RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND TURNOVER INTENTION IN NURSES OF GOVERNMENT AND PRIVATE HOSPITALS IN SHIRAZ

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ABSTRACT

Since major parts of human life are passing at work environment and many of our relations and social connections are figuring out during work hours, we can recall a work or a job as the main and important part of life. The aim of current research is to examine the relationship between occupational stress and turnover intention in nurses of governmental and private hospitals in Shiraz City. A number of 450 nurses at governmental hospitals (49 women and 401 men) and 440 nurses at private hospitals (50 men and 390 women) are chosen by the use of simple random sampling method and also Morgan's formula. In order to gather data, a questionnaire has been used. For analyzing data, statistical tests of simultaneous multiple regression, Pearson, Friedman and T-test have used. Results showed that there is a linear relationship between occupational stress and turnover intention at governmental and private hospitals and changes in turnover intention are predicting by occupational stress and its dimensions. Score of occupational stress and turnover intention in female nurses are higher than male nurses while there is not a significant difference between occupational stress and turnover intention in nurses of private hospitals and governmental hospitals. In addition, results showed that there is a negative relationship between age and graduation periods and occupational stress and turnover intention in nurses of private and governmental hospitals while there is a positive significant relationship between occupational stress and turnover intention and work hours' ratio. Since managers have key roles in organizations, they can cause enhancement in organization's efficiency and productivity in the best manner by recognizing stressor factors and controlling them.

KEYWORDS: occupational stress, turnover intention, social support, lack of job security, annoyance of dangerous work condition
INTRODUCTION

One characteristic of a sound organization is that physical and mental health of employees is paid attention as much as production and productivity. In a healthy community, responsibility of productive organizations is not confined to more production and profitable series. Managers in these kind of communities know that production is a result and product of effective management. Effective management will not be gotten without considering employees' mental health and believing in it. Since major parts of human life are passing at work environment and many of our relations and social connections are figuring out during work hours, we can recall a work or a job as the main and important part of life. It can be stated easily that job satisfaction and inclination for doing job have conduct impact on humans' gratification of their life situation. On the other hand, mental health of human is dependent on job satisfaction. So that we can say people who are not satisfied with their job will become involved serious stresses in their work environment and that these stresses will be moved to their social and family life for sure. Accomplished researches in this field have showed that there is stress in almost all jobs and of course its rate depends on stress kind and nature and people's personalities in different jobs.

It seems that stressor factors in official jobs is various according to the nature and figure of the job specially it is observed more in the kind of jobs and official environments with clientele relations and connections and employees are in relation and interaction with people's issue and problems. Most researches know two following main reasons necessary for investigating occupational stress in organization: firstly, negligence in checking occupational stress can sustain loss to human resource of an organization and provide negative economical consequences such as production reduction or production full of deficiencies. The other reason is whenever stress is recognized well and led and supervised tactfully, it can be effective on career improvement and increasing in employee's satisfaction, family and society health and ultimately organization's output whist in this condition, turnover will be reduced (Jahed, 2004: 3).

Occupational stress is a state arising from a compatible reaction against occurrence and occupational motives that sometimes heavy physical-mental load more than one's endurance, are applied to him/her and can generate mental and physical diseases. The phenomenon of occupational stress is forming unavoidable part of people's professional life and is related to different issues and problems such as work experience. Profession and job for each person as one important social formative factor, a source of providing life expenses and social relations formative can be a valuable topic for knowing stress. Some levels od stress can be considered as incentive for people in performance improvement and enhancement. Karasek (1990) divided occupational stress in seven dimensions: annoyance of dangerous work conditions, social support, lack of job security, work psychological requirements, weak decision-making range, controlling the job, perfect accuracy to skills and weak power of decision-making. Occupational stress happens frequently in jobs such as nursing that need high physical and mental requirements and relatively low independence (Rezaee, 2004: 61).
According to the impact of stress on nurses' jobs, the sources of stressors should be recognized in case confronting them, we increase the power of confronting the stressor factors in order to enhance efficiency and if possible, reduce environmental stressor factors. Due to sensitiveness of nurses' jobs that involves communicating with patients and taking care of them, neglecting recognition of these stresses and confronting them will lead to irreparable charges. Continual existence with intensifying the impact of stressor resources can cause job burnout and at the end quitting job among nurses. Thus, investigating occupational stress and its consequences such as turnover intention has particular importance and it is necessary to do many researches in order for specifying the rate of occupational stress and even its factors and recommendations for confronting it.

RESEARCH OBJECTIVES

The general objective of present research is to determine the relationship between occupational stress and turnover intention in nurses of public and governmental hospitals.

Minor objectives:

1. Examining the relationship between different dimensions of occupational stress and turnover intention.
2. Investigating the difference of occupational stress between nurses in governmental and private hospitals
3. Investigating the difference of turnover intention between nurses in private and governmental hospitals
4. Investigating the difference between demographic characteristics and occupational stress and turnover intention.

LITERATURE REVIEW

1. Occupational stress

Occupational stress, overall, can be reckoned as gathering stressor factors and the kind of job-related situations in which most people agreed on its being stressor. We explain occupational stress like this: interactions between work conditions and employees individual characteristics are in the manner that demands of work environment are more than that a person could undertake them (Neena, 1992: 351).

- Stress theory, an internal response:

Hans Selye can be introduced as the first person who explained stress as new phenomenon in its type in 1956. Selye who has concentrated his attention on the response of body against demands which applied to it, believes that this response is not a private response. His intention of this
expression is that demands which body faces to them, whether internal or external, the response of a person who exposes the stress follow the common and popular model and this specific model is called general adaptation syndrome and consists of three stages: alarm, resistance and exhaustion.

- Theory of stress environmental factors:

Holmes and Rahe extended this concept more (1967). These two, reckoned stressor events in life as outstanding and unprecedented events that person faces to them and cause main change in his/her life (Ras and Altmeyer, 2006: 27)

- Stress theory as interaction (transactional model)

Third model that is presented by Richard Lazarus (1993) is popular more than any models and is called transactional model or interactional model. This model stated that stress is happens when the balance between demand and resources is lost and emphasized that this balance or instability has degenerative nature. Furthermore this model indicates the mutual impact of individual on environment and environment on individual. Thus, each specific clash that happens between a person and environment will entail implied effects or involvements for the person and environment (Ras and altmeyer, 2006: 33).

2. Turnover intention:

One of the main problems and difficulties of organizations is employees' quitting specially specialized and efficient ones. Managers and researchers considered job quitting costly and with minatory consequences for organization's efficiency. Therefore, the topic of job turnover has attracted the attention of researchers and managers. Turnover can be indicator of losing excessive expenses in field of preparing, education, social capital, human resource alternative and spending much indirect expenses and following, negative impacts on spirit and work output of people who had stayed in the organization. Most of the previous researches introduced factors such as work difficulty, inadequate salary, and personal life problems and so on as the reason or cause of turnover. In some cases job dissatisfaction and also occupational stress are considered as the reason for turnover. (Bahabadi, 2005: 2)

2.1 Turnover intention models

- Intermediate linkages in the Relationship between Job satisfaction and employee turnover by Mobley(1982)
Investigating the literature of relationship between employees' turnover and job satisfaction reports a negative stable relationship but probably other variables modify the relationship between job satisfaction and performing turnover. Present model explains several possible related stages to each other in retirement decision making process (particularly decision of turnover). In the processes which are explained here, departure thought next logical stage is after feeling dissatisfaction and "turnover intention" that appears in some next stages, might be a stage before actual turnover (Shojaee, 2002:27).

- Employees' turnover model by Steers and Porter (1993)

Steers and Porter set their model based on previous theories and experimental works and presented a conceptual model of turnover that its main emphasis was on processes that lead to decision of staying or retiring. His model aims to summarize and integrate the works of previous researchers and theorists and explain above referred points and also deal with presenting a basis for future discussion on convergence of participative decisions. In order to make the model clear, it will be presented in three successive sections:

1- Expectations of job and occupational attitude

2-occupational attitude and turnover intention

3- Exit intention, existence of alternatives and actual turnover (Shojaee, 2002, 31).
Figure 1: process of employees’ turnover decision (Shojaee, 2001)

RESEARCH HYPOTHESES

1. There is a relationship between occupational stress and turnover intention in nurses of private and governmental hospitals.
2. There is a relationship between controlling the job or decision-making range and turnover intention of nurses.
3. There is a relationship between decision making power and turnover intention of nurses.
4. There is a relationship between work psychological requirements and turnover intention of nurses.
5. There is a relationship between annoyance of dangerous work conditions and turnover intention of nurses.
6. There is a relationship between social support and turnover intention of nurses.
7. There is a relationship between perfect accuracy in skill and turnover intention of nurses.
8. There is a relationship between lack of job security and turnover intention of nurses.
9. There is a difference between occupational stress of nurses in private and governmental hospitals.
10. There is a difference between turnover intention of nurses in private and governmental hospitals.
11. There is a difference between demographic characteristics and occupational stress and turnover intention of nurses in private and governmental hospitals.

12. METHODOLOGY OF THE RESEARCH

The main aim of this research is to determine the relationship between occupational stress and turnover intention among nurses at private and governmental hospitals. So, present research is in type of descriptive and correlation method and tries to evaluate the relationship between occupational stress as predictor variable and turnover intention as criterion variable. For this purpose, among all nurses at private and governmental hospitals, the number of 890 nurses has been evaluated.

1- Statistical universe:

statistical universe of this research included all employed nurses at governmental and private hospitals in Shiraz city that consists of 1797 nurses at governmental hospitals (196 men and 1601 women) and 1630 nurses at private hospitals (185 men and 1445 women).

2- Statistical sampling method:

in order to choose statistical sample, simple random sampling method and Morgan's formula (Azar and Moemeni, 2001: 81) have been used and a number of 450 nurses of governmental hospitals (49 men and 401 women) and 440 nurses of private hospitals (50 men and 390 women) were selected.

ANALYZING THE DATA OF THE RESEARCH

Hypotheses’ test:

1. Testing the first hypothesis: There is a relationship between occupational stress and turnover intention in nurses of private and governmental hospitals.
Results of analyzing regression variance and statistical characteristics between occupational stress and turnover intention among nurses of private and governmental hospitals are shown in table 1. According to the results, 41% of variance related to nurses' turnover intention is determined by the variable of occupational stress and its dimensions ($R^2 = 0.41$). It means that 41% of changes in turnover intention is predicted by occupational stress.

According to the obtained results presented in table 2, it is inferred of Sig. level that in this model, there is a relationship between predictor and criterion variables and the relationship is significant at 0.01 error level. It means there is a linear relationship between occupational stress and turnover intention.

Testing hypotheses at the level of occupational stress's dimensions:

Correlation rates between dimensions of occupational stress and turnover intention are shown in table 3 that are obtained by Pearson correlation method. We can specify the correlation rate between each seven dimensions of occupational stress and turnover intention using the Pearson correlation method and also determine the maximum and minimum correlation rate.
TABLE 3: THE RELATIONSHIP BETWEEN DIMENSIONS OF OCCUPATIONAL STRESS AND TURNOVER INTENTION

<table>
<thead>
<tr>
<th></th>
<th>Dangerous work condition</th>
<th>Social support</th>
<th>Lack of job security</th>
<th>Work psychological requirement</th>
<th>Weak decision-making range</th>
<th>Weak decision-making power</th>
<th>Perfect accuracy in skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational stress</td>
<td>0.737</td>
<td>0.741</td>
<td>0.229</td>
<td>0.219</td>
<td>0.429</td>
<td>0.323</td>
<td>0.393</td>
</tr>
<tr>
<td>sig.(2-tail)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

First sub-hypothesis:

There is a significant relationship between the variable of perfect accuracy in skill and turnover intention.

According to the table 3, Pearson correlation coefficient between these two variables is 0.393 and the observed Sig. value is 0.000. Thus, at 99% confidence level this hypothesis is confirmed. It means there is a significant and positive relationship between two variables of perfect accuracy in skill and occupational stress. Based on the positive relationship, the level of turnover intention will enhance by increasing of the variable of perfect accuracy in skill.

Second sub-hypothesis:

There is a relationship between the variable of weak decision-making power and turnover intention.

According to the table 3, the correlation coefficient is 0.323 and the P-value is 0.000. In another words, there is a significant relationship between two variables of weak decision-making power and turnover intention in nurses. Based on the positive relationship, by increasing weak decision-making power, the rate of turnover intention will increase.

Third sub-hypothesis:

There is a significant relationship between the variable of weak decision-making range and turnover intention.

According to the table 3, the correlation coefficient is 0.429 and the P-value is 0.000. In another words, there is a significant relationship between two variables of weak decision-making range
and turnover intention in nurses. Based on the positive relationship, by increasing weak decision-making range, the rate of turnover intention will increase.

Fourth sub-hypothesis:

There is a significant relationship between the variable of work psychological requirements and turnover intention.

According to the table 3, the correlation coefficient is 0.219 and the P-value is 0.000. In another words, there is a significant relationship between two variables of work psychological requirements and turnover intention in nurses. Based on the positive relationship, by increasing work psychological requirements, the rate of turnover intention will increase.

Fifth sub-hypothesis:

There is a significant relationship between lack of job security and turnover intention.

According to the table 3, the correlation coefficient is 0.229 and the P-value is 0.000. Hence, the null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between two variables of lack of job security and turnover intention in nurses. Based on the positive relationship, by increasing lack of job security, the rate of turnover intention will increase.

Sixth sub-hypothesis:

There is a significant relationship between social support and turnover intention.

According to the table 3, the correlation coefficient is \(-0.741\) and the P-value is 0.000. In another words, there is a significant relationship between two variables of social support and turnover intention in nurses. Based on the positive relationship, by increasing social support, the rate of turnover intention will increase.

Seventh sub-hypothesis:

There is a significant relationship between dangerous work conditions and turnover intention.

According to the table 3, the correlation coefficient is \(-0.737\) and the P-value is 0.000. In another words, there is a significant relationship between two variables of dangerous work conditions and turnover intention in nurses. Based on the positive relationship, by increasing dangerous work conditions, the rate of turnover intention will increase.

Eighth sub-hypothesis:

There is a significant difference of occupational stress between nurses in governmental hospitals and private hospitals.
TABLE 4: COMPARING OF OCCUPATIONAL STRESS IN NURSES OF GOVERNMENTAL HOSPITALS AND PRIVATE HOSPITAL

<table>
<thead>
<tr>
<th></th>
<th>mean</th>
<th>t</th>
<th>p</th>
<th>DF</th>
<th>result</th>
</tr>
</thead>
<tbody>
<tr>
<td>governmental</td>
<td>173.41</td>
<td>0.26-</td>
<td>0.794</td>
<td>888</td>
<td>Reject research hypothesis</td>
</tr>
<tr>
<td>private</td>
<td>173.67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the above table, it is observed that the mean of occupational stress in nurses at governmental hospitals is 173.41 and its mean at private hospitals is 173.67. Therefore, regarding the difference between them and t-value that is -0.26 and also Sig. level (P=0.794), we can say that there is not a significant difference of occupational stress between nurses at governmental and private hospitals.

Ninth sub-hypothesis:

There is a significant difference of turnover intention between nurses at governmental hospitals and private hospitals.

Table 5: Comparing of turnover intention in nurses of governmental hospitals and private hospitals.

<table>
<thead>
<tr>
<th></th>
<th>mean</th>
<th>t</th>
<th>p</th>
<th>DF</th>
<th>result</th>
</tr>
</thead>
<tbody>
<tr>
<td>governmental</td>
<td>28.77</td>
<td>0.56-</td>
<td>0.537</td>
<td>888</td>
<td>Reject research hypothesis</td>
</tr>
<tr>
<td>private</td>
<td>28.94</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the above table, it is observed that the mean of turnover intention in nurses at governmental hospitals is 28.77 and its mean at private hospitals is 28.94. Therefore, regarding the difference between them and t-value that is -0.56 and also Sig. level (P=0.537), we can say that there is not a significant difference of turnover intention between nurses at governmental and private hospitals.

Tenth sub-hypothesis:

Individual characteristics of under consideration samples in terms of not being different with variables of occupational stress and turnover intention.
1- Age:

A) In examining the relationship between age and turnover intention of nurses, correlation value is -0.336 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between age and turnover intention of nurses. According to the negative relationship, by increasing age, turnover intention will decrease.

B) In examining the relationship between age and occupational stress of nurses, correlation value is -0.547 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between age and occupational stress of nurses. According to the negative relationship, by increasing age, occupational stress will decrease.

2- Work hours:

A) In examining the relationship between work hours and turnover intention of nurses, correlation value is 0.269 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between work hours and turnover intention of nurses. According to the positive relationship, by increasing work hours, turnover intention will increase.

B) In examining the relationship between work hours and occupational stress of nurses, correlation value is 0.554 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between work hours and occupational stress of nurses. According to the positive relationship, by increasing work hours, occupational stress will increase.

2- Graduating period:

A) In examining the relationship between graduating period and turnover intention of nurses, correlation value is -0.284 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between graduating period and turnover intention of nurses. According to the negative relationship, by increasing graduating period, turnover intention will decrease.

B) In examining the relationship between graduating period and occupational stress of nurses, correlation value is -0.354 and p-value is 0.000. Hence, null hypothesis is rejected and research hypothesis is confirmed. In another words, there is a significant relationship between graduating period and occupational stress of nurses. According to the negative relationship, by increasing graduating period, occupational stress will decrease.
CONCLUSION

The main results of the research are:

Results of present research showed that there is a significant relationship between perfect accuracy in skill and turnover intention. Accuracy is one of the factors that keep the person away from stressor factors by the person's concentration on slightly career but whatever e get away from optimum state of accuracy, stress rate will increase because of making more attention range to unrelated factors to kills. Thus, according to the first hypothesis that indicates positive relationship between occupational stress and turnover intention, perfect accuracy in skill causes more turnover intention.

Another result of this research is the relationship between weak decision-making power and turnover intention. The power of decision-making is one of the most effective factors on job satisfaction. In another words, whatever the occupational stress of a person is lower, in work conditions, especially critical conditions, he/she will act more powerfully in decision making. This relationship is more obvious in nursing that decision-making is more important and sensitive.

In addition, current research showed that narrow decision-making range or poor control on career has positive relationship with turnover intention. Regarding that narrow decision-making is a combination of perfect accuracy in skill and weak decision-making power, by enlarging narrow decision-making range, the variable of turnover intention will increase. Another result of this research showed that there is a positive relationship between variables of work psychological requirements and turnover intention. In better words, by increasing of work psychological requirements, the turnover intention will increase.

Another result of this research says that there is a relationship between lack of job security and turnover intention. lack of job security is one of the factors that leads to occupational stress. For sure, nurses who are not confident of their job security will involve high occupational stress and this reason can cause turnover intention.

Furthermore, present research showed that there is a negative relationship between social support and turnover intention. In another words, as far as social support increase in nursing profession, their turnover intention will decrease. Social support of nurses decreases occupational stress and increase job satisfaction.

This research showed that annoyance of dangerous work conditions has negative relationship with turnover intention, so that by increasing the annoyance of dangerous work conditions in nurses, their intention for turnover will increase. Anyway, in riskful jobs such as nursing, there are many dangers that make high stress and the stress increasing can causes in turnover intention itself.
Another result of present research showed that occupational stress and turnover intention of nurses at private hospitals are a bit higher than nurses at governmental hospitals but this difference is petty so their difference is not significant.

1- Another result of this research showed that there is a negative relationship between age and occupational stress and turnover intention among nurses at private and governmental hospitals. In another words, by increasing in age, the level of occupational stress and turnover intention will reduce and vice versa.

2- By increasing in nurses' work hours' rate, their occupational stress and turnover intention will increase.

3- Results of this research showed that there is a significant negative relationship between graduating period and occupational stress and turnover intention of nurses. In another words, by increasing the period of time that passes after graduating, the level of occupational stress and turnover intention will decrease.

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