

## **IMPACT OF NURSES TURNOVER ON ORGANIZATION PERFORMANCE**

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### **ABSTRACT**

This survey based descriptive research work has been undertaken with the objectives of analysing impact of turnover of nurses on organization performance and offering suitable suggestions to control and prevent turnover of nurses. The study has adopted both convenient and judgement sampling methods and sampled 30 administrators from 30 leading private multi speciality hospitals in Tirunelveli city, Tamilnadu, India. Primary data have been collected by a constructed questionnaire along with personal discussion. Percentage method has been administered to analyse profile of the respondents. Both Mean and Standard deviation have been employed to analyse impact of turnover of nurses on organization performance. The research has found excessive work load for remaining staff, delay in daily routine procedures (e.g. transfer of the patient to operation theatre, ICU and wards), poor patient satisfaction and complaints from patients (as newly joined staffs take long time to cope with routine procedures) are foremost impact of turnover of nurses in private hospitals. The study has given suitable suggestions to control and prevent turnover of nurses.

**Keywords:** Nurses, turnover, organization, performance, private hospital, Tirunelveli city

### **1.1 Background of the Study**

Employee turnover is one of the most serious issues in current scenario. Educational growth, rapid technology and economical changes and cultural variations have influenced in all occupations. Turnover of nurses is seen almost in all hospitals. High demand of the nurses and scarcity of the colleges offering nursing courses are the major issues to be considered in India. The wide scope of employment opportunities for nurses has increased the demand for nurses in India. As a result of high turnover of nurses, the routine work flow of the hospitals

is affected. There are number of reasons for voluntary turnover of nurses such as poor leadership style, long working hours, inadequate salary, unsystematic work, poor job description and the like. High turnover of nurses brings about lot of negative effects to the organization such as dissatisfaction of the patients, impaired safety of the patients; lose of patients and thereby reputation of the hospitals. The study area has developed in a good way in all aspects. The education level of the people has risen. The number of hospitals, diagnostic centres and pharmacy has increased in a marked level. Still, unhealthy HR practices, less salary, long working hours, poor welfare facilities are seen in almost all hospitals. In view of these effects, the present study is undertaken in the study area with a view of analysing the effects of turnover of nurses on performance of hospital.

## **1.2 Statement of the Problem**

Retention of employees for a prolonged period is important and inevitable one for the organization for smooth work flow of the organization. It is also important for nurses to work for a particular period in a hospital in order to improve their knowledge and thereby improve their career development. Presence of the experienced nurses is more important for both satisfaction as well as safety of the patients. Moreover, they can guide the junior nurses to carry out their routine activities effectively. The frequent turnover of nurses will affect the hospital in a number of ways. It increases the work load and stress and thereby affects health of the remaining nurses and the like. On the other side, it not only increases recruitment, selection and training cost of the hospital, but also affects normal daily work flow of hospital and thereby affects the patients' satisfaction and worsens the reputation of the hospital. In the study area, nurses' turnover seems to be high. Location of the hospitals, poor salary, unhealthy HR practices, inadequate welfare facilities, lack of professionalism and the like are some of the common factors responsible for high turnover of nurses in study area. It is inevitable to analyse about impact of turnover of nurses on performance of hospital and make hospital management aware about those factors so as to enable them analysing deficit factors producing turnover among nurses and take necessary steps to correct the same. Hence, the present study is undertaken with the objectives of analysing impacts of turnover of nurses on performance of organization and offering suitable suggestions to control and prevent turnover of nurses.

### **1.3 Scope of the Study**

The study has focused Tirunelveli city only. The study has focused Administrative officers working in private multi speciality hospitals in Tirunelveli city. The study has analysed the impact of voluntary turnover of nurses on performance of the hospital.

### **1.4 Significance of the Study**

The study has given suitable suggestions to control and prevent turnover of nurses. They will be suitable for the hospital management to take necessary steps to find the weak factors which produce turnover of nurses and take suitable remedial steps to control and prevent turnover of nurses and thereby improve the patients' satisfaction, nurses' satisfaction and reputation of the hospitals. The findings of the study can be used as secondary data for future research scholars.

### **1.5 Profile of the Study Area**

This study has been done in Tirunelveli city. Tirunelveli also known as Nellai, and historically (during British rule) as Tinnevely, is a city in the Indian state of Tamil Nadu. It is the headquarters of the Tirunelveli District in Tamil Nadu. It is situated 700 kilometers (435 mi) southwest of the state capital Chennai. Tirunelveli is an important junction in the National Highway No 7 connecting India from the North to South (Kashmir to Kanyakumari). As of 2011 census of India, Tirunelveli has a total population of 474,838. Males constitute 49% of the population and females 51%.

### **1.6 Research Objectives**

The following objectives have been framed to guide the research.

- i. To analyse the impact of turnover of nurses on organization performance
- ii. To offer suitable suggestions to control and prevent the turnover of nurses

## **2. Review of Related Literature**

### **2.1 Definition**

Turnover is the individual movement across membership boundary of an organization (Price 2001; Thwala et al 2012) and it is the ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during

the same period of time (Price, 1977). It is a behaviour which describes the process of leaving or replacing employees in an organization (Currivan 1999) and it is the ratio of number of workers that had to be replaced in a given time period to the average number of workers (Agnes 1999).

## **2.2 Classification of Turnover**

Employee turnover may be classified into five categories as follows. a) Functional and dysfunctional turnover: Functional turnover is a turnover in which poor performers leave while dysfunctional turnover is a turnover in which good performers leave. b) Avoidable and unavoidable turnover: A turnover that happens in avoidable circumstances is called avoidable turnover, whereas a turnover that happens in unavoidable circumstances is called unavoidable turnover. c) Voluntary and involuntary turnover: Voluntary turnover is the turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees whereas involuntary turnover is one in which employees have no choice in their termination (e.g. sickness, death, moving abroad or employer's initiated termination). d) Internal and external turnover: Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization. e) Skilled and unskilled turnover: Untrained, uneducated and unskilled positions often face high turnover rate. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.

## **2.3 Studies Related to Turnover**

Shamsuzzoha and Rezaul Hasan shumon (2008) made a research to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share in Bangladesh. The results of the study showed that turnover rate is higher than government sector due to job insecurity. The study explained that less salary is foremost causes of turnover. Irregular payments, improper management, better job options, job location, noisy work environment, job insecurity, behaviour at root level, job dissatisfaction, delay of promotion insufficient medical

allowance, leaving tendency of people, working time, less increment are the next causes of turnover in line. The study also explained the causes of people staying in the organization. Security of the job, pension, good location, increment, better salary structure, good working environment, good behaviour of top management are some of the reasons pointed out in the study.

Kuriya Samson and Ondigi Alice (2012) assessed the internal and external causes of labour turnover in three and five star rated hotels in Nairobi city, Kenya. The study sampled 133 permanently employed staffs working in these star rated hotels by simple random sampling method. The study found job dissatisfaction, unfavourable working conditions, long working hours with minimal pays and poor employees training programs were the causes of turnover. The uncondusive work conditions resulted to the employees developing work related stress and reduced employees' organizational commitment. The study observed that few hotels had employees who worked up to their retirement and the study obser4ved employee resignation was the major form of labour wastage in both these type of hotels. The study revealed that most of the respondents were familiar with the vision and mission statement of the organization they were working with. The employees were not involved in decision making process even those decisions which affected their jobs. This resulted to the main causes of resignation in the hotels under the study. Employers were inflexible and they did not provide a balance between work and employees' personal life. Hence, majority of the respondents reported that they did not know whether they utilised their ability and skills.

Abdali Fahad (2011) undertook a research to find the effect of employee turnover on sustainable growth of organization in computer sector of Karachi. The study has sampled 60 respondents from 15 computer graphics companies of Karachi. The findings of the study revealed that only professional qualification of the employees may be higher intentions of turnover in these organizations, while age, level of education, tenure in the organization, level of income had not impact the causes of turnover in employees of computer graphic sectors of Karachi, Pakistan. The study has also found that there was a significant difference between the strategies of younger and older employees of CG companies of Karachi-Pakistan in order to control employee turnover for the sustainable growth of organization. Younger age employees of computer graphic sectors of Karachi Pakistan may think the retention strategies for employees in different ways as compare to older age employees.

Ramball Sunil (2003) examined to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave. The study has used stratified random sampling and sampled 115 non supervisory employees, mid level management and senior management employees. The result has reported that locations of the company, compensation, the job itself, the company's reputation, career development, job security, organizational culture, challenge, training and development, empowerment, attractive benefits were the reasons for choosing the corporation as an employer. The study has indicated that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule, too long of a commute, lack of trust in senior management, inadequate opportunities for training and development, low overall satisfaction were the reasons to leave the job from the existing organizations.

Chalkiti Kalotina and Marianna Sigata (2010) explored the occurrence and implications of staff turnover in the Greek Tourism Industry as well as looks into the current and future strategies adopted by Greek enterprises for addressing the unavoidable and unpredictable phenomenon. Majority of the respondents reported that staff turnover appears to affect a number of tourism sectors irrespective of the location of the respondents. They argued that seasonal variation was the reason and it varied from region to region. They reported that staff turnover levels differ across tourism jobs at various organizational levels. The study said that relative to managerial level jobs, operational level jobs also demand lower job specialization, skills and offer limited job progression opportunities. As a result, the higher levels of staff turnover were found in operational jobs as they directly had contact with customers and it made them more susceptible to emotions and burnout. Respondents from insular regions reported seasonality to be a significant factor causing staff turnover than respondents from peninsular regions. Respondents from both insular and peninsular regions also considered job satisfaction; career development, working hours, emotional labour, social work relations and unsocial working conditions had a neutral effect on staff turnover. Based on the researchers' speculations it could be noted that the largest proportion of Greek tourism enterprises represented family owned and operated firms, whereby the type and interdependency of social or work relationship was unimportant.

Shah IA, Zainab Fakhr, M Shakil Ahmad and Khalid Zaman (2010) analysed the intentions of employees to quit a job by taking a case of university teachers in Pakistan and more specifically to find out that which factors was more significantly contributing in the intentions of employees to quit job. The results said that among the push factors, the respondents agreed 3 factors namely family related problems, not liking their boss and their expectation has not been fulfilled were the most important push factors causing turnover. The most significant pull factors which made their intention to quit the job were good location of other organisations, higher education opportunities, good children education, organization support and reputation of pull organization. The most significant factors which contributed in turnover intentions were family living in other area and health related problems. The other factors which significantly contributed in turnover intentions were social status, children education, fun and unable to follow organization rules. Pull factors were not significantly contributed in the turnover intention. The overall conclusion was that personal factors were more significant in turnover intention of University teacher in Pakistan.

Jhatial AA, Riaz Ahmed Mangi and Ikhtiar Ali Ghumro (2012) examined the inter relationship among major antecedents of employee turnover such as HRM practices, organizational culture, attitudes of boss on employees' intention to quit in Pakistan banking and IT sectors. The study had used HRM practices, organization culture, attitude of boss and self efficacy and self esteem as variables. Merit base, connection base, respect, empowerment, trust and trustworthiness, openness in communication, supervision-coercive style, supervision-friendly style, mentoring, harassment, sadistic, self efficacy and self esteem were used as sub variables. The result revealed that overall picture of HRM and organization culture in public sector organizations was poor whereas private organization was comparatively better improving. Respondents in MNCs expressed high agreement o merit based HRM, organizational culture and attitude of business with high self esteem. The study also revealed that there was inter relationship among all the variables and the study concluded that taking care of human factor with mutual respect, mentoring and employee empowerment could enhance employee morale, commitment and satisfaction which virtually linked employee's decision to stay in the organization.

Kayuni Happy and Richard Tambulasi (2007) made a study "Teacher Turnover in Malawi's Ministry of Education: Realities and Challenges". The study indicated that poor salaries,

incentives and poor working conditions, loss of status of teacher, indiscreet reforms and loss of motivation, stress, poor recruitment and selection practices, unfair measures of performance, poor housing and school infrastructure, high death rate due to illness but no medical scheme, frequent changes in the syllabus and education system, lack of administrative support system, poor recruitment and training programs were the causes of turnover of teachers in Malawi ministry of education.

### **3. Research Methodology**

This survey based research is descriptive in nature. The sample of this study is administrative officer working in private hospital. A total of 30 administrators have been sampled for this research by using both convenient and judgement sampling method. The samples have been selected from 30 leading private multi speciality hospitals. The primary data have been collected using structured questionnaire which consist of two sections. Section A comprises the profile of the respondents. Section B deals with impact of turnover of nurses on performance of the hospital and it consists of 24 questions. The questionnaire have been prepared with Likerts Five Point Scale namely Strongly Agree, Agree, No Opinion, Disagree and Strongly Disagree and the points have been allotted as 5, 4, 3, 2 and 1 for them respectively. The researcher made a discussion with administrator of the hospital, nursing superintendent (incharge), doctor and nurses before constructing the questionnaire in order to obtain details about the effect of turnover on hospital performance. Secondary data have been collected from journals, books and websites. Percentage method has been used to analyse profile of the respondents. Mean and Standard Deviation have been employed to analyse impact of turnover of nurses on organization performance.

### **4. Results and Discussion**

The results of the analysed data and discussion of findings are given as follows.



**Table 4.1: Profile of the respondents**

S. No.	Variable	Category	Frequency	Percentage
	Sex	Male	26	86.67
		Female	4	13.33
2	Marital status	Married	26	86.67
		Unmarried	4	13.33
3	Age	Below 30 years	4	13.33
		Between 30-35 years	6	20
		Between 35-40 years	12	40
		Above 40 years	8	26.67
4	Educational qualification	Under Graduate	11	36.67
		Post Graduate	19	63.33
5	Year of working experience	Below 2 year	3	10
		Between 2 and 4 years	7	23.33
		Between 4 and 6 years	13	43.33
		Above 6 years	7	23.33
6	Income level (Rs)	Below 12000	2	6.67
		Between 12000 and 14000	8	26.67
		Between 14000 and 16000	14	46.67
		Above 16000	6	20

Source: Primary Data

It could be indicated from Table 4.1 that among the respondents 86.67% are males and 13.33% are females, 86.67% of the respondents are married and 13.33% are unmarried. 13.33% of the respondents are below 30 years of age, 20% are between 30 to 35 years of age, 40% are between 35 to 40 years of age and 26.67% of the respondents are above 40 years of age. 36.67% of the respondents are under graduates, 63.33% of the respondents are post graduates. 10% of the respondents have below 2 year of experience, 23.33% have 2 and 4 years of experience, 22.33% have 4 and 6 years of experience and 23.33% of the respondents have above 6 years of experience. 6.67% of respondents are drawing below Rs.12000 of salary, 26.67% are between Rs. 12000 to 14000, 46.67% between Rs.14000 to 16000 and 20% are drawing above Rs.16000 of salary.

**Table 4.2: Impact of Turnover on Organization Performance**

	<b>Impact of Turnover on Organization</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Mean Ranking</b>
1	Excessive work load for remaining staff	26.67	7.58	1
2	Delay in daily routine procedures (e.g. transfer of the patient to operation theatre, ICU and wards)	26.40	6.55	2
3	Poor patient satisfaction	24.98	8.02	3
4	Complaints from patients (as newly joined staffs take long time to cope with routine procedures)	23.04	5.71	4
5	Poor job satisfaction of the remaining nurses	22.52	7.83	5
6	Complaints from medical personnel about delay in routine procedure and incomplete procedure	22.49	5.54	6
7	Complaints from housekeeping and biomedical department in terms of segregation of biomedical wastes	21.19	7.27	7
8	Wastages and loss of resources as newly joined staff has not known the routines well	21.06	4.23	8
9	Increased recruitment cost	21.01	4.21	9
10	Increased training cost	20.78	5.06	10
11	Impaired patient safety	20.43	6.02	11
12	High stress among remaining nurses as they have to do the duties of newly joined nurses also until they learn the routine work	19.56	8.02	12
13	Difficulty to manage the hospital when turnover occur during festival time	19.43	4.50	13
14	High leave and absenteeism of remaining nurses	19.34	6.18	14
15	Sickness among remaining nurses because of heavy work load	19.21	2.78	15
16	Preference of the patients to next hospital because of poor nursing care	18.69	4.19	16

17	Impairment of reputation of the hospital name when the senior and capable staff are absent	18.39	7.57	17
18	Impaired quality of care	17.48	6.60	18
19	Low level of efficiency of the new staff nurses recruited	17.36	8.11	19
20	Disturbed flow of work	17.25	4.49	20
21	Damage and failure of equipments because of lack of knowledge of new staffs	16.65	9.31	21
22	Poor morale of the employees	16.43	4.07	22
23	Conflict among existing staffs because of lack of nurses and work overload	15.35	5.17	23
24	Minor injuries (such as needle stick injuries) because of high work load and tiredness	15.12	3.86	24

Source: Primary Data

It could be noted from Table 4.2 that excessive work load for remaining staff, delay in daily routine procedures (e.g. transfer of the patient to operation theatre, ICU and wards), poor patient satisfaction, complaints from patients (as newly joined staffs take long time to cope with routine procedures), poor job satisfaction of the remaining nurses, complaints from medical personnel about delay in routine procedure and incomplete procedure, complaints from housekeeping and biomedical department in terms of segregation of biomedical wastes and wastages and loss of resources as newly joined staff has not known the routines well are the foremost impact of turnover of nurses on organization performance. Increased recruitment cost, increased training cost, impaired patient safety, high stress among remaining nurses as they have to do the duties of newly joined nurses also until they learn the routine work, difficulty to manage the hospital when turnover occur during festival time, high leave and absenteeism of remaining nurses, sickness among remaining nurses because of heavy work load and preference of the patients to next hospital because of poor nursing care are the next foremost impact of turnover of nurses on organization performance. Impairment of reputation of the hospital name when the senior and capable staff are absent, impaired quality of care, low level of efficiency of the new staff nurses recruited, disturbed flow of work, damage and failure of equipments because of lack of knowledge of new staffs, poor morale of the employees, conflict among existing staffs because of lack of nurses and work

overload and minor injuries (such as needle stick injuries) because of high work load and tiredness are the least impact of turnover of nurses on organization performance.

### **4.3 Discussion**

The present study has found that increased cost of recruitment, impaired service and morale are the effect of turnover on organization. These results provide support with the evidence of the report of a task force on job-hopping in Singapore, more than two-thirds of the organizations which indicated that they had suffered a productivity loss of greater than 10% as a result of the high employee turnover (National Productivity Board, Singapore, 1988). The survey also reported that high cost of recruitment and poor quality of products and services due to high turnover. The survey also reported that high turnover was found to be the major source of poor morale in many organizations and amount of education, on the other hand, was found to be positively associated with turnover suggesting that the more educated employees quit more often (Berg, 1991; Cotton and Tuttle, 1986). The result showed that impaired organizational performance and efficiency are the impact of turnover of nurses. These findings resembles with the study of Derek (2006) who found a positive relationship between employee turnover and organization efficiency, and concluded that there is insignificant negative relationship between employee turnover and organizational performance. The another result of the present study such as increasing recruitment and training cost corroborate with the study of Price and Mueller (1981) who have indicated that high turnover rate of nursing personnel is a causal agent to increasing costs to health care providers and the level of care they provide.

The result of the present study explains that turnover increases the work load of remaining nurses. This result is consistent with the study of Ontario study which indicated that more than one-third of nurses experienced high emotional exhaustion, had higher overall and musculo-skeletal claim rates compared to non-nurses, and musculo-skeletal claims comprised the majority of nursing claims (Shamian and O'Brien-Pallas, 2001). High load of remaining nurses because of high turnover of nurses produce minor injuries in the work place such as needle stick injuries and the like. This finding provide support for the study of Clarke et al. (2002) who found poor organizational climate and high workloads to be associated with 50% to 2-fold increases in the likelihood of needle stick injuries and near-misses (with a needle or sharp) to nurses. The result of the present study i.e. turnover affects the morale of remaining

nurses. This finding is similar with the study of Warren (2002) who advocated that in the hotel high turnover results in the poor morale of employees who may be overworked, and can, in turn, affect the level of productivity efficiency. Employee turnover is particularly important in the hotels due to the high levels of productivity efficiency.

## **5. Suggestions, Future Research Direction and Conclusion**

In this part researcher has presented the suggestions, limitation, recommendation for future study and conclusion.

### **5.1 Suggestions**

Based on the above findings and discussion held with administrators of the various hospitals, nursing superintendents, doctors and nurses, the following suggestions are offered by the researcher so as to control and prevent the turnover of nurses.

- i. Recruitment processes should be strengthened. Older applicants should be given preference as they will be staying for long period and they may not be looking for development opportunities than junior applicants.
- ii. Supervision system should be strengthened. The supervisor should be high competent as well as well versed in human relation and communication. Excellent supervision, effective communication system and feedback system will reduce the nurses turnover. In fact, no one employee will like to work under less competent and under qualified supervisor.
- iii. Nursing assistants and other supportive staffs should be appointed in accordance with the volume of the patients so as to reduce high work load and work pressure.
- iv. The contribution, involvement, hard work and discipline of nurses should be recognized and rewarded with both monetary and non monetary compensation. Nurses should be made realize that their presence and contribution are always noticed.
- v. Job security of the nurses should be ensured and they should be allowed to take part in the units or hospital's important decision making processes. Recruitment policy and procedures should be strengthened.
- vi. The manager should consider the request of the nurses in terms of leave, off and seeking advance amount empathetically and provide them if the reasons are genuine.

- vii. The job description consisting of their roles and responsibilities and the expectation of the hospital from nurses should be clearly provided. Moreover, they should be clearly instructed about them at the time of orientation.
- viii. The hospital management should take necessary steps to convert three shift work system into two shifts with the working hours of eight hours per day instead of 12 hours.
- ix. Competitive compensation and benefit packages should be offered. The compensation given in the local areas should be studied and offered to the nurses in order to value them and retain them. Clear policy should be established in terms of fixation and revision of salary. Their previous experience should be considered before fixing the salary.
- x. The duty schedule should be made in such a manner that night shift should not go for long period. The manager should monitor the senior staffs' involvement in terms of change of shift work of juniors. The interest of the nurses, their skills, previous experience should be considered before allocating the ward and shift.
- xi. The performance appraisal, salary fixation and revision should be done fairly. There should not be bias in them especially for those who are close to the management.
- xii. The clear hierarchy should be established and maintained in controlling nurses. The doctors' or directors' relatives should not be allowed interfere in controlling nurses.
- xiii. Nurses should be headed by qualified nurses only. Non nursing personnel such as doctors or administrators should not be allowed to head nursing department.
- xiv. Professional respect of the nurses should be maintained properly. They should not be allowed to perform non nursing activities such as looking after the child of doctors, bringing tea or coffee from canteen for doctors and the like.
- xv. Interpersonal relationship should be strengthened among the doctors, nursing superintendents, nurses and managers and staffs in the other department by means of conducting departmental meeting at frequent intervals. Though this way, the disputes and conflicts among the staffs can also be avoided.
- xvi. The hospital management should treat all employees equally irrespective of race, religion, language and the like. The managers should be informed and educated to follow it.

- xvii. Doctors, ward bays, x-ray technicians, laboratory technicians and security staffs should be monitored continuously whether they pass any sexual comments towards nurses or tease them. If found they should be severely punished.
- xviii. The hospital management should concentrate on career growth of the nurses. They should be given adequate training and development programmes at frequent intervals in order to update their knowledge and skills. They should be allowed to go for higher studies and refresh courses by part time or distance education mode and attend seminars, workshops and conferences as employees always seek self development.
- xix. Counseling and health education should be provided to balance both work and family life of the nurses if they find difficulty to balance them. In order to reduce their stress, some kind of recreation activities such as tours, management game, yoga can be arranged and conducted.
- xx. The interest and commitment of the nurses on work should be improved by means of rotating them to various specialized wards so as to enable them improving their knowledge on various specializations.
- xxi. The hospital management should establish and enrich the welfare facilities for the nurses such as insurance, providing free treatment or on concession rate for their family members, uniform, maternity benefit, and paid leave for marriage, funeral expense, toilet facilities, canteen facilities and safe accommodation facilities for nurses. Sufficient food should be provided in canteen as nurses need to work 12 hours per day.
- xxii. Higher authorities such as doctors, managers and administrators should be instructed not to criticize or blame the staff nurses in front of the patients and other staffs.
- xxiii. Nurses should be assigned some challenging assignments which will help them to grow personally and professionally.

## **5.2 Limitations of the Study**

The study has the following limitations. The first limitation of the study is its limited study area, small sample size and its sampling technique. The study has been limited to Tirunelveli city and it has not focused entire district. The study has sampled only 30 administrators using both convenient and judgement sampling techniques. The second limitation of this study is its limited number of hospitals covered for this study. The study has sampled only 30 private

multi speciality hospitals. Single speciality hospitals and government have not been included in this study. The third limitation of this study is its limited number of variables. The study has analysed only impact of turnover of nurses and it has not analysed the causes of turnover of nurses. Hence, cautions are required when generalising the results of the study to single speciality hospitals, government hospitals, entire district and other district also.

### **5.3 Directions for Future Study**

The future study can be undertaken in the following manner. The same study can be undertaken covering entire district along with large samples. The impact of turnover over of nurses can also be undertaken along with the causes of turnover. The comparative study can be undertaken with single speciality and government hospitals.

### **5.4 Conclusion**

The objectives of study are to analyse the impact of turnover of nurses on organization performance and offer suitable suggestions to control and prevent the turnover of nurses. The objectives of the study have been achieved by collecting primary data from 30 administrators of 30 leading private multi speciality hospitals in Tirunelveli city. The study has found that excessive work load for remaining staff, delay in daily routine procedures (e.g. transfer of the patient to operation theatre, ICU and wards), poor patient satisfaction and complaints from patients (as newly joined staffs take long time to cope with routine procedures) are the foremost impacts of turnover of nurses in private hospitals. Retention of qualified and experienced nurses is important to provide quality care for the patients and thereby improve patient satisfaction and reputation of the hospitals. Hence, hospital management should take necessary steps to correct deficiencies in the hospital and fulfil the needs of nurses which will enhance their satisfaction and motivation and thereby improve retention of the nurses so as to provide quality care to the patients.



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