

Nurses' Turnover and Its Related Factors in a Medical Center

¹Huang, Li-Hua 、*Wu,Yun-Hsianh

Chung Shan Medical University Hospital/Department of Nursing/1Vice Director, *Head Nurse, Taichung City, Taiwan



Aim

This study aimed to investigate turnover status and its related factors among nursing staffs in a medical center.

Methods

In a cross-sectional designed study, we enrolled nurses with full-time employment for more than three months in a medical center. A total of 126 questionnaires were distributed by convenience sampling, and 123 valid questionnaires were returned, resulting in a recovery rate of 97.6%.

Results

The resigned nurses were mainly female (95.9%), with an average age of 29.9 ± 6.3 years. Among them, 68.3% were unmarried. The average seniority at the time of resignation was 6.9 ± 6.1 years. The ward staff accounted for 43.1%, and staff in emergency and critical care units accounted for 35.8%. Among all causes of turnover, the highest score was due to “work characteristics of nursing”, with an average score of 2.98 ($SD = 1.1$). (Table 1、Table 2)

In this study, we exhibited significant differences of baseline characteristics in age, marital status, child-bearing, shift status, work unit, contract retention fee, salary, place of residence, “salary and welfare factors”, “work characteristics factors”, “interpersonal factors”, “development factors” “organization factors” and “environmental factors” between resigned nurses and retaining nurses (all $p < 0.05$). The important factors of turnover for nursing staff were: “They experienced physical and mental exhaustion caused by excessive clinical nursing works”, “They felt their health was getting worse”, “the bonuses and allowances outside the salary were too small”, “the paperwork was too much”, and “the work pressure was high.

Conclusion

In order to reduce staff turnover rate and to stabilize nursing manpower, the managers should continue to reduce nurse-to-patient ratio, make human resource management to be more flexible, divide the works according to specifications, simplify work processes, and increase salary and welfare.

Table 1. Reasons for nurses' intention to leave with mean score above 3.

Rank	Reasons for leaving employment	Mean	SD
1	Health is getting worse	3.3	1.19
2	Small or bad bonus	3.3	1.19
3	High-stress work	3.2	1.09
4	Occupational burnout	3.2	1.11
5	Disproportionate salary in relation to workload	3.1	1.15
6	High patient load	3.1	1.07
7	Too many paperwork	3.1	1.10
8	Often overtime	3.1	1.16
9	Heavy responsibility for clinical work	3.1	1.11

Table 2. Comparison of the basic attributes of nursing staff and reasons for leaving employment (N=123)

Variable	Individuals and families	Salary Welfare	Job characteristics in nursing	Interpersonal Interaction	Development and further education	Organization	Environment
	t/F	t/F	t/F	t/F	t/F	t/F	t/F
Age	0.467	0.352	0.811	0.222	0.548	0.881	0.165
Gender	0.059	0.426	0.831	0.1	0.791	0.141	0.54
Marital status	0.661	0.049*	0.069	0.009	0.426	0.515	0.051
With or without children	0.991	0.01*	0.009**	0.006**	0.313	0.305	0.003**
Educational	0.063	0.596	0.204	0.693	0.518	0.396	0.654
Title	0.117	0.564	0.988	0.065	0.937	0.191	0.141
Shift status	0.192	0.001**	0.063	0.798	0.266	0.711	0.203
Work unit	0.07	0.05	0.647	<.001**	0.005**	0.001**	0.006**
Sign-on or retention bonus	0.072	0.004**	0.105	0.625	0.05	0.114	0.086
Salary	0.113	0.032*	0.026*	0.022*	0.004**	0.005**	0.009**
Number of paid holidays	0.17	0.061	0.309	0.705	0.751	0.773	0.321
Overtime hours	0.55	0.394	0.044*	0.868	0.684	0.986	0.885
Place of residence	0.487	0.198	0.008**	0.169	0.316	0.482	0.091

* $p < .05$, ** $p < .01$