

**EXPLORING THE FACTORS CONTRIBUTING NURSES
TURNOVER IN INDHIRA GANDHI MEMMORIAL HOSPITAL**

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DECLARATION

I, Hasrath Waheed declare that this is my own original work and has not been submitted for any other award. All information other than my own contribution was fully referenced and listed in the bibliography section. The Research conducted was at all times ethical and confidentiality was maintained.

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ABSTRACT

OBJECTIVE : Objective of this study was to explore the factors contributing nurses turnover in Indhira Gandhi Memmorial Hospital

METHOD : The design selected for research was descriptive qualitative study. Sampling method chosen for the study was purposive convenient sampling method. Population of the study was Maldivian registered nurses who have resigned from IGMH last five years. This study was carried out in Indhira Gandhi Memorial Hospital Male, Maldives. Total numbers of seven nurses were included in the study. Data collection method was face to face interview. Semi structured interview guide was used to collect data. All the interviews were audio taped and field notes were made during the interview. The length of interviews varied from 10 to 20 minutes. Participants who has given interview in Dhivehi language was translated to English with the help of translator. Data in this study was analyzed by using Collaizi's (1978) method.

RESULT : From the analysis of this study five themes were identified. They are lack of opportunities for job advancement and career development, in adequate support from practice environment, Low pay and compensation practices, Heavy workload and unconventional working hours and difficulty in balancing family and work life.

CONCLUSION: Findings from the research revealed that there are many factors that contribute nurses turnover. It was identified that salary and allowances are unsatisfactory, training and development opportunities are not adequate, workload is too high and there were no supportive working environment. Moreover study indicated lack of recognition, appreciation and rewarding systems makes staff to leave the organization. These factors need to be adequately addressed and proper management system and retention strategies to be formulated to retain nurses.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Turnover among nursing staff is a challenging issue for all healthcare systems. High turnover rate makes organization incapable for granting quality care. It also leads increase cost of employee substitution, training and development. There are many factors that contribute nurses' turnover. Identifying these factors could show the way for decreasing nurses' turnover rates and reduce cost on recruitment. This in return will help to improve quality of care provided. This qualitative study attempted to explore the factors contributing nurse's turnover in Indhira Gandhi Memmorial Hospital. This chapter contains background, justification, problem statement as well as aim and research question.

1.2 Background

Nurses are the largest group of health care providers and professionals in the health system. Nurses work the bleeding edges of all health care settings. They provide hands on care for patients. They assess and observe the patient. Nurses provide information to the doctors and help them to plan patient care and deliver the care they prescribed. They utilize medical equipments, do diagnostic tests, take vital signs and decipher the outcome. Additionally patient education is also an important part of nurse's job. Nurses make patient and caregiver to understand medical diagnosis and how to deal with it. They help patient to make healthy choices, give discharge instructions and explain what to do after they go home. Moreover nurses are important part of

administration and management team. They work in quality assurance team and evaluate care and bring changes according to research and best practice. Nurses spent their whole time on the front line to attend patients, to administer medications, to counsel on their health and improve processes all over the healthcare setting. However the growing shortage of nurses is one of the biggest problems in health care systems. One of the reasons behind this is increased number of nurses leaving their profession. Nursing shortage and high turnover have become a widespread issue, and the problem is of huge concern to many countries around the world. European Commission has estimated that there will be a shortage of 590,000 nurses by the year 2020 (Flinkman, Isopahkala-Bouret, & Salanterä, 2013). Bureau of Labour Statistics predicts that the demand for registered nurses will increase by 22% from 2008-2018 with the aging population continuing to grow (Dolan, 2011). A report on nursing and midwifery workforce was found that nursing turnover was 9.4% in England and Wales, North West had only 5.8% turnover compared to London with 13.6% (Bogossian, & Wood, 2014). In the USA the turnover rate is estimated to reach a level of 29 % in 2020. Likewise nurses' turnover and nurses shortage is serious concern for Asian countries. At present china has shortage of nurses with a nurse to population ratio of 1:1000 and in Malaysia it is estimated that shortage of nurses will increase ten times within next ten years (Matsuno, 2000). A survey done by Japanese nurses association identified that 69.8% of nurses participated in the survey expressed their will to leave their job("International Council of Nurses ICN Asia Workforce Forum 2014 Tokyo Japan November 18-19 2014 Overview of the Country Reports Prepared by Japanese Nursing Association," 2014).Being second highest population country and having many nursing training school ,India also facing shortages and high turnover of nurses. A study done on Nurses turnover in India showed that India is short of 1.9 million nurses (Lakshman, 2016). In Thailand turnover rate of nurses is 4.4% per year and it

is estimated to increase 15% by the year 2020 (Kaewboonchoo, Yingyuad, Rawiworrakul, & Jinayon, 2014). Moreover an cohort study done in Thailand identified that 15.4% of nurses reported their intention to leave nursing career due to different reasons (Sawaengdee et al., 2016).

Nurses are the largest group of health personnel who take responsibility to give patient care and improve health care setting. The absence of nurses and increase turnover has a greater impact on health care organization. As nurses play a pivotal role in health care facilities, increasing nurses' turnover increases the cost of health care facility. An average hospital is estimated to lose about RS.3,00,000 per year for each percentage increase in annual nurse turnover (Surendrakumar, 2012). In Australia average total cost of turnover was 49,255 dollar per full time equivalent position (Roche, Duffield, Homer, Buchan, & Dimitrelis, 2015). A study done to compare turnover rates and cost across different countries shows that US has turnover cost of 20,561 dollar and Canada has 26,652 dollar (Duffield, Roche, Homer, Buchan, & Dimitrelis, 2014). Likewise Newzealand had turn over cost of 23,711 dollar per turnover (Duffield et al., 2014; North et al., 2013). Nurses' turnover not only increases the cost. It also effects employee's morale and impair quality of patient care. Likewise nurses' turnover increases staff shortage and workload of remaining nurses. This creates unstable working environment and increase absent level of the nurses. As a result accidents and errors increases and quality of patient care become poor and length of patient stay in hospital increases (Surendrakumar, 2012). Moreover it delays daily procedures, increase complaints of patients and other departments, increase accidents and mortality rate (Rajan, 2013; Akosa Antwi & Bowblis, 2018). Furthermore high turnover of nurses has a greater impact on remaining nurses. Remaining nurses have to train and work with newly

recruited staff. As a result their workload and stress increases and sickness among nurses become high. This effects job satisfaction of remaining nurses and they start quitting the job.

According to literature there are many factors that influence nurses' turnover. Factors identified in research studies include job dissatisfaction, unhealthy working environment, lack of support, selecting nursing as a second career choice, personal factors and nursing education.

Nurses turnover is a major problem in worldwide as well as in Maldives. Indhira Gandhi Memmorial Hospital(IGMH) is largest tertiary hospital in Maldives. Hospital was opened in 1995. At present hospital has 292 beds excluding accident and emergency department. The main areas of services include Cardiology, Intensive care, Surgery, Internal medicine, respiratory medicine, paediatric and neonatal care, trauma and orthopaedic treatments, nephrology, urology, obstetrics and gynaecology, neurology, ophthalmology, eye and ENT services, dental care, accident and emergency care. Additionally medical laboratory services, radiology, physiotherapy and rehabilitation services also available. Hospital provides extensive services for 24 hours. Moreover hospital serves as a tertiary referral centre for other Regional hospitals and health centres within the country for advanced technology services such as renal dialysis, neonatal intensive care, surgery, cardiology and paediatrics.

Annual report of Indhira Gandhi Memmorial hospital shows that during last six years from 2011 to 2016 total number of 636 nurses, 365 Maldivians and 272 expatriate nurses joined in IGMH. Whereas during this period 369 nurses, 122 Maldivian nurses and 247 expatriate nurses resigned (IGMH, 2017).As there is no research done to identify factors contributing nurses turnover this research aimed to explore the factors contributing nurses turnover in Indhira Gandhi memmorial Hospital.

1.2 Justification

High turnover of nurses not only impact the nursing profession. It impacts the organizations, health care systems, society and countries income as well (Roche et al., 2015). The costs associated with nursing turnover are very extensive. The cost of losing a single nurse has been calculated about twice annual salary of a nurse. It is estimated that hospital to lose about three hundred thousand dollars per year for each percentage increase in annual nurse turn over. Study done in Australia estimating turnover costs at \$A16,634 per nurse .The average cost of turnover for a bedside RN ranges from \$37,700 to \$58,400, and the related hospital losses average \$5.2 million to \$8.1 million (Dawson, Stasa, Roche, Homer, & Duffield, 2014). The estimated turnover cost amounts to \$10,000 to \$60,000 per registered nurse, then \$42,000 and \$64,000 for surgical and specialist nurses respectively. The cost of reduced production varies between \$5,245 and \$16,102 (Bogossian, & Wood, 2014). To support a successful transition and reduce turnover rates among nurses, it is necessary to understand factors influencing nurses' turnover. Research has identified many factors that contribute nurses turnover such as Job satisfaction (Ramoo et al., 2013; Gurková et al., 2013; Arslan Yurumezoglu & Kocaman, 2016). Work environment (Heinen et al. 2013; Flinkman & Salanterä, 2015; Valizadeh et al., 2016; Arslan Yurumezoglu & Kocaman, 2016). lack of suport from colleague (Flinkman & Salanterä, 2015; Han et al., 2015; Tuckett, Winters-Chang, Bogossian, & Wood, 2014), nursing education((Cho et al., 2012; Ramoo et al., 2013).

Even though many researches done in other countries, there was no research done in Maldives to explore the factors contributing nurses' turnover in IGMH. Therefore it is hoped that this study add knowledge to the stakeholders and management of healthcare system on the factors that contribute nurses turnover. It also will enlighten and encourage the management to develop

strategies for nurses' retention to address the factors that causes nurses turnover such as financial factors, lack of training, lack of promotion and job advancement. This implementation can improve nurses retention within the hospital.

1.3 Problem statement

Recruiting and retaining nurses is an ongoing challenge for the healthcare system. This study attempted to explore the factors that contribute nurses turnover in IGMH. According to Human resource department of IGMH, nurses leaving the organization are increasing and overall turnover has shown gradual increase. Records of Human resource department Of IGMH shown that in 2011,63 nurses joined and in same year 46 nurses was resigned. Where as in 2012,135 nurses joined and 74 nurses resigned. Additionally in 2013,40 nurses joined and 57 nurses resigned. Moreover in 2014 and 2015,total number of 280nurses joined and 153 nurses resigned(IGMH,2016). However there was no research done to identify reasons and contributing factors to nurses resignation and turnover. Hence a study to investigate these factors was very essential. The findings of the study might form a basis for future studies and development of strategies and Human resource policies to retain nurses. Analyzing these factors could lead to recommendation for decreasing nurses turnover in IGMH. Therefore this study aimed to identify factors that contribute nurses turnover in IGMH.

1.4 Aim

Overall aim of this study is to explore the factors contributing nurses turn over in IGMH.

1.5 Objectives

- To explore the organizational factors that contribute nurses turnover
- To discover personal factors that contribute nurses turnover.

1.6 Research question

What are the contributing factors of nurses turnover in IGMH ?

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Nursing shortage and high turnover have become a widespread issue, and the problem is of huge concern to many countries around the world because of its effect upon the efficiency and productivity of health care systems (Sawaengdee et al., 2016; Li & Jones, 2013). More over skilled workers leaving the organization leads to reduce performance, increased cost of employee replacement and training. Literature shows that factors contribute to nurses turnover has been studied in many countries like Australia (Ramoo et al, 2013),United states (Brunetto et al., 2013),Jordan (AbuAlRub & Nasrallah, 2017). Some of the factors identified in research studies are low payment, lack of recognition, low professional status, inadequate opportunities for career development, working long shifts and excessive stress (Han, Trinkoff, & Gurses, 2015;Tummers, Groeneveld, & Lankhaar, 2013; Shacklock, Brunetto, Teo, & Farr-Wharton, 2014). Likewise a study done by Hunt (2014) identified work barriers ($r=0.027$), administrative support($r=0.544$) and leadership practice ($P<0.05$) negatively correlated with turnover intention.

2.2 Organizational factors that contribute nurses turnover

Organizational factors contribute a major role for nurses turn over. Lack of support from managers and supervisors, co-workers and colleagues causes a feeling of emptiness, worthlessness and confusion for nurses (Furtado, Batista, & Silva, 2011). This leads nurses to

leave their job. Moreover adequate staffing and resources, nurses' contributions to hospital decision-making, managerial support of nursing care and good nurse–physician relations all play important roles in nurse retention (Van den Heede et al, 2013; Twigg & McCullough, 2014). A study done in Finland shows lack of support as one of the factors that nurses are leaving. Nurses who have participated in this study said that they had not received adequate orientation when they entered workplace as new graduates and also they were not sufficiently supported in this stressful situation and they felt they were 'being thrown in at the deep end'(Flinkman & Salanterä, 2015). Additionally participants described workplaces where both the nursing directors and nurse managers were distant, bureaucratic and rushed, and they felt that some nurse directors and managers did not actually understand practical nursing work. This study finding supports a study by Han et al (2015) which indicates that nurses who have lower autonomy in their jobs, work with relatively less supportive peers or supervisors, work longer hours, with fewer breaks during the work were more likely to leave the job. Likewise supervisor and colleague support serves as a complement to personal resources and helps employees to adapt to and cope with work strain. Colleague support correlates with well-being and buffers the negative effects of work stressors. Moreover this helps coping with various physical, emotional and social stressors(Tuckett et al., 2014; Tironi, Silva, Dellarozza, Haddad, & Vannuchi, 2014). Furthermore a study done among Jordanian nurses to investigate the impact of nurse managers and organizational culture on nurses intention to stay found out that a strong relationship between leadership behaviours and nurses intension to stay ($r=0.50$, $P= 0.000$). Additionally the results of this study identified that higher level of intention to stay were correlated with transformational leadership behaviours($r=0.091$, $P=0.000$). In addition this study revealed a

strong positive relationship between positive perception of organizational culture and intent to stay at work($r=0.587, P=0.000$)(AbuAlRub & Nasrallah, 2017).

The positive work environment involves nurses employed in environments where they feel supported by their leaders and peers and are recognized and valued for their contributions and encouraged to participate in decision making were generally more likely to remain in their positions, were more satisfied and more committed to the organization (Cowden et al,2011; A J Dawson, Stasa, Roche, Homer, & Duffield, 2014).This result ties with a descriptive cross sectional study which indicates that the work environment characteristics, staffing and resource adequacy, relation between nurses and relation with physicians were significant predictors of nurses intention to leave the organization (Arslan Yurumezoglu & Kocaman, 2016). Furthermore this findings are in accordance with a qualitative study done by Flinkman and Salanter, 2015, who identified that poor nursing working environment as one of the themes of their study. Even though poor environment leads high nursing turnover, positive practice environments are associated with nurse retention. A study done on emergency room nurses pathway to turnover intention identified that healthy work environment, support from supervisors, physical work demand, career development opportunities and nurse- physician relationship staffing level are some of factors that influence nurses turnover (Bruyneel, Thoelen, Adriaenssens, & Sermeus, 2017). Additionally a study conducted in ten European countries found that nurses who perceived their work environment as positive had a 30% lower intention to leave profession (Heinen et al, 2013). In addition to this nurses expressed many concerns in relation to nursing practice environments, including heavy workloads, verbal abuse, poor opportunities for advancement and development as influencing factors for nurses high turnover (Valizadeh et al., 2016)

Limited opportunities for promotion and career development have been reported as one of the factors that contribute to nurses' turnover. A study done to identify factors contributing nurses turnover indicates lack of career advancement opportunities negatively impacts overall nursing job satisfaction and has been associated with a 65% higher probability of nurses intending to quit (Chu, Wodchis, & Mcgilton, 2014) . Likewise nursing professional development opportunities' such as staff resources and training are important for retention of nursing staff. Training programmes improve the skills necessary for the employee. Increasing skills increase the ability and potential of employee to perform at higher level. This motivates staff to stay in the organization. Study done in 2018 identified that lack of career advancement negatively related to effective professional commitment($P < 0.001$)(Chang, Chu, Liao, Chang, & Teng, 2018).

Moreover career development programmes increases employee's self efficacy. Organizations that have well designed career programmes will lessen the chance of good employees leaving the organization (Takase, Teraoka, & Yabase, 2016).

Lack of recognition and reward are also one of the major factors that contribute nurses' turnover. Cross sectional qualitative study identified that financial compensation and benefits, Work-Life balance, Work content, Professional development, Recognition, and Supportive leadership are factors that affect nurses turnover (Seitovirta, Vehviläinen-Julkunen, Mitronen, De Gieter, & Kvist, 2017).

Leadership style and relationship between supervisor and relationship between co-workers also affect nurses' turnover. A study done in Australia and USA on the impact of workplace relationships on engagement wellbeing , commitment and nurses turnover identified that organizational support, supervisor-nurse relationship and team work has greater impact on nurses turnover (Brunetto et al., 2013). Similar study was done in North America showed that there was

statistically significant correlation coefficients between supervisor –nurse relationships($P=0.001$) training($P=0.001$) and team work($P=0.001$) (Brunetto et al., 2013). This finding supports a study done with 144 French nurses to examine effect of supervisor support, value congruence, hospital nurse staffing and job satisfaction on nurses turnover. Results of this study shows supervisor support($P<0.001$), value congruence ($P<0.05$) and nurse staffing($P<0.05$) were positively linked with nurses job satisfaction and nurses turnover (Gillet et al., 2018). Additionally a Study done to compare nurse managers transformational leadership versus abusive leadership on nurses turnover indicated that transformational leadership style lead to high quality care and weak intention to quit where as abusive leadership practices leads to poorer quality care and strong intention to quit healthcare facility and nursing profession (Lavoie-Tremblay, Fernet, Lavigne, & Austin, 2016). Moreover Study done on staying in nursing: what factors determine whether nurses intend to remain employed had that there was a statistically significant correlation between relationship with co-workers and turnover($P=0.001$), work pressure and turnover($P=0.001$),work reward and turnover($P=0.001$),organizational support and turnover($P=0.001$) work related stress and turnover($P=0.001$) ,work-life balance and turnover($P=0.001$)(Carter & Tourangeau, 2012). Furthermore a study done on factors promote registered nurses intent to stay identified that participants who have leaders who are accessible, supportive being involved in the unit, communicate well, team work, good interpersonal relationships ,Job fit practice environment where nurses can balance their work-life, feeling valued, respected and acknowledge are the factors (Van Osch, Scarborough, Crowe, Wolff, & Reimer-Kirkham, 2018).

High work load is also a strong predictor for nurses turnover (Moloney, Boxall, Parsons, & Cheung, 2018). To investigate reasons for actual turnover among eldercare staff in the Danish

revealed that the employees who quit their jobs had significantly higher physical work load, significantly higher work conflicts and emotional demands than employees who remained in elder care. Moreover in this study participants stated that better wages better professional skills, better chance to plan work tasks and improved relations at work will help them stay in their job (Clausen, Tufte, & Borg, 2014). In addition a descriptive cross sectional study done to identify relationship between quality of work-life and nurses intention to leave shows that work load and work arrangements, work-home life balance and nursing staffing were significant predictors for nurses turnover (Wendsche, Hacker, Wegge, & Rudolf, 2016). Moreover a study done to examine nurses turnover of experienced nurses found out that higher patient acuity and high workload demands, ineffective relationship among nurses, lack of leadership support influenced their turnover (Hayward, Bungay, Wolff, & Macdonald, 2016).

Additionally other work attributes that concern nursing community include wages, recognition award, status, residencies or internships and type of shift and other scheduling issues such as working overtime (Chu et al., 2014). A Study done to explore the reasons why nurses leave public hospital for the private sector had identified that some of the nurses left because of low salary. They have mentioned that being a senior nurse they get same salary as juniors. Other participants said that they have left because of inadequate man power and high workload. Likewise nurses expressed unsatisfactory relationship with supervisors a reason for their resignation. Moreover learning opportunities and high salary getting from private sector are the reasons of movement (Chan, Tam, Lung, Wong, & Chau, 2013). Furthermore a study done on Ecuador, showed that low pay, insufficient number of nurses, limited advancement opportunities, inflexibility work schedule, lack of autonomy, undervaluing of nurses by public and medical team. An qualitative and quantitative study (Palmer, 2014).

2.3 Personal Factors

Job satisfaction is one of the key factors that affect turnover of nurses locally and globally. Many studies have shown the relationship between job satisfaction and turnover (Hudgins, 2016; Eley, Eley & Clark, 2012; Bogonko & Kathure, 2015; Bogossian et al, 2014). A study done in Malaysia shows that job satisfaction has significant relation to leave the job. According to this study high work load, inflexible duty timing lack of staff support are some of factors that leads to job dissatisfaction (Ramoo et al., 2013). A descriptive cross sectional study indicates that job satisfaction and emotional exhaustion are the predictors for nurses intention to leave organization as well as to leave profession .Study result indicates that nurses with high levels of job dissatisfaction had intention to leave profession and organization were 2–2.4 times higher than those of nurses who were satisfied with their jobs (Arslan Yurumezoglu & Kocaman, 2016). Another study identified that nurses who did not consider leaving their workplace or profession or working abroad reported consistently higher job satisfaction in all the measured domains. Nurses who did not consider leaving actual workplace, nursing profession reported a higher level of job satisfaction. (Gurková et al., 2013). Similar findings was revealed in a study done in Taiwan which shows job satisfaction negatively related to turnover intention($P < 0.001$). This shows participants with higher job satisfaction had lower level of turnover intention. Work stress was positively correlated to nurses turnover($P < 0.001$). Participants who have perceived high stress level are more likely to leave the organization (Kuo, Lin, & Li, 2014). This findings also go along with the result of study done in china where job satisfaction has significant relation to nurses turnover (Liu et al., 2012)

Furthermore marital status can affect turnover of nurses. The tasks associated with the status because of spouses, children or old-age parents may require nurses to leave their work. Research

done to examine factors related to turnover of new graduate nurses in their first job indicates that nurses who were married were more likely to leave, suggesting that marriage may increase family responsibility and cause work-family conflict (Cho, Lee, Mark, & Yun, 2012). Moreover married nurses might be more likely to leave because their income provides an additional source of income for the household, thereby relieving some pressure on the nurse to remain employed. (Cho et al., 2012).

Work life interference is also an important factor in nurses' turnover. A study done to examine work-life influence on burnout and nurses turnover revealed that work-life fit is one of the factor that influence nurses turnover. This cross sectional survey showed that areas of work-life had a significant negative effect on burnout ($P < 0.001$) in turn it effects positively turnover ($p < 0.001$) (Boamah & Laschinger, 2016). This results are similar with the results of a study done by Chen. It showed that work-life conflicts was significantly related to turnover ($P < 0.001$). This result suggests that increasing level of work-life conflict increased turnover. Moreover this study found out that decreasing level of job satisfaction increases turnover. This was significantly related to turnover ($p < 0.001$) (Chen, Brown, Bowers, & Chang, 2015). Additionally a study done in Australia also identified work-life conflict as a factor for nurses turnover (Robson & Robson, 2015).

Likewise level of nursing education is also a contributing factor for nurses turn over. A study done in Malaysia shows that nursing education has significant association with intention to leave (Ramoo et al., 2013). Most of the nurses left are diploma level nurses. Nurses with diploma appeared to be more likely to leave ($p = .075$) than BSN graduates in the univariate analysis, but not in the multivariate analysis. Where as Cho et al, 2012 indicates that highly educated employees are likely to leave. According to this study nurses with higher levels of education

have been reported to be more likely to leave because of their greater occupational mobility than the less educated (Cho et al, 2012)

Moreover nursing is the second career for many of the nurses. This factor influences nurses to leave their job during very early period of their career. Qualitative research done in Finland identifies nursing as a second career choice as a factor that nurses leaving their profession. Nurses participated in this study said that they had mainly applied to study nursing for financial reasons, and because it was 'easy' to get in (Flinkman & Salanterä, 2015). Furthermore a qualitative case study done on "young registered nurses intention to leave the profession and professional turnover in early career" identified nursing as a second career choice as one of their themes (Flinkman et al, 2013) .One of the participants in this study mentioned that despite the fact that it was not exactly the work she was considering as a career choice and not knowing what else to do, she however applied to a nursing school. When nursing is not their passionate career it leads turn over in an early age of their career.

2.4 Conclusion

.Nursing shortages and high turnover have become a widespread issue, and the problem is of huge concern to many countries around the world. Nurses turnover was widely studied in many countries like United kingdome, Australia,America, Canada, Thailand,Malaysia,Japan, China and India. Literature has identified many factors that contribute nurses' turnover. These factors include lack of support from managers and supervisors, limited opportunities for promotion and training, lack of recognition and reward, leadership style and relationship with supervisors, low salary, high work load, job dissatisfaction, lack of autonomy, marital status of nurses, level of nursing education and nursing as second career choice.

2.5 Theoretical frame work

Theoretical frame work presents an understanding of the topic studied. Herzberg's motivation theory was utilized as the theoretical frame work for this study. This is a theory developed in 1959 by a behavioural scientist Frederick Herzberg .According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. These factors are the hygiene factors and motivators (Herzberg, 2003). Hygiene factors are dissatisfiers or maintenance factors which are essential for motivation and to avoid dissatisfaction. These factors are extrinsic to work and absent leads to dissatisfaction at work place. The hygiene factors include hospital policies, supervision, salary, interpersonal relations and working conditions. (Herzberg, 2003)

To make staff retain in organization the policies should be fair and applied equally to all and also it should be easily accessible and updated regularly. Moreover appointing a good supervisor is essential to enhance employees' levels of job satisfaction. Additionally supervisors should have good leadership skills as poor leadership can decrease levels of job satisfaction. Likewise lack of friendliness and a poor team spirit among employees could lead to job dissatisfaction. Furthermore the hospital should have clear policies about salaries and the environment in which the employees work should be a safe place to practice.

According to Herzberg (Herzberg, 2003) the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. They are intrinsic to job. Motivators include achievement, recognition, the work itself, responsibility and advancement. Recognition is one of the most important things for the organization to preserve their staff. Employees will be happy if the organization shows interest in them and if their contributions are recognized. Likewise supporting ongoing education could make employees feel more valuable and fulfilled

professionally. Furthermore Herzberg explains that it is important for organizations to recognize academic achievements of staffs in order to enhance motivation and retention of staff within the organization. If managers are supportive, respect and recognize nurses' achievements, this could boost their morale and lead to higher levels of job satisfaction, motivation and intentions to stay with the current institution. For the purpose of this study, Herzberg's theory of motivation indicates that once the hygiene factors are properly addressed, the motivators will promote job satisfaction and productivity. Therefore nurses could be motivated to stay in the profession.

MOTIVATORS INFLUENCING THE LEVEL OF JOB SATISFACTION

Not satisfied _____ **Highly satisfied**

MOTIVATORS

Achievements

Recognition

Responsibility

Work itself

Advancement

HYGIENE FACTORS INFLUENCING THE LEVEL OF JOB DISSATISFACTION

Dissatisfaction _____ **No dissatisfaction**

HYGIENE FACTORS

Working conditions

Salary

Organisation and administration policies

Supervision

Interpersonal relations

2.6 Conceptual and operational definitions

Factors :

Conceptual definition: A fact, circumstance or a situation that influence or contribute to a result
or outcome of something

Operational definition : Any circumstance that contribute nurses to leave the organization.

Turnover:

Conceptual definition: The rate at which employees leave a workforce and are replaced

Operational definition: Resignation and transfer of nurses out of the organization

CHAPTER 3

METHODOLOGY

3.1 Research design: Descriptive qualitative study

The design selected for research was descriptive qualitative study as it was an ideal methodology in qualitative research for studies that are descriptive in nature. As this study aim to explore the factors contributing nurses turnover a qualitative descriptive method was the best design as it provides rich detail about those factors, of a predominantly qualitative nature.

Moreover this design provided opportunities of having an intimate knowledge of a participant's condition, feelings, actions, intentions, and environment. This design was selected to comprehensively establish the factors of influencing nurses to leave their job. Qualitative research seeks to define, convert, translate, and obtain better understanding of a problem (Polit & Beck, 2010). It has been identified as important and appropriate method for research questions focused on discovering the who, what, and where of events or experiences and on gaining insights from informants regarding a poorly understood phenomenon. The inquiries are based on direct descriptions from the people who have experienced the phenomenon (Polit & Beck, 2010). In a descriptive study, researchers obtain a wealth of descriptive information and examine relationships among different phenomena. This examines human experiences through the descriptions provided by the people involved. Therefore this design will be the best design for the study.

3.2 Sample: Purposive Sampling

Sampling method chosen for this study was purposive convenient sampling method. This method of sampling selected individuals for study participation based on their particular knowledge of a phenomenon for the purpose of sharing that knowledge (Polit & Beck, 2010). This method of sampling was used because researcher was studied a specific sub group of people who are information rich cases or key informants that were knowledgeable about the phenomenon. Purposive sampling includes the selection of participants who are conversant about the area of research being studied and sample units are deliberately chosen because they have specific attribute. Guiding principle that researcher will use in sampling is data saturation which is sampling to the point at which no new information is obtained and redundancy is achieved (polit & Beck, 2010). Many qualitative researchers use the principle of saturation, which occurs when themes and categories in the data become repetitive and redundant, such that no new information can be generated by further data collection.

3.3 Population and sampling

Population of the study was Maldivian registered nurses who have resigned from IGMH within last five years. There are 371 Maldivian nurses working in IGMH. Total numbers of seven nurses were included in the study. As this is a qualitative research study a sample size is based on theoretical saturation. This is the point at which newly collected data no longer provides new information (Polit & Beck, 2010). Participants of different educational level and experience were selected. Participants were approached in person. When meeting participants' researcher introduced herself and explained the purpose of study to the participants. A written consent was

taken from each participant. Participants identity was not revealed in any phase of research and participants were given chance to withdraw the research at any time without any negative repercussions.

3.4 Inclusion criteria

- Maldivian registered nurses with 5years experience.
- Nurses who have resigned from IGMH within last five years.

3.5 Exclusion criteria

- Foreign nurses
- Enrolled nurses
- Registered nurses who have less than 5 years experience

3.6 Setting

This study was carried out in Indhira Gandhi Memorial Hospital Male, Maldives, .Indhira Gandhi Memorial hospital is a tertiary hospital with 275 beds and 625 nursing staff. Hospital was opened in 1995. Hospital provides extensive services for 24 hours. The main areas of medical services are surgery, Internal medicine, paediatrics, orthopaedics, ophthalmology, ENT, Dermatology, Cardiology, Urology, gastroenterology, gynaecology, dental as well as emergency services. It also serves as a tertiary referral centre for other Regional hospitals and health centers within the country for advanced technology services such as renal dialysis, neonatal intensive care, surgery, cardiology and paediatrics.

3.7 Recruitment of participants

Participants will be selected according to inclusion criteria. Nurses' who have resigned from IGMH was identified from the list which was given from human resource department of IGMH. Nurses who can give proper information regarding the topic were selected. Invitation was send through a letter with research information sheet (Appendix 2).

3.8 Data collection

Data collection method was face to face interview. Face-to-face focused interviews allowed researcher to gain access into the informants' world and to have access to their experiences (Polit & Beck, 2010). Semi structured interview guide was used to collect data.(Appendix 1). This guide has open ended questions. The open-ended interview provided participants with the opportunity to fully describe their experiences. Interview guide was in English but participants was given chance to express their feelings in English or Dhivehi(a language that will be easy for them to express their feelings).Interview guide was based on main variables of the study. Interview guides was pre-tested on selected respondents to necessitate adjustments in order to make them more suitable and minimize bias in responses (Polit & Beck, 2010).

All the interviews were audio taped and field notes were made during the interview. Interviews were taken in a place where participants prefer. The length of interviews varied from 10 to 20 minutes. Interviews were transcribed verbatim and then recordings were compared with the transcription to ensure accuracy. Participants also given copies of their transcript to review for accuracy. Participants who has given interview in Dhivehi language was translated to English with the help of translator.

3.9 Pilot study

Pilot study was done before the actual data collection. Two nurses were interviewed by using semi structured interview guide. This was to check the relevancy of interview guide prepared and also to find out whether the interview guide collects the information that are intend to collect based on the objectives of the study.

3.10 Data analysis

Data in this study was analyzed by using Collaizi's (1978) method. Collaizi's method is analysis method for subjective interpretation of the content of text data through systematic classification process of coding and identifying themes or patterns. It is robust and rigorous. It allows a clear and logical process through which an experience can be explored. This method also helps researcher to reveal themes (Polit & Beck, 2010). Collaizi's seven step of analysis was utilized as followed:

1. Transcribe audiotapes verbatim immediately after the interview

All interviews were tape-recorded and then transcribed verbatim as soon as possible after the interview. After transcribing, transcripts were read and re-read while listening the interview tapes. Thereafter transcripts were given to a translator to translate interviews from Dhivehi to English. After translation transcripts were reviewed with translator to ensure accuracy and transcripts were shown to participants for validation.

2. Extraction of significant statements from each transcript

The transcripts was read and reread to extract words and sentences relating to the study .When each transcript had been prepared, sentences and phrases related to research problem were

identified and segments of text was then given the descriptive label of significant statement. Statements were then copied and written in separate paper and coded. This process was repeated for all interview transcripts.

3. Formulating meanings as they emerge from the significant statements

Meanings were formulated from the significant statements. Each underlying meaning was coded in one category as they reflect an exhaustive description.

4. Organization of formulated meanings into clusters of themes

Formulated meanings were gathered into clusters of themes. Each cluster of theme was coded to include all formulated meanings related to that group of meanings. After that, groups of clusters of themes that reflect a particular vision issue was incorporated together to form a distinctive construct of theme

5. Integrate the results into an exhaustive description of the topic being studied

At this stage of analysis, all emergent themes were defined into an exhaustive description. After merging all study themes, the whole structure of the phenomenon has been extracted

6. Formulation of the essential structure of the phenomenon

The exhaustive description was then reduced to an essential structure. In this step a reduction of findings was done in which redundant, misused or overestimated descriptions were eradicated from the overall structure.

7. Validate the descriptive results

Validation of findings was done by using 'member checking' technique. To validate findings were sent to the research participants to compare the researcher's descriptive results with the participants.

3.11 Rigor and trustworthiness of the study

During the study specific methods were used to ensure rigor and trustworthiness of data collection and analysis. To establish trustworthiness Lincoln and Guba's framework (1985) was utilized. According to this framework Credibility, dependability, conformability and transferability was established (Polit & Beck, 2010, Lincoln & Guba, 1985).

Credibility was confirmed by selecting the appropriate data collection method of interviews. Moreover, member check was used and after encoding, the interview transcripts were given to the participants to ensure the accuracy of the codes and the relevant interpretations.

Dependability was established by detailed and descriptive data analysis and direct citation from the narratives. Additionally Raw data were translated with the help of translator.

Conformability and consistency of analysis were maintained by discussing findings with experts and thematic analysis and coding processes were reached through consensus.

To maintain transferability of findings, a description of context, participants selection, data collection and analysis process was presented so that the reader is able to determine if the results are transferable to other contexts.

3.12 Ethical consideration

Approval of research was obtained from Health research committee of ministry of health Maldives national university and relevant boards of the IGMH. Informed consent was taken from all the participants before conducting the research.(Appendix 3) Research project information regarding the purpose, duration and nature of participation, potential benefits and risks was explained .Participants were given chance to withdraw from the research study at any time without any penalty. All participants were treated equally and fairly. A code number was given to all participants to assure anonymity during the analysis and publication of this report. Contact information of principle researcher was given and researcher was in access at all times. Only the principle researcher will have access to raw data collecting during the study. Raw data was stored in computer in locked folder. After completion of research study all raw data will be destroyed. Data will be deleted from original folder as well as from recycle bin. Raw data will store for six months after completion of study.

CHAPTER 4

FINDINGS

From the analysis of this study five themes were identified. They are lack of opportunities for job advancement and career development, in adequate support from practice environment, Low pay and compensation practices, Heavy workload and unconventional working hours and difficulty in balancing family and work life.

Theme 1: Lack of opportunities for job advancement and career development

Lack of opportunities for job advancement and career development is one of the contributing factors that were identified in this study. Majority nurses who have participated in this study have mentioned this factor as one of the contributing factor that they have left the organization. Participants stated that even after working many years and higher studies they don't get much job advancement and they have to do same work as a newly joined nurse does. Additionally some of the participants mentioned that they got better opportunity for job advancement and career development from the place that they are working now. One of the participants said:

“There are staffs at the same level with us, but had served longer term and are also very educated. No job advancement after serving for a very long time. So I can feel what can happen to me in future. Even for me, if I spend a lot of years in here, there won't be much job advancement.” (Nurse B).

Moreover participants expressed that there were lack of opportunities to attend trainings and development programs. They indicated that management does not encourage for skill and academic improvements of the staff. Even the nurses who are working in special areas were also not given a chance to go for training. Regarding this one nurse stated:

“Organization does not do much to improve and educate the staffs. They do however keep in-house classes but I don’t think it has any recognizable effect. We usually have to finance ourselves for studies. For example, the organization has to provide us with short courses especially in special areas. Those staff who work in these areas are working without much training and required skills. They don’t provide even pay leave for students going for further studies. That’s one reason why many leave.” (Nurse E)

Nurses also mentioned that they do not get promotion accordingly. As organization announces few senior posts some of the staff gets the senior position while other staff at same level has to remain in their current junior position. This makes nurses unhappy and starts thinking about resignation. Likewise they don’t get seniority in the ward level too. In charges doesn’t treat them as they are seniors and they have 5 years or 7 years experience. Nurses have a feeling that they have trapped in same position and if they want to grow in the field they have to change the place of working. Regarding this one of the participants said:

“The other reason is we don’t get job advancements. They announce advancements according to civil service protocols. They announce for the job, and then we have to apply and go for interview. When this is done like that, what happens is that there are so many people who qualify , but the announcement is

for limited availability of positions. So some get the senior position while others don't. Even now there are so many people who deserve to be clinical nurses who had worked for a very long duration, but still haven't reached the level of SRN's."(Nurse C)

Another Nurse stated:

Actually we are supposed to get promotions every 4th year, but I got promoted after 5th year. Next is seniority in ward level. For example I was a SRN, but it does not feel like there is any space for any advancement. Feel like I will be stuck in that position. So since I was having that type of feeling, I felt if I needed to grow in the field, I would have to change to a place that can accommodate such space.(Nurse F)

Additionally participants stated that organization had not provided opportunities or financial support for the opportunities they get themselves. If they want go for studies they have to take their annual leave and have to spend on their own.. Regarding this one of the participant said:

" If we want to improve our own skills, we have to finance ourselves to attain or preserve such skills. And that too by spending the whole off day for these. So no much support from the hospital. Even if we have to go abroad for academic purpose, we have to take annual leave and go. Management does not encourage for skill and academic improvements of the staff. And we are not provided with enough workshops. Even those that we do get ultimately, the same previous people who used to go are being sent repeatedly. So there are many issues like this that I am not happy about which lead to my resignation" (Nurse C)

Nurses perceived that lack of opportunities for job advancement and professional development was the biggest challenge. This makes them to stick in one position doing same work. They feel that there was no fairness in allocation of staff to workshops and training opportunities. According to participants opportunities were always giving to same group of nurses while others were not given chance even though they have spent many years in the field. One of the nurses said:

“The biggest challenge is there is no space for self-improvement. Then even if we want to go to any other place for extra work, if we don’t have required certificates then we will be stuck at one place. But if there are additional certificates then there will be chances for self-development right. I have spent 18 years in this career and if we look into workshops, I had only been given chance to participate in one. So I don’t think there is fairness. It can be distributed to all staff equally and given to someone related to the field. Then every staff has an appraisal form and has to get higher marks to get advancements. But that opportunity is not available. But there are some staffs handpicked and categorized. It’s not good to give them all the opportunities. Everyone should have equal opportunity to self-grow”. (Nurse G)

Theme 2: Inadequate support from practice environment

Nurses expressed that they feel left out, undervalued and disempowered. They do not get enough support from seniors and management. Nurses expressed that rather than appreciating the hard work they do seniors always point out the simple mistakes they do.

About this a nurse mentioned:

“And furthermore I can say that the management does not provide us with enough support and security. So if there isn’t enough support and security, people will easily resign and go. If they want to retain staffs, I think even at present, they have to take these steps.” .(Nurse B)

Nurses also mentioned that they were discouraged and disappointed by lack of recognition and support from managers. They have mentioned that even they deliver best care they were not appreciated and recognized. This makes them frustrated and leaves the organization. One nurse stated:

“Actually we don’t get much support from the management and the senior staffs. They should help and make things easier for us and recognize the work we do, such things are very less. I became a nurse with very good expectations. But now I feel demotivated due to the things that happen here. That’s why I resigned. I felt I’d be losing useless days if I work any further here.” .(Nurse E)

There were also statements that indicate that their job satisfaction has been hindered by the lack of support they get. Similarly nurses said that sometimes it is so difficult to change a duty.

A nurse commented:

“when we do good things it’s not valued or celebrated, but if something bad happens, it gets overly dealt with, and that staff gets labeled.” .(Nurse C)

Another nurse said:

The main reason is that it's difficult for me to do shift duties. It became difficult after I got a child. Then I went to talk with the management but did not get any support from them. (Nurse F)

Some nurses expressed that sometimes they were unable to solve some issues due to lack of support they have from higher authorities. They have mentioned that sometimes they do not get support when they take some ward issues and problems related to work. Regarding this a nurse said:

“For example even if we raise an issue of a ward staff, it won't be properly solved. If the ward manager doesn't get enough support from higher level, she won't be able to solve these issues”.(Nurse G)

Theme 3: Low pay and compensation practices

All participants reported that low salary and financial incentives were one of the major factors that contributed to their turnover. Moreover they were not satisfied with the salary that they get and also feel that the salary they get is comparatively low for the hard work they do.

“And the salary we get after this much of hard work is comparatively low. With all allowances and overtime, take home salary is hardly 11 to 12 thousand. This includes doing all shifts, night duties, and holiday duties. This is very low compared to the work we do”. .(Nurse E)

Many participants stated that salary package needs to be increased. They believe that they are forced to do overtime. Even though they do extra duties with long hours they were not getting a

reasonable pay. Additionally they have mentioned that they do not get any salary increment or any reward

“When we look at the basic salary itself, it is not very high. So we give a lot of time. Take home salary increases because of overtime and other allowances like this. But usually people don’t know the salary we get. What we bring home is not a high salary. And the over time we do is not something we do because we want to do it. We do because it is obligatory. Even after a shift changes and duty is over by 3:30pm, we are only able to reach home by 6pm. The intention is not to get overtime salary. And mostly we don’t even get overtime for most of the time we spend there. And there is no salary increment.” .(Nurse B)

Nurses also evidence that after a higher study and training, they were given relatively less or equal salary compare to those who have not undergone any training and education. Similarly nurses said that in some month staff who are working under them without any training or qualification gets higher salary than the nurses. This makes them dissatisfied and leave the organization.

“And even after spending so much time, we get comparatively low salary. Overtime salary is also low. And since I just mentioned salary, I would like to say that in some months, the attendants who work under us get equal or more total sum than us. We come to work as nurses after a lot of studying, training and experience for prolonged periods. But those without much training or without having to study a lot, get equal salary to us. And since we are working very hard for prolonged hours with a comparatively lower salary,” .(Nurse C)

Nurses recognize there are better salaries elsewhere and they moved those places who offered better financially rewarded jobs. Moreover some participants mentioned that from their present working place they get a salary which is doubled compare to previous salary.

“Salary is better. Previously after working so much hours, take home salary is up to 12-13 thousand, rarely up to 14. Here it goes up to 22 thousand. So that is a huge difference with same level of work. Previously even with over time, it is very low.”(Nurse G)

Theme 4: Heavy work load and unconventional working hours

Work load and prolonged duty hours were an intense concern for nurses. Nurses described nursing work as both mentally and physically very demanding. Most of the time work demands exceeded the clinical time available. As a result they are not able to provide best care for their patients. This leads low level of job satisfaction.

“There was staff shortage hence all the shifts were extremely busy, with a lot of patients. Sometimes we have to manage with 2 staffs in a shift. So most of the time we are very busy. When a shift ends, we are not able to give care up to our expectations. So at the end we are not happy with what we have done even after being so much busy with our work leading to us not being able to get job

satisfaction., Furthermore, during night shifts even the responsibility is very high, and we are not very satisfied throughout.”.(Nurse B)

Many nurses commented that nurse-patient ratios were not appropriate. They have to deliver all patient care together with maintenance and other management work. Nurses were also mentioned that most of the shifts were extremely busy and having heavy work load as staff numbers were low. The burden of heavy workload on the nurses influenced them to leave the organization

“Staff shortage is tremendous. All the shifts are extremely busy. Other than nursing care, we also have to do maintenance work and other related works as well. When the shift ends, our works are still pending” .(Nurse C)

Nurses wish to have flexible duties with less work. According to participants there were certain protocols that they can do flexible duties, but it was not given fairly to those staff that really deserves it. It was given according to wish of charge nurses of the ward.

“Duty hour flexibility is also important to retain staff. There might be a very dedicated staff but she may not be able to work long hours. People would stay if there are duty hour flexibility. Civil service has this flexibility. Until the child reaches a certain age, work hours are less in it. But in here, this happens if the in charge approves and gives permission and in places where she wants. If she don't give, then can't do. I do accept that not all can get duty flexibility all the time, but it should be arranged for those who require or deserve it under a certain protocol or planned manner. This is important to retain staff” .(Nurse E)

Theme 5: Difficulty in balancing family and work life

As a personal factor majority of the participants mentioned that they were not able to give enough time for family due to shift duties and prolonged working hours. Participants also highlighted the issues with shifts and flexibility of duties that impacts their family- work life. They have stated that sometimes after finishing duty late at night, they might have to come again next day morning duty. Additionally they were not getting off duties accordingly This leads most of the nurses to think about another job and resign. Nurses said that shift work hours were notorious as they were unable to balance working lives with their family and social lives.

“even if we finish our shifts by 3:30pm, and have a place to be at 4pm, we cannot say we can attend such events as well. That’s because when we finally finish, its almost 6 pm. Day time is almost over. Even in night shifts, it’s still very busy as there are staff shortages. Sometimes after finishing second shift and going home past 12 am, still we might have to come to next day morning shift. And we are supposed to get 2 offs, but mostly we don’t even get that. It’s one off per night duty, but we are getting 1 off per 2 nights. So it is extremely difficult to give time to socialize with friends and to give time to family as well. It is so hard to find time because of the busy schedule”. .(Nurse B)

Shift duties and night duty were one of the biggest complaints of nurses. Nurses said that shift work suits them when they were single. Once they end up with a family shift duties were no longer suits for them.

“Biggest reason is not able to give enough time to family. After working for very prolonged hours, there is not much time left for family time. And after working do

hard, when we come home, we are so tired. Once we get married, we can't have the carefree life we had when we were single. We have to give time to family."

.(Nurse C)

Nurses also felt that management were not supportive for them to achieve a work-life balance. They were not able to give time to husband and kids. As all duties have prolonged hours sometimes they were unable to find time for their personal things. They also mentioned that once they started a family they have many responsibilities at home and they need time for that too. Sometimes after working too hard at hospital when they come home they feel tired and exhausted. Therefore they were not able to do things as it should be done. Therefore they have moved to a place where they can balance work and family life.

"The personal reason is that due to busy schedule, there is not much time to give to family. Not enough time to give to husband and kids. And we have to do shift duties. All duties have prolonged working hours. So we don't even find time to do even our own personal things. In the job I do now, I don't have to do shift duty. Working hours is in the morning only. So it's very easy." (Nurse D)

CHAPTER 5

DISCUSSION

This qualitative study found out the factors that contribute nurses' turnover in IGMH. The findings of this study offers support and depth to what is currently known on this topic. It also has given new insights into the factors that contribute nurses' turnover. In conducting this study the main research question asked was what are the contributing factors of nurses turnover in IGMH .

Lack of opportunities for job advancement and career development was found to be an influential factor to nurses' turnover. Nurses mentioned that they are not getting promotion accordingly. They felt that despite of working long duration and achieving higher qualification, they will stay in the same position. The possibility of growth and development of nurses increase their satisfaction and remain in the organization. This result go well together with (Valizadeh et al., 2016) who indicates the Lack of opportunities for job advancement increases nurses turnover. Findings of this study also showed that if lack of job advancement is prolonged it develop into a desire to leave. This is consistent with what has been found in (Alilu et al., 2016). Similarly this is congruent to the study done by (Chu et al, 2014) which indicates lack of career advancement opportunities negatively impacts overall nursing job satisfaction and has been associated with higher probability of nurses intending to quit. Moreover it is indicated that training, development opportunities and continuous education programs affect nurses' turnover. If there were lack of opportunities to attend trainings and development programs nurses would leave their workplace. Additionally there should be a fair distribution and allocation system of workshops and trainings. It is imperative that nurses continue to receive training to foster the utilization of best practice as

healthcare environment is constantly changing and the technology advances rapidly. This result ties well with previous other studies. A study done in four public hospitals within the Limpopo Shekhukhune district study indicated that lack of opportunities for training and development was one of the major factor that causes nurses turnover (Matlala & Westhuizen, 2012). Furthermore (Bogonko & Kathure, 2015; Darkwa, Newman, Kawkab, & Chowdhury, 2015) support this by indicating limited opportunities for career development and skill enhancement as a reason that nurses decide to leave the organizations.

The nature of work environment plays a major role in nurse's turnover. Feeling of valued and support enhance the work engagement and also increases organizational commitment. Most participants felt lack of support from workplace at different levels. They have admitted that sometimes they do not get support from in-charges for clinical challenges and to resolve problems related to patient care. When there are gaps in leadership support among managers they refused to listen nurses and acknowledge nurses. Healthy and supportive work environment with leaders who support, acknowledge and have a culture of openness in communication improves nursing practices and it impacts retention of nurses. Findings of the study showed that management support was not adequate and effective. Poor support from the in-charges and management contributed their turnover. By providing more support to nurses, quality of patient care could be increased and turnover could be decreased. Result of the study supports the findings that Shows lack of support from managers and supervisors causes a feeling of emptiness, worthlessness and confusion for nurses. This make them to wanting to leave the place (Valizadeh et al., 2016). Additionally the findings are in accordance with the findings of study done by (Mackusick & Minick, 2010) which shows managerial support is a strong determinant of staying in or leaving. Even though this research finding regarding support concur with

previous studies, it is contrary to the Research on factors related to intent to stay among nurses in the tertiary hospital Maldives , which explains as sometimes nurses in IGMH perceive a good organizational climate as their managers discuss their issues with them and they perceive support from their managers (Moosa, 2016)

Dissatisfaction with nursing wages is one of the main factor that contributed nurses to leave the organization. Nurses compare the wages of the different health facilities and move to a place that they get a better pay. Salary and financial factor was found to have uppermost contribution on nurses' turnover. Nurses felt that financial remuneration was not adequate for the hard work that they do. Generally the nurses who participated in the study mentioned that they get a better pay from their current workplace. This shows Salary increases and increments will help to retain nurses in the organization. Management has to realize that financial factor has to be improved and maintained for the retention of nurses. If not they will leave the organization as they can get comparatively high salary from other private hospitals. This result corresponds to (Agyapong, Osei, Farren, & McAuliffe, 2015). Moreover this finding supports a study done in Ghana to investigate factors influencing the career choice and retention of community health workers, which shows they consider leaving the profession due to low salary (Agyapong et al., 2015) and (Dawson, Stasa, Roche, Homer, & Duffield, 2014) who identified low salary as a factor for nurses turnover. Additionally this finding was congruent with (Moosa, 2016) a study done by a Maldivian student for her master's thesis. In this study she has studied factors related to nurses' intent to stay in Tertiary hospital Maldives, which shows significant correlation between income and nurses intention to stay. If they get high income they intent to stay.

Nursing work has always been hard and demanding both physically and emotionally. Many nurses discussed about heavy workloads. They have indicated that wards are inadequately

staffed. The nurses in this study stated that the workload of nurses is excessive. Workload and work demands contributed to the nurses' turnover and shortage of workforce. Nurses have a feeling of overworked with the large number of patients and few nurses to care for them. Consistently heavy workload increases job tension and reduce job satisfaction which in turn increases nurses turnover. The same construct was examined in a qualitative study done on facilitators and inhibitors influencing nurses intension to leave nursing. One of the themes generated in the study were hard work and working shifts (Alilu, Valizadeh, Zamanzadeh, Habibzadeh, & Gillespie, 2016) a similar conclusion was reached by (Valizadeh et al., 2016).

Difficulty in Conflicts between work life and family has an intense impact on burnout and nurses turnover. Balancing work and family responsibilities have become very difficult for most of the nurses. Shift work impacts every aspect of nurse's lives. Duty inflexibilities and lack of opportunities to change duty makes them unable to attend family and social functions. In this regard many nurses expressed to have a flexible scheduling and choice in part-time versus full-time work .Additionally they wanted to have managers support in changing duties to attend family and social functions. When organization does not encourage these things it increases difficulty in balancing work and family responsibilities. These conflicts between family and work make many nurses to leave the job. This finding is steady with the finding of previous researches done in other countries. A research done to identify effect of work to family conflicts on job satisfaction and nurses' turnover indicates the importance of work to family conflict to nurses turnover. Findings of this study showed a significant relationship between work to family conflicts (Chen et al, 2015). Similar finding was revealed in an e cohort qualitative content analysis study done in Australia, Newzealand and United Kingdom. Many nurses participated in

this study mentioned family and work life balance as reason of nurses turnover (Boggosian,Chang & Tuckett,2014).

These findings are consistent with the reasons drawn from the literature. This indicates these factors are the contribution to the final choice of employees to leave the organization. .Moreover these findings have contributed to the existing body of literature on nurses turnover and highlight the need to solve the issues that are contributing to the nurses turnover. The significance of the findings of this research is that this can be used in other professions as the topic was found to be similar.

LIMITATIONS

This study focused on factors contributing nurses turnover among nurses worked in IGMH. Therefore the results cannot be generalized to other hospitals.

RECOMMENDATIONS

Recommendation for practice:

Developing human resource strategies for nurses retention

Management should develop strong human resource strategies for nurse retention to enhance patient care and reduce nurse replacement costs and training. Nurses should be involved in decision making and implementation of policies. Flexible working schedule to be provided to help nurses in balancing their family- work life and social lives. To manage workload

management has to provide enough staff and appropriate delegation of duties to be provided. Moreover skill mix and appropriate nurse patient ratio is recommended.

Maintaining supportive work environment

Maintaining supportive work environment is very important for nurses' retention. Management support and co-worker support, fair recognition systems to be created for healthy environment. Management should develop fair system in giving promotions, training opportunities and resource allocations. Nurse leaders should build an effective relationship with their staff and need to discuss issues related to work and have to give chance to nurses to express their feelings.

Provision of better pay and rewarding system

Hospital should consider improving salary and other allowances to be comparable with other similar institutions. Regular promotion, salary increments and proper rewarding system need to be maintained. Organization should recognize staff achievement and outstanding performances by giving bonus or other compensations. Incentives can be given at the individual level as well as team level.

Development of career advancement opportunities

It is recommended to initiate and implement short term and long term staff development strategies, trainings and workshops. Workplace education needs to be designed to be meaningful and useful to nurses and not simply as information to meet organizational standards. Continuing education programs and training opportunities to be provided and it should be allocated fairly between the nurses.

Recommendation for further research

Further study to be conducted using large number of sample size to explore more about factors contributing nurses turnover. Additionally quantitative research study and study to identify effect of these factors on other professionals working in IGMH should be done. Furthermore duplication of same study can be done in other hospitals to compare factors contributing high turnover of nurses.

CONCLUSION

In conclusion, findings from the research revealed that there are many factors that contribute nurses turnover. It was identified that salary and allowances are unsatisfactory, training and development opportunities are not adequate, workload is too high and there were no supportive working environment. Moreover study indicated lack of recognition, appreciation and rewarding systems makes staff to leave the organization. These factors need to be adequately addressed and proper management system and retention strategies to be formulated to retain nurses. Moreover this study indicated that this is an area that should be explored more to improve staff retention.

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APPENDICES

APPENDIX 1: Interview guide

- Can you explain the factors that influence nurses turnover?
- What are the organizational factors that influence nurses turnover?
- In your point of view which work related factors influence nurses turnover?
- Can you explain how personal factors influence nurses turnover?
- Can you tell me any other factor that you can think why nurses are leaving their job?

APPENDIX 2: Information sheet for the participants

Research on factors influencing nurses turnover

The project is part of my masters course at faculty of health sciences. The aim of this study is to explore the factors influencing nurses turnover. It is hoped that the research could provide useful information for nurses and healthcare organizations to overcome the problem of nurses turnover.

I would like to invite you to participate in this research. Your participation in this project is entirely voluntary. You are not obliged to take part. If you are interested in taking part in the study you are asked to complete the attached response slip and return it to me in the envelope provided. Once I have received the slip I will contact you so we can arrange to meet at a time that is convenient for you. I can then visit and hold the short interview. There will be one, single interview with myself during which I will ask you questions on factors influencing nurses turnover. The interview is expected to last no longer than one hour . If you agree to take part, your name will not be recorded on the interview and the information will not be disclosed to other parties. Your responses to the questions will be used for the purpose of this research only. You can be assured that if you take part in the project you will remain anonymous. You are free to withdraw at any time during the project if you change your mind.

If you decide you would rather not participate in this study you need not return the response slip to me. Simply ignore this letter you do not have to give a reason.

Researcher: Hasrath Waheed

APPENDIX 3- Consent form for participants

CONCENT FORM FOR PARTICIPANTS

Informed concent for participating Research study on Factors influencing nurses turnover

My name is Hasrath Waheed. I am going to conduct a research on factors influencing nurses turn over . Purpose of doing this study is to gain insight into the problem of nurse turnover and to explore the influencing factors of nurses turn over. You have been chosen to participate in this study. You are free to withdraw from research at any time. The research information sheet will be provided with this consent form. It will take 45 to 60 minutes for the interview. I want to assure you that all of your answers will be kept strictly secret. And raw data will be only accessible to Researcher. Your participation could be very helpful to my research.

I have read and understood the information provided in the Research Study Information Sheet and I have read this consent form, and freely give my consent to participate in the study.

Signature of participant:

Date:

APPENDIX 4: LETTER TO UNIVERSITYRESEARCH GRANT COMMITTEE

From: Hasrath Waheed

Ma. Malaaz

Huvandhumaa Goalhi

Male, Maldives

TO : Maldives National University research grant committee

Maldives National University

Male, Maldives

Dear Sir/Madam

I am a student of Faculty of health sciences, Maldives national university. As part of my Master of Nursing course I have to conduct a research study. I am going to do a research on factors influencing nurses' turnover. This research study will be conducted in IGMH. The attached Research proposal will provides further information about my research study.

I humbly request for approval of this research study.

Thank YOU

Yours Sincerely

APPENDIX 5 : LETTER TO IGMH

From: Hasrath Waheed

Malaaz

Huvandhumaa Goalhi

Male, Maldives

TO: Indhira Gandhi Memorial Hospital

Male, Maldives

Dear sir,

I am a student of Faculty of health sciences, Maldives national university. I am writing this letter to get your permission to conduct a research in IGMH on Factors influencing nurses turnover. This study is a part of my Nursing masters programme. University research grant committee has given approval to conduct this study. . The information sheet is attached with this letter.

I am looking forward to your positive response to conduct this study.

Thank you

Sincerely