

Effect of Turnover on Jordanian Health Care Organizations

Ghazy Al- Hamed

Abstract: *Productivity is very important issue for any Health Care organization. There are several factors on which productivity of an organization mostly depends upon. Employee's turnover is one of them which is considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. The purpose of this research is therefore, to find out the actual reasons behind turnover and its damaging effects on the performance of different Jordanian Health Care Organizations.*

The objectives of the study is to ascertain the cause of Employees turnover , To determine the effect of employee turnover , To measure the satisfaction level of employees in the health organizations, and finally to build model to reduce turnover in health organizations. This study focused on the effect of employee turnover on Health Care Organizations with reference to the Jordan Health Care organizations (JHCOS). High employee turnover rates affect efforts to attain organizational objectives. In addition, when the Health Care Organizations loses a critical employee, the effects on innovation, consistency in providing service to patients and timely delivery of services to patients may be negatively affected. The research design used in this study was the quantitative approach, which allowed the researcher to use structured questionnaires in collecting data. The simple random sampling technique was used to select four hundred respondents from all levels of management in the Jordan Health Care organizations. The total number of population that the questionnaires were administered was four hundred (400), of which three hundred and seventy four (374) was retrieved shaped, (.93% of total population. Analytical statistics was used to analyze and test hypothesis ,(SPSS) was used for that. The study found positive turnover and negative turnover effect the performance of Jordanian Health Care Organizations, The study show also that Gender and Age not affect the Health Care Organizations Turnover causes, but Educational background, Status of respondents, and Work experience have an effect on Health Care Organizations Turnover causes. The study illustrate that adopted mode suggested effect on reducing turnover in Jordanian Health Care Organizations , the Model include (improve work environment ,build trust ,recognize good performance, develop of employee, adopt good benefits and incentives system) on reducing Health Care organization Turnover, Turnover, however, had dual effects on the health organization; positive and negative effects. Whiles employee turnover introduced new ideas and skill into the health organization, it's also lead to difficulties in attracting new staff. To reduce the rate of turnover, management should be assure that the environmental condition of employees is convenient.

I. INTRODUCTION

Employee turnover is understood by human resources professionals to be the rate at which an organization's work force terminates employment and requires replacement.

Revised Version Manuscript Received on June 30, 2015.

Dr. Ghazy Al- Hamed, College of Business- Rabigh Health Services and HoSpital Deep King Abdul- Aziz University, Jeddah, KSA. Saudi Arabia.

Most organizations have been successful because of the organization's ability to retain employees. Keeping staff rather than losing them, however, is not achieved on a silver platter. Successful organizations in this area are the ones that are whose managements have identified and put in place measures such as reward, training and development and other forms of motivation so as to encourage the employees to work whole heartedly and stay in the organization for a longer period of time. This helps to ensure consistency in the output of work. Employee turnover can be defined as a percentage figure which shows the rate at which employees move in and out of the organization. Turnover may be functional, where the employee's departures produce a benefit for the organization, or dysfunctional, where the departing employee is someone the organization would like to retain. The crucial issue in analyzing turnover, therefore, is not how many employees are leaving but the performance and replace ability of those who are leaving versus those who are staying. In Jordan, it is very important to manage turnover for both government and non-government sectors. In government sectors, although some fringe benefits are given to the employees regularly do not satisfy them sufficiently. In private sectors, though salary and benefits are high but security of job is less. Due to these reasons turnover rate in private sectors are higher than public sectors.

II. STATEMENT OF THE PROBLEM

This study aims to answer the followings questions:

- 1-Is there positive effect of turnover on health care organizations?
- 2- Is there negative effect of turnover on health care organizations?
- 3-Is there any effect of respondents characteristics on health care organizations turnover .
- 4-How we can reduce turnover in health care organizations?

III. IMPORTANT OF THE STUDY

Productivity is very important issue for any Health Care organization. There are several factors on which productivity of an organization mostly depends upon. Employee's turnover is one of them which is considered to be one of the challenging issues in business nowadays. Turnover also can have significant costs to the Health Care Organization , When health organization loses a worker, it incurs expenses to find a replacement for the position. Costs include advertising, recruitment, administrative costs in hiring and training, background checks, psychological testing and interviewing candidates. The costs for job training include the loss of productivity while the worker is attending the training program.

The health organization also loses productivity during the time when a new employee is becoming acquainted with the position.

IV. OBJECTIVE OF THE STUDY

Objectives of the study is to ascertain the cause of Employees turnover , To determine the effect of employee turnover , To measure the satisfaction level of employees in the health organizations, and finally to build model to reduce turnover in Jordanian health organizations.

V. HYPOTHESIS OF THE STUDY

- 1- There are positive statistical significant difference of the employee turnover on Health care Organizations (significant $\leq 5\%$).
- 2- There is negative statistical significant difference of the employee turnover on Health care Organizations (significant $\leq 5\%$).
- 3- There is statistical significant effect of respondents characteristics such as (Gender, Age, Educational background, Status of respondents, Work experience) on Health Care organization Turnover causes, (significant $\leq 5\%$).
- 4- There is statistical significant effect of(improve work environment, build trust, recognize good performance, develop of employee, adopt good benefits and incentives system) on reducing Health Care organization Turnover, (significant $\leq 5\%$).

VI. REVIEW OF LITERATURE

Employee's turnover can be very problematic for large, medium and small organizations. All organizations can expect some degree of employee's turnover. Indeed a certain degree of employees turnover may be desirable since it creates opportunities to the introduce competence, new ideas and experience to the organization, as well providing career development opportunities for existing workers. Though employee's turnover is however, is costly both to individual organizations and the economy as a whole. It also affects moral, profitability, efficiency and productivity as well. Durbin (2000) Meyer (2001) also said that employee's turnover may be due to a particular cause but they can also be an indication of more fundamental organizational problems. Establishing the cause and working out for a solution may, therefore, calls for re –examination of the organization policies and procedures. Armstrong (2011), argues that the prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover. Employees' turnover tends to be higher in environments where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant. Clearly, if managers are impersonal, arbitrary and demanding, there is a greater risk of turnover (Hom and Griffeth, 2001). Allen (2000) pointed out that employees turnover can be expensive, although the actual costs are difficult to estimate. To get indication, organizations can start adding up the most obvious

expenses: those of advertising, recruitment and supervisory time. In San Diego, Title IV-E workers were more likely (89% retention) than other workers to remain on the job one to three years after hire (Jones & Okamura, 2000). The one statewide study to date found a 76% retention rate within three to six months after the payback period (Dickinson & Perry, 2002). Some psychological research has focused on the effect of stress on turnover (Todd & Deery-Schmitt, 1996), including both occupational stress and stress experienced outside of the workplace. Also, individual well-being has been identified as a predictor of greater job satisfaction and lower job stress (Koeske & Kirk, 1995).

Drake and Yadama (1996) found that emotional exhaustion had a direct effect on job exit. Sociological models focus on the specifics of workplace situations and job characteristics and their effects on the satisfaction and commitment of workers (Glisson & Durick, 1988). Orthner & Pittman (1986) found that organizational support for families increases the level of work commitment among the employees.

Economic theories focus on supply and demand and indicate that a more open job market is a major factor that leads to a greater level of employee turnover (Price, 1977). Studies have found little or no relationship between personal characteristics and job satisfaction (Butler, 1990) or worker attitudes (Oldham & Hackman,

Studies have found little or no relationship between personal characteristics and job satisfaction (Butler, 1990) or worker attitudes (Oldham & Hackman, 1981). A higher level of education has been associated with a higher level of career commitment (Glisson & Durick, 1988). Looking across studies, MorBaraket al. (2001) found amount of work experience to be strongly associated with remaining on the job, as did Landsman (2001). People who are satisfied with their jobs tend to perform better and tend to stay longer at their agencies (Krueger, 1996). Weiner (1980) found no correlation between attitudes toward unions and leaving the job among welfare workers. Many studies suggest that organizational factors have a greater influence on job satisfaction than do personal characteristics of the worker (Poulin, 1994). Variables such as heavy workload, low salary, poor agency operation, low agency morale, and few opportunities for advancement are closely related to a desire to change jobs (Sze & Ivker, 1986). Jayarante and Chess (1991) found that among protective services workers, characteristics of the organization, such as opportunity for promotion, job challenge, workload, agency change, and role ambiguity were related to job satisfaction. Multiple studies have found that a major contributor to workers' decisions to leave their jobs was high caseloads (Rycraft, 1994). Excessive policy changes and paperwork were found to be sources of job dissatisfaction among social workers who work with the elderly (Dressel, 1982). The availability of training that is relevant to the occupation and affords an opportunity for professional development has been found to be a source of job satisfaction, (Tracy, Bean, Gwatkin, & Hill, 1992; Vinokur-Kaplan, 1991). Landsman (2001) found structural characteristics as they relate to levels of stress on the job to be closely related to the retention of child welfare workers.

A high level of stress is a factor that has been found to be closely related to low job satisfaction and job commitment (McLean & Andrew, 2000). Sze and Ivker(1986) found that stressful conditions (e.g., high workload, low agency morale) were closely related to a desire to change jobs. Glisson and Hemmelgarn(1998) found that creating a positive organizational climate (including role clarity, low conflict, and cooperation) was more effective in providing successful child welfare services than increasing the actual services available to clients. A positive organizational culture has also been found to increase the likelihood of retaining skilled child welfare workers (Ellett, 2001) Poulinand Walter (1992) found that workers who have experienced greater work autonomy and have greater control over their jobs have higher levels of job satisfaction.

The methodology of this study consist of the followings:

- Population of study :

The population study consist of all the employers worked in health care organization in Amman the capital of Jordan. The estimation numbers of these organization is around (45) health organizations.

-Sample of the study:

The simple random sampling technique, which is a probability sampling technique, was used to select respondents from the various health organizations in Amman – Jordan, (400) respondent was randomly selected from the study population. The total number of population that the questionnaires were administered was four hundred (400), of which three hundred and seventy four (374) was retrieved shaped .93% of total population, Table (1) below overview of respondent’s characteristics.

VII.METHODOLOGY OF THE STUDY

Table (1) below overview of respondent’s characteristics.

Detail	Frequency	Percentage (%)
Gender		
Male	208	56
Female	194	44
Age	180	48
18 - 28	49	13
29 - 39	177	47
40 - 45	99	26
50 - 69	49	34
Educational Background:		
Secondary school	96	26
Diploma	130	35
Higher education	148	39
Status of Respondents:		
Top	62	17
Middle	120	32
Lower	192	51
Work Experience		
Below 5 Years	180	48
5 – 10 Years	72	19
10 – 15 Years	60	16
15 and Above	62	17

-Study instrument

Questionnaire was designed to collect data for this study, it contain personal characteristics of the respondent and group of Questions related to the hypothesis, Likert measurement was used to evaluate the respondent Questionnaire.

-Validity and Reliability of study:

Validity: There is positive respondent from concerned qualified persons on the quationare components regards this field.

Reliability: Reliability was tested through cronbach test alpha, the value test was >60%.

-Data analysis: (SPSS) was used to analyze data and test the four mentioned hypothesis.

E1-Test Hypothesis number one :

There is positive statistical significant difference for the turnover on Health care Organizations (significant ≤5%.

Effect of Turnover on Jordanian Health Care Organizations

Table (2) Positive Effect of Employees Turnover

Impact	Frequently	Percentage (%)
Open up promotional channel for employee	38	10
It helps in reducing redundancy in health care organizations	32	9
New ideas and skills are introduced into health care organization	35	9
All of the above	269	72
Total	374	100

Table (2) depicts positive impact of employee turnover on the organization.

One sample T-test was used to test this Hypothesis , the test shows that there is positive statistical significant differences for the turnover on Health care Organizations, the test value was(.001), (significant $\leq 5\%$. This include (Open up

promotional channel for employee, helps in reducing redundancy in health care organizations, New ideas and skills are introduced into health care organization .

- Test Hypothesis number two:

There is negative statistical significant difference of the turnover on Health care Organizations (significant $\leq 5\%$.

Table (3) Negative Effect of Employees Turnover

Impact	Frequently	Percentage (%)
Additional costs of replacement recruitment	86	23
Poor quality of work	45	12
Difficulties in attracting new staff organization	19	5
Loss of skilled manpower	94	25
All of the above	131	35
Total	374	100

One sample T-test was used to test this Hypothesis , the test shows that there is negative statistical significant difference for the turnover on Health care Organizations ,the test value was(.003), (significant $\leq 5\%$.This include Additional costs of replacement recruitment, Poor quality of work, Difficulties in attracting new staff organization, Loss of skilled manpower .

There is statistical significant effect of respondents characteristics such as (Gender, Age, Educational background, Status of respondents, Work experience, on Health Care organization Turnover causes, (significant $\leq 5\%$).

- Test Hypothesis number three :

Table-(4) Causes of Employee Turnover

Details	Frequency	Percentage (%)
Demographic and personal Characteristics of employees	30	8
Job dissatisfaction	86	23
Organization and work environment	41	11
Lack of promotion	108	29
Alternative Employment	49	13
Job security	60	16
Total	374	100

Table (5) : shows the causes of employee turnover in the organization. The causes include; lack of promotion (29%), job dissatisfaction (23%), job security (16%), alternative

employment (13%), work environment (11%) and personal characteristics (8%).

One way ANOVA analysis was used to test this Hypothesis, Table (5) show the result of ANOVA test.

Table (5) Respondent characteristics

Variables	F	Significant(≤ 0.05)
Gender	.05	.841
Age	.85	.622
Educational background	7.6	.042
Status of respondents	8.45	.033
Work experience	9.23	.024

The result shows that Gender and Age not affect the Health Care Organizations Turnover causes, but Educational background, Status of respondents, and Work experience have an effect on Health Care Organizations Turnover causes.

Test hypothesis number four

There is statistical significant difference of adopted model include (improve work environment ,build trust ,recognize good performance, develop of employee, adopt good benefits and incentives system) on reducing Health Care organization Turnover, (significant $\leq 5\%$).

Table (6) show Model adopted to reduce turnover in health care organizations

Model adopted	Frequency	Percentage (%)
Improve work environment	72	19
Build trust	63	17
Recognize good performance	84	22.5
Develop of employee	61	16.5
Adopt good benefits and incentives system	94	25
Total	374	100

One sample T-test was used to test this Hypothesis , The test shows that there are significant difference of the Model adopted include (improve work environment ,build trust ,recognize good performance, develop of employee, adopt good benefits and incentives system) on reducing Health care Organizations turnover , the test value was(.001), (significant $\leq 5\%$).

VIII. CONCUSSION

Turnover is a burning issue for any health care organization, for the steady performance of health care organizations it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations because there are so many factors that affect turnover. The study shows that turnover effect positively on Health care Organizations, This include (Open up promotional channel for employee, It helps in reducing redundancy in health care organizations, New ideas and skills are introduced into health care organization . Also the study shows that turnover affect negatively in health care organizations , This include Additional costs of replacement recruitment, Poor quality of work, Difficulties in attracting new staff organization, Loss of skilled manpower In addition to that the study shows that Gender and Age not affect the Health Care Organizations Turnover causes, but Educational background, Status of respondents, and Work experience have an effect on Health Care Organizations Turnover causes. Finally the study shows that the suggestion Model adopted by health care organizations include (improve work environment ,build trust ,recognize good performance, develop of employee, adopt good benefits and incentives system) affect the reducing of Health care Organizations turnover .

RECOMMENDATIONS

Health organization have to take care carefully of turnover, it should be encourage positive turnover and reduce negative turnover as much as possible to eliminate or reduce it is affect on health organizations performance. This study strongly recommended health organizations to adopt the suggestion model to reduce turnover which include include (improve work environment ,build trust, recognize good performance, develop of employee, adopt good benefits and incentives system) , Finally health manager have to take care of some personal characteristics as Educational background, Status of respondents, and Work experience which have an affect on Health Care Organizations Turnover causes.

REFERENCES

1. Allen, D., 2000. Managing employee turnover: Myths to dispel and strategies for effective management. *Journal of Management*, 6(2): 122-123.
2. Armstrong, M., 2011. *Handbook of human resource management practices*. 12th Edn., New York: Prentice-Hall.
3. Durbin, H., 2000. *Applying psychology: Individual and organizational*. London, England: Prentice Hall.
4. Grobler, P.A., S. Warnich, M.R. Carrel, N.F. Elbert and R.D. Hatfield, 2006. *Human resource management in South Africa*. London: Thompson.
5. Hom, P.W. and R.W. Griffeth, 2001. *Retaining valued employees*. Ontario, Canada: South- Western Publishing.
6. Kreitner, R., 2003. *Human resources management*. Toronto: Arizona State University: Houghton Mifflin Company.
7. Kreitner, R. and A.J. Kinicki, 2007. *Organizational behavior*. 7th Edn., New York: Irwin McGraw Hill.

Effect of Turnover on Jordanian Health Care Organizations

8. Meyer, J.P., 2001. Organizational commitment: Personnel psychology and HRM. London, England: Wiley.
9. Nugent, A., 2009. Using voluntary benefits strategically can help employer's goals of retaining employees and controlling cost. *Benefits Quarterly Reviews*, 25(2): 7-100
10. Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33, 61-81.
11. Mor Barak, M. E., Nissly, J. A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and meta analysis. *Social Service Review*, 75(3), 625-661.
12. Landsman, M. J. (2001). Commitment in public child welfare. *Social Service Review*, 75(3), 387-419.
13. Krueger, M. (1996). Job satisfaction for child and youth care workers (3rd ed.). Washington, DC: Child Welfare League of America Press.
14. Weiner, N. (1980). Determinants and behavioral consequences of pay satisfaction: A comparison of two models. *Personnel Psychology*, 33(4), 741-757.
15. Poulin, J. E. (1994). Job task and organizational predictors of social worker job satisfaction change: A panel study. *Administration in Social Work*, 18(1), 21-38.
16. Poulin, J. E., & Walter, C. (1992). Retention plans and job satisfaction of gerontological social workers. *Journal of Gerontological Social Work*, 19, 99-114.
17. Sze, W. C., & Ivker, B. (1986). Stress in social workers: The impact of setting and role. *The Journal of Contemporary Social Work*, 67(3), 141-148.
18. Jayaratne, S., & Chess, W. A. (1991). Job satisfaction and burnout: Is there a difference? *Journal of Applied Social Sciences*, 15, 245-262.
19. Rycraft, J. R. (1994). The party isn't over: The agency role in the retention of public child welfare caseworkers. *Social Work*, 39(1), 75-80.
20. Dressel, P. L. (1982). Policy sources of worker dissatisfactions: The case of human services in aging. *Social Service Review*, 56(3), 406-423.
21. Tracy, E. M., Bean, N., Gwatkin, S., & Hill, B. (1992). Family preservation workers: Sources of job satisfaction and job stress. *Research on Social Work Practice*, 2(4), 465-478.
22. McLean, J., & Andrew, T. (2000). Commitment, satisfaction, stress and control among social service managers and social workers in the UK. *Administration in Social Work*, 23(3/4), 93-117.
23. Glisson, C., & Hemmelgarn, A. (1998). The effects of organizational climate and interorganizational coordination on the quality and outcomes of children's service systems. *Child Abuse and Neglect*, 22(5), 401-421.
24. Ellett, A. J. (2001). Organizational culture and intent to remain employed in child welfare: A two-state study. Dallas, TX: Council on Social Work Education Annual Program Meeting.
25. Poulin, J. E., & Walter, C. (1992). Retention plans and job satisfaction of gerontological social workers. *Journal of Gerontological Social Work*, 19, 99-114.
26. Boswell, W. E., Bourdreaux, J.W., & Dunford, B.B (2004). The outcomes and correlates of job search objectives.
27. Burton, M.D., & Beckman, C.M. (2007) leaving legacy : Position imprints and successor turnover in young firms. *American sociological Review*, 72, 239 266.
28. Cotton , J., & Tuttle , J.M (1986). Employee Turnover: A Meta analysis and Review with implications for Research, *Academy of Management Review*, 11, 55 – 70. 29- Employee Turnover in Organization by Lisa Magloff, Demand Media.
29. Williams, L.J., Hazer, J.T. (1986), "Antecedents and consequences of satisfaction and commitment in turnover models: a re-analysis using latent variable structural equation methods", *Journal of Applied Psychology*, Vol. 72 No.1, pp.219-31.
30. Price, J. & Muller, C. (1981). A casual model of turnover of nurses. *Academy of Management Journal*, 24(3), 543-565.