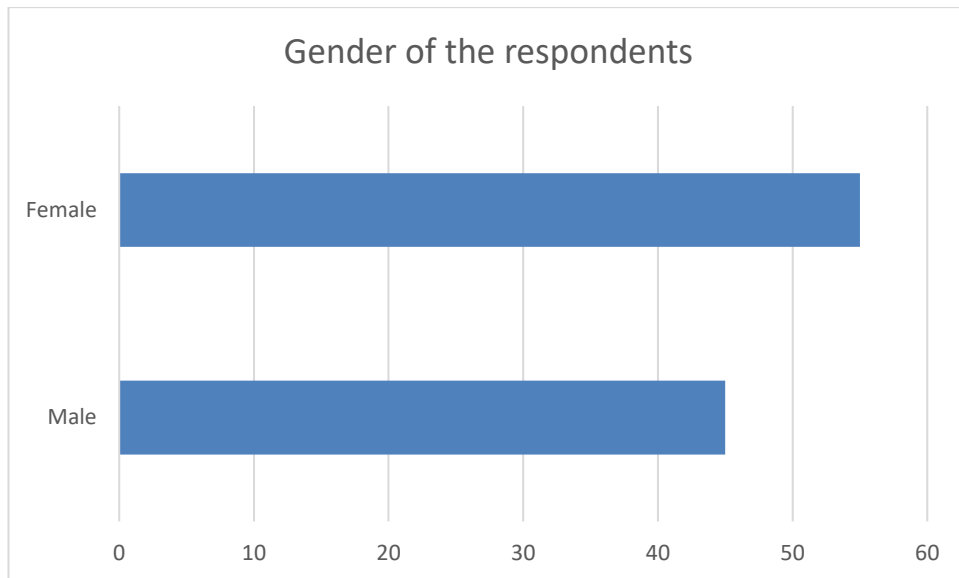


Figure 1. Gender of the respondents

Source: Researcher survey, 2024

#### Age of the respondents

The age distribution of the respondents revealed a diverse range of individuals within the alert hospital. The presence of different age groups, from early-career individuals in their twenties to more experienced professionals above the age of 45, suggests a multigenerational workforce. This highlights the importance of considering generational differences in addressing turnover intention.

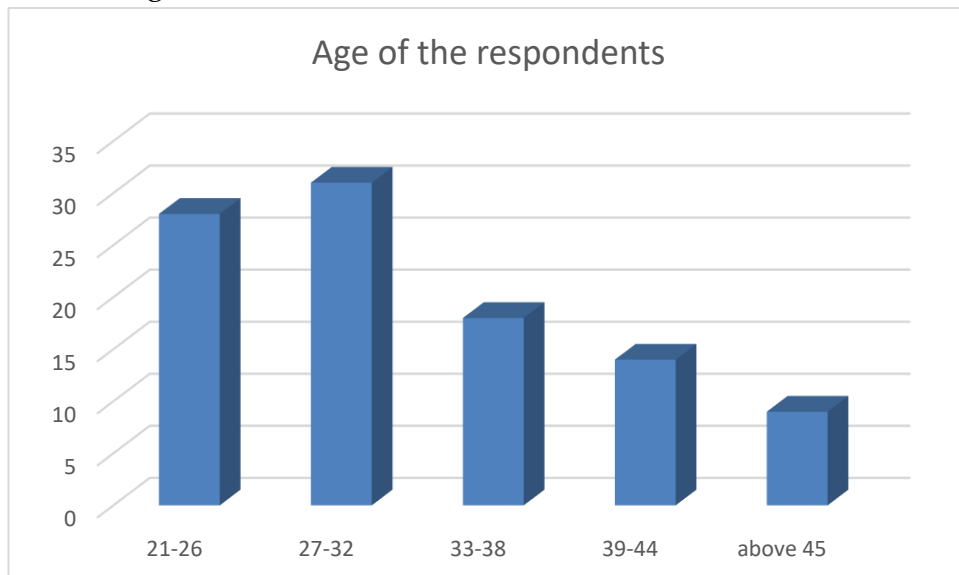


Figure 2. Age of the respondents

Source: Researcher survey, 2024

### Work experience

Figure 4 below indicates that the majority of respondents had 3 to 5 years of experience, indicating a significant presence of mid-career professionals. This suggests that the organization or group being studied may have a relatively established workforce with a moderate level of experience.

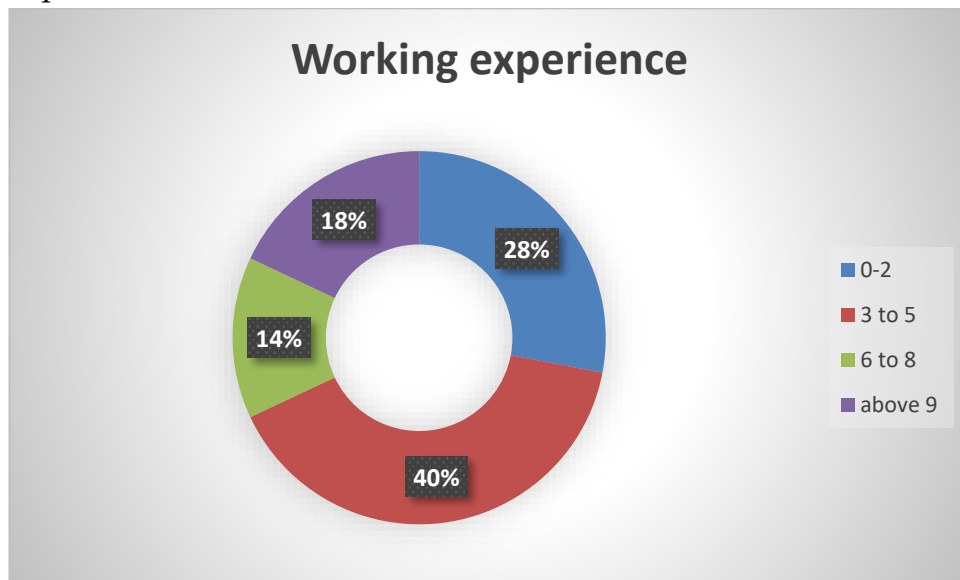


Figure 3. Working experience of the respondents

Source: Researcher survey, 2024

### Educational level of the respondents

The majority of respondents had a bachelor's degree (45%), followed by a certificate (28%) and a master's degree (18%). A smaller percentage had an education above the master's degree (9%). This diverse educational background can impact turnover intention and organizational dynamics, suggesting that individuals have different skills and qualifications. Organizations can leverage this diversity by creating opportunities for professional growth aligned with employees' educational backgrounds. Understanding the educational distribution can also aid in targeted recruitment strategies and identifying potential skills or knowledge gaps.

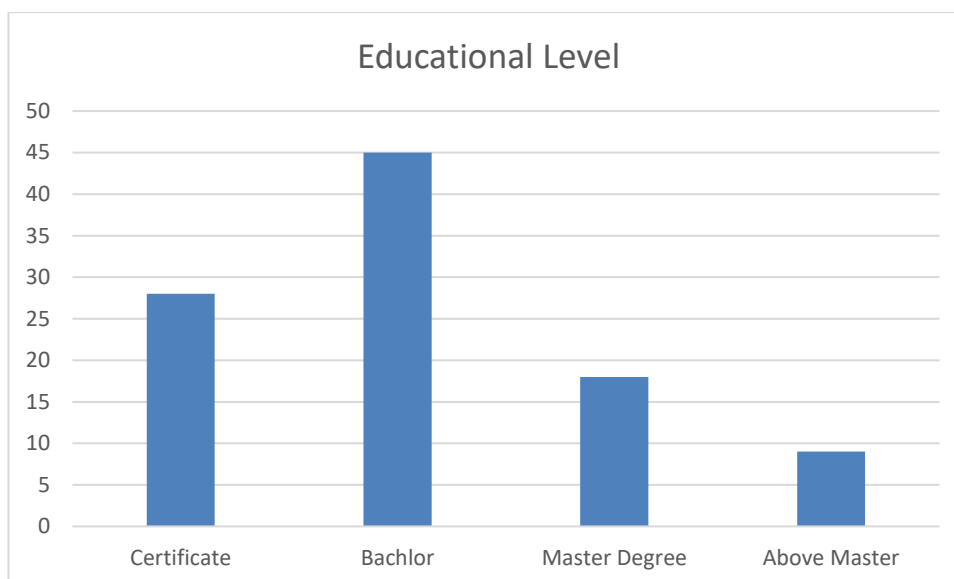


Figure 4. Educational level of the respondents

Source: Researcher survey, 2024

### Data examination and data screening

The researcher performed the initial data examination and data screening for the main quantitative data before conducting the analysis. Following the procedure of (Tabachnick and Fidell 2007), the researcher considers the assumptions of normality, linearity, homoscedasticity and multicollinearity. All analyses were performed using SPSS version 27.0 software.

### Reliability statistics

The reliability statistic for Cronbach's alpha is 0.906, based on 21 items. This high value indicates a strong level of internal consistency among the items in the measure. The high internal consistency suggested that the items were aligned and reliably measured the same construct. This approach is beneficial for ensuring the validity and reliability of the measure, allowing for accurate inferences and decision-making based on the results.

Table 1 Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.906	21

Source: Researcher survey, 2024

### Correlation Analysis

Correlation measures the strength and direction of the relationship between variables. It indicates how the variables tend to move together, but it does not imply causation. In other words, a correlation between two variables does not mean that one variable causes a change in the other.

Table 2. Correlation analysis

Variables	ETI	WLB	JS	WC	CM
ETI	1				
WLB	-0.525*	1			
JS	-0.559**	0.762**	1		
WC	-0.429**	0.804**	0.729**	1	
CM	-0.571*	0.825**	0.867**	0.811**	1

\* indicates  $p < 0.05$  and

\*\* indicates  $p < 0.01$ .

Source: Researcher survey, 2024

### Measure of goodness of fit

Table 3. Model Summary

Model Summary				
Mo del	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 <sup>a</sup>	.360	.349	.76085

a. Predictors: (Constant), CMTOTAL, JSTOTAL, WLBTOTAL, WCTOTAL

Source: Researcher survey, 2024

An adjusted R-squared value of 0.349 suggests a moderate fit of the model to the data. This indicates that the independent variables in the model collectively explain a significant portion of the variability in the

dependent variable. However, there may still be other factors or variables not included in the model that contribute to the remaining variance.

Analysis of variance (ANOVA)

Table 4. Analysis of variance table

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.265	4	18.316	31.640	.000 <sup>b</sup>
	Residual	130.250	225	.579		
	Total	203.515	229			

a. Dependent Variable: ETTOTAL

b. Predictors: (Constant), CMTOTAL, JSTOTAL, WLBTOTAL, WCTOTAL

**Source: Researcher survey, 2024**

The ANOVA table above provides the results of the analysis of variance for a regression model. The regression model was found to be statistically significant,  $F(4, 225) = 31.640$ ,  $p < .001$ . The predictors (job satisfaction, career management, work life balance and working conditions) collectively accounted for a significant amount of variance in the dependent variable employee turnover intention.

Table 5. Coefficient description

Predictor Variable	Beta	Sig.
Constant	0.220	.000
JSTOTAL	-0.217	.039
WCTOTAL	-0.237	.030
WLBTOTAL	0.203	.043
CMTOTAL	-0.351	.008

**Source: Researcher survey, 2024**

The above table represents the coefficients for a multiple regression model with the dependent variable employee turnover intention. The standardized coefficients (Beta) indicate the relative importance of each independent variable in predicting the dependent variable. JS (job satisfaction) has a standardized coefficient (beta) of -0.217, indicating a negative effect on the dependent variable. This means that as job satisfaction increases by one standard deviation, the dependent variable is expected to decrease by 0.217 standard deviations, holding the other variables constant. Working condition (WC) has a standardized coefficient (Beta) of -0.237, which also indicates a negative effect. Similar to job satisfaction, an increase in working conditions by one standard deviation is associated with a decrease in the dependent variable by 0.237 standard deviations, assuming that other variables remain constant.

Work-life balance (WLB) has a standardized coefficient (Beta) of 0.203, indicating a positive effect. This suggests that an increase in work-life balance by one standard deviation is associated with an increase in the dependent variable by 0.203 standard deviations, holding other variables constant. CM has a standardized coefficient (Beta) of -0.351, indicating that CM has a relatively stronger negative effect than the other independent variables. This means that an increase in carrier management by one standard deviation is associated with a larger decrease in the dependent variable by 0.351 standard deviations, assuming that other variables remain constant.

### **Findings of the study**

The findings of this study shed light on the relationships between job satisfaction, work-life balance, working conditions and carrier management and employee turnover intention in an alert hospital. The study revealed that job satisfaction, work-life balance, working conditions, and career management are all significant factors influencing turnover intention. Higher job satisfaction levels were associated with lower turnover intention, while good working conditions were linked to lower turnover intention. The study also indicated that a positive work-life balance alone may not necessarily reduce turnover intention, as other factors such as job dissatisfaction or limited career growth opportunities can still contribute to employees considering leaving the organization. These findings align with previous research that has highlighted the importance of job satisfaction



and working conditions in influencing turnover intention. However, the study also highlights the need for organizations to go beyond promoting work-life balance alone and address other factors that contribute to turnover intention, such as career development and overall organizational culture. Overall, the findings of this study provide support for previous research while emphasizing the multifaceted nature of employee turnover intention and the importance of considering multiple factors in retention efforts.

Based on the analysis and research questions, the researchers can draw the following conclusions regarding the effect of job satisfaction, work-life balance, working conditions and carrier management on employee turnover intention in an alert hospital: Job satisfaction has a significant effect on employee turnover intention. Higher job satisfaction levels are associated with lower turnover intention. This suggests that employees who are more satisfied with their jobs are less likely to consider leaving the organization, which is in line with the findings of (Sakti et al. 2024; Wang et al. 2024). The findings of the study revealed that working conditions influence employee turnover intention. These findings are in line with previous findings (Allgood et al. 2022; Asriani and Riyanto 2020; French et al. 2020; Razzak et al. 2023). Poor working conditions are associated with greater turnover intention. This indicates that unfavorable working conditions, such as a high workload, inadequate resources, or a stressful environment, can lead to increased turnover intention among employees.

The study shows a surprising link between work-life balance and employee turnover intention. Contrary to (Berber et al. 2022; Korompot, Emilisa, and Sofuah 2023; Kuancintami and Heryjanto 2023), as work-life balance improves, employees are more likely to want to leave their current job. This indicates that employees who perceive a greater balance between their work and personal life may still experience a greater likelihood of considering leaving the organization. This could be due to various factors, such as job dissatisfaction, limited career growth opportunities, or dissatisfaction with other aspects of the work environment. Despite having a positive work-life balance, employees may still have reasons to explore alternative job opportunities or seek better career prospects elsewhere. Therefore, hospitals need to go beyond promoting work-life balance alone and address other factors that contribute to turnover intention.

Career management also has an effect on employee turnover intention. The findings of the study are in line with previous findings (Jayasri and

Annisa 2023; Rezeki et al. 2023). Effective career management practices that provide growth opportunities, professional development, and advancement prospects are associated with lower turnover intention. This suggests that when employees perceive a supportive and promising career path within the organization, they are less likely to consider leaving.

In conclusion, this study highlights the importance of job satisfaction, work-life balance, working conditions, and career management in influencing employee turnover intention in alert hospitals. The findings suggest that hospitals should focus on enhancing job satisfaction, promoting work-life balance, improving working conditions, and implementing effective career management practices to reduce turnover intention and retain valuable employees.

#### 4. Conclusion

In conclusion, this study highlights the importance of job satisfaction, work-life balance, working conditions, and career management in influencing employee turnover intention in alert hospitals. The findings suggest that hospitals should focus on enhancing job satisfaction, promoting work-life balance, improving working conditions, and implementing effective career management practices to reduce turnover intention and retain valuable employees.

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