

# Factors Associated with Intention to Turnover and Quality of Work Life among Nurses Working at a Tertiary Care Centre in Nepal: A Cross-sectional Analytical Study

Rosy Shrestha<sup>1</sup>, PhD in Nursing; Jeffersona Naveen Tamrakar<sup>1</sup>, Bachelor in Naturopathy and Yogic Science; Kshitiz Shrestha<sup>1</sup>, MBBS; Pushpa Koirala<sup>2</sup>, M.Sc. in Medical Surgical Nursing; Soni Shrestha<sup>2</sup>, M.Sc. in Community Health Nursing

<sup>1</sup>B & B Hospital, Gwarko, Lalitpur, Nepal

<sup>2</sup>B & B Medical Institute, Gwarko, Lalitpur, Nepal

## Address of Correspondence:

**Prof. Dr. Rosy Shrestha, PhD in Nursing**

B & B Hospital, Gwarko, Lalitpur, Nepal

**Email:** rosyshrestha2016@gmail.com

**Phone:** +977-9843361879

High turnover intention remains a global concern, contributing to workforce shortages, high workload, and decreased quality of care. The quality of work life is a key factor determining nurses' intentions to remain at their jobs. Understanding predictors of turnover intention is crucial to addressing workforce instability. This study aimed to assess nurses' turnover intention, quality of work life, their correlation, and the predicting factors. A descriptive analytical study was conducted, including 302 nurses working in a B & B Hospital, Lalitpur, Nepal. Anticipated Turnover Scale (ATS) and Quality of Nursing Work Life (QNWL) tools were used to collect data. Data was analyzed by using descriptive statistics, Pearson's correlation, and Chi-square tests. More than half of the nurses had a high ATS score (54.0%), and more than half (51.33%) had a high QNWL score. None of the variables were associated with the level of anticipated nurses' turnover and the quality of nurses' work life. There was a significant negative relationship ( $r=0.36$ ,  $p\text{-value}<0.001$ ) between anticipated nurses' turnover and the quality of nurses' work-life. Hence, hospital administration needs to initiate a retention policy to reduce the workforce instability and enhance the quality of work life of nurses.

**Key Words:** nurse, turnover, work-life quality.

Nursing turnover refers to the process by which nursing personnel leave their organization for various reasons. Turnover anticipation has been widely proven to be an important antecedent variable of it.<sup>1</sup> The staff turnover is a continuing challenge in the healthcare sector, causing negative impacts on patients and healthcare organizations.<sup>2</sup> Increasing nurse turnover rate in the health facility leads to insufficient staffing in the hospitals, which escalates the workload and stress on other nurses, ultimately affecting the patient's health and reducing the quality of care.<sup>3</sup> A systematic review among newly licensed registered nurses working in acute care hospitals revealed 12-25% turnover rates.<sup>4</sup> Over 260,000 nurses are predicted to leave organizations worldwide annually, and are not replaced immediately. The average turnover rate for trained nurses is 43.9%.<sup>5</sup> Being up to thirty years old, single, and having worked in the hospital for up to three years significantly increases the risk of turnover. Personal reasons, external attractions, and unsuitable working conditions are the major reasons that significantly contribute to nurses' turnover. It is evidenced that the increased turnover also disturbs the hospital's operation and profoundly impacts the hospital's revenue and costs.<sup>6</sup> A high turnover intention in the field of nursing has been widely proven to

be an important and practical antecedent variable of turnover, and it is the best predictor of actual turnover behavior.<sup>7</sup>

A study to assess factors influencing nurses' turnover intention in a Teaching Hospital in Nepal revealed that out of 109 nurses, half of the respondents (50.5%) had turnover intention, 56% were dissatisfied with the job, and were not committed to the organization. Job satisfaction and Organizational commitment were significant factors of the nurses' turnover intention.<sup>8</sup> Most of the Chinese nurses (69.4%) had a high level of turnover intention. Associated factors of nurse turnover were nurses being single, with a junior college education, having higher pay, having higher job satisfaction, higher sense of belonging to the hospital, and having conflicts with colleagues were proven to affect nurses' turnover intentions.<sup>9</sup>

Regarding the quality of work life, in Chitwan, Nepal, 84 nurses reported that the overall quality of work life of nurses was moderate (79.8%). The Quality of Work Life of nurses was associated with the level of education.<sup>10</sup> The high quality of nursing work life reduces the turnover rate and psychosocial impact.<sup>11</sup>

Nurses are the most significant group among healthcare professionals, and the stability of their team significantly affects the quality of care. Attention to nurses' quality of work life (QWL) is critical to the

delivery of quality healthcare services.<sup>12</sup>

Hence, the researcher aims to find out the factors associated with nurses' intention to turnover and quality work life in a Private Hospital in Nepal.

### Materials & Methods

A cross-sectional analytical study was conducted in B&B Hospital Pvt. Ltd, Nepal, among 302 nurses using the total enumerative sampling technique. Nurses who were on long leave or maternity leave were excluded from the study. A standard tool on 'Anticipated Turnover Scale' (ATS) with 12 items with a 6-point Likert scale and Brooks' 'Quality of Nursing Work Life Scale' (QNWL) with 42 items and a 6-point scale. A score Greater than the mean was considered a high turnover intention and a high quality of nurse work life. Data was collected during August 2023.

Ethical approval was obtained from the Institutional Review Committee of B&B Hospital (Ref: B&BIRC-23-48). Written informed consent was taken from each respondent. Confidentiality of the information was maintained throughout the study. Data analysis was performed using Statistical Package for the Social Sciences (SPSS) version 20.0. Quantitative data were summarized using descriptive statistics such as number, percent, mean, and standard deviation. The Pearson Chi-Square was used to find out the associated

factors of turnover intention and quality of work life. Pearson correlation was used to find out the correlation between the Intention of nurses' turnover and the quality of nursing work-life score at a  $p\text{-value} < 0.05$  level of significance.

### Results

#### Characteristics of Respondents

Out of 302 nurses, more than half (53.31%) were from the age group 21-25 years. The mean age was  $26.20 \pm 6.53$ . Most of the respondents (85.09%) belong to the Hindu religion, and half of the respondents (50.33%) had a monthly income between 15 and 20000 NPR. Nearly half of nurses (47.35%) had completed PCL Nursing. The majority (62.25%) of nurses were at junior post, and the majority (70.19%) had less than five years' work experience, as shown in **Table 1**.

**Table 2** depicts that more than half (54.00%, 51.33%) of the nurses had a high intention to turnover, and a high quality of work life, respectively. There was a significant weak negative correlation ( $r = -0.36$ ,  $p < 0.001$ ) between the intention to turnover and quality of work life scores.

**Table 3** reveals that there was no association between the level of intention to nurses' turnover and socio-demographic and professional variables. **Table 4** shows no association between the level of quality of nurses' work life and socio-demographic and professional variables.

Table 1: Socio-demographic and professional characteristics of the respondents (n=302)

Variables	n	(%)
<b>Age (In years)</b>		
≤20	27	8.94
21-25	161	53.31
26-30	64	21.19
31-35	26	8.60
≥36	24	7.94
<b>Religion</b>		
Hindu	257	85.09
Non-Hindu	45	14.90
<b>Monthly Income (NPR)</b>		
<15000	33	10.92
15000-20000	152	50.33
21000-25000	80	26.49
>25000	37	12.25
<b>Educational Qualification</b>		
ANM/CMA	32	10.59
PCL	143	47.35
Bachelors in Nursing	63	20.86
B. Sc. Nursing	62	20.52
Masters in Nursing	2	0.66
<b>Profession Title</b>		
Junior	188	62.25
Senior	96	31.78
Nurse In Charge	11	3.64
Nursing Supervisor	7	2.31
<b>Work Experience in BBH</b>		
<5 Yrs	212	70.19
5-10 Yrs	43	14.23
10-15Yrs	19	6.29
>15 yrs	28	9.27

## Intention to Turnover and Quality of Work Life among Nurses

Table 2: Level of intention to nurse turnover and quality of nurses' work life (n=302)

Outcome	Number (n)	Percent (%)
<b>Intention to Turnover</b>		
High Intention (>3.40 mean score)	163	54.00
Low Intention ( $\leq$ 3.40 mean score)	139	46.00
<b>Work Quality of Life</b>		
High Quality (>4.01 mean score)	155	51.33
Low Quality ( $\leq$ 4.01 mean score)	147	48.67

Table 3: Association of intention to nurses' turnover with background variables (n=302)

Variables	Intention to Nurses Turnover		$\chi^2$ Value	P-Value
	High, n(%)	Low, n(%)		
<b>Age in Completed Years</b>				
$\leq 25$	107 (35.43)	81(26.82)	1.73	0.188
> 26	56 (18.54)	58 (19.20)		
<b>Religion</b>				
Hindu	138 (45.69)	119 (39.40)	0.05	0.817
Non-Hindu	25 (8.27)	20 (6.62)		
<b>Monthly Income in Rupees</b>				
$\leq 20,000$	105 (34.76)	80 (26.49)	1.49	0.222
>20,000	58 (19.20)	59 (19.53)		
<b>Education Qualification</b>				
Up to PCL Nursing	88 (29.13)	87 (28.80)	2.28	0.131
Bachelors and above	75 (24.83)	52 (17.21)		
<b>Professional Title</b>				
Junior	100 (33.11)	88 (29.13)	0.12	0.726
Seniors	63 (20.86)	51 (16.88)		
<b>Work experience</b>				
$\leq 5$ years	120 (39.73)	92 (30.46)	0.16	0.100
> 6 years	43 (14.23)	47 (15.56)		

*Table 4: Association between Level of Quality of Nurses' Work Life and Socio-demographic & Professional Variables (n=302)*

Variables	Quality of Nurses' Work Life		$\chi^2$ Value	p-value
	High, n(%)	Low, n(%)		
<b>Age in Completed Years</b>				
≤25	91(30.13)	97 (32.11)	1.70	0.192
>26	64 (21.19)	50 (16.55)		
<b>Religion</b>				
Hindu	130 (43.04)	127 (42.05)	0.38	0.538
Non-Hindu	25 (8.27)	20 (6.62)		
<b>Monthly Income (NPR)</b>				
≤ 20,000	88 (29.13)	97 (32.11)	2.70	0.100
>20,000	67 (22.18)	50 (16.55)		
<b>Education Qualification</b>				
Up to PCL Nursing	95 (31.45)	80 (26.49)	1.46	0.227
Bachelors and above	60 (19.86)	67 (22.18)		
<b>Professional Title</b>				
Junior	96 (31.78)	92 (30.46)	0.01	0.907
Seniors	59 (19.53)	55 (18.1)		
<b>Total work experience in B &amp; B Hospital</b>				
≤ 5years	107 (35.43)	105 (34.76)	0.65	0.371
> 6years	48 (15.89)	42 (13.90)		

## Discussion

The current study revealed that more than half (54.0%) of the nurses expressed a high intention to turn over. The finding was similar to the study conducted in another Hospital in Nepal, which showed 50.5% had a high intention to turnover.<sup>8</sup> Similar study was conducted in Southern Ethiopia, which showed 39.8% of nurses had the

turnover intention.<sup>5</sup> In contrast to the current study, the intention to nurse turnover is higher in Jordan, Saudi Arabia, India & China, which showed 68%, 94%, 60% & 69.4% respectively.<sup>2,9,13,14</sup> Regarding the quality of nurses' work life, the present study showed that over half (51.33%) of nurses had a high quality of work life. A similar study was conducted in

another Hospital in Nepal, which showed overall quality of work life was moderate in the majority (79.8%) of respondents.<sup>10</sup> In contrast to the current study in Northwest Ethiopia, the quality of good nursing work life was found to be 40.8%.<sup>11</sup> In addition to this, the nurses were dissatisfied with the quality of work life in Saudi Arabia and Iran, which was 54.7% & 69.3% respectively.<sup>2,15</sup>

Regarding correlations between anticipated nurses' turnover and quality of nurses' work life current study revealed a significant negative correlation ( $r = -0.362$ ). The finding was in contrast to the study, which showed a weak, significant positive correlation ( $r = 0.33$ ).<sup>5</sup> Similar result was demonstrated in Saudi Arabia, which shows weak correlation ( $r = -0.024$ ) and is statistically not significant ( $p = 0.206$ ).<sup>2</sup> In this study, there was no association between the level of anticipated nurses' turnover with socio-demographic and professional characteristics, which was consistent with the study in Chitwan, Nepal. The study in China demonstrated that being single, with a junior, and having a higher pay level affect nurses' turnover intention.<sup>8</sup> In Jordan, being older, more experienced, and with a higher level of education increased the likelihood of nurse turnover.<sup>13</sup>

The present study showed that there was no association between the level of quality of nurse work life and socio-demographic and

professional characteristics. In another study in Nepal, the quality of work life of nurses was associated with the level of education.<sup>10</sup> In contrast to current study findings, a systematic review revealed that the most prevalent socio-demographic factors that affect the quality of nurses' work life were differences in education level and age. Other influencing factors were marital status, employee status, gender, national origin, job title, and family situation.<sup>12</sup>

### Conclusion

The study presents that more than half of nurses have a high intention to turnover, and just over half have a high level of quality of nurses' work-life. The study indicates that the Socio-demographic characteristics and professional characteristics were not associated with the intention of nurses' turnover and the quality of nurses' work life. The quality of nurses' work life had negative impacts on nurses' intention to turn over, as proven in the study.

Considering the study findings, the authority should implement the strategies to improve the quality of nurses' work life to reduce nurses' intention to turn over.

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