

The Relationship among Career Plateau, Self-efficacy, Job Embeddedness and Turnover Intention of Nurses in Small and Medium Sized Hospitals

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Abstract. This study was to identify the relationship among small-medium sized hospitals nurse's career plateau, self-efficacy, job embeddedness and turnover intention. The study was conducted through a survey on 217 nurses in five small-medium sized hospitals in J city. The data were collected from August 5, 2013 to August 20, 2013. The data were analyzed by SPSS/WIN 18.0 program. The mean score of turnover intention was 3.07. The positive correlations between career plateau and turnover intention were found, but the negative correlation between self-efficacy, job embeddedness and turnover intention were found. The significant factors influencing turnover intention were job embeddedness, present clinical career, career plateau and work unit. To decrease turnover intention, therefore, nursing managers need to develop the nurse retention program for increasing job embeddedness and apply to nursing field.

Keyword: Career Plateau, Job Embeddedness, Self-efficacy, Turnover Intention

1 Introduction

As our society has been aging, the increase of various chronic diseases and the advance of living standard have caused the rising demand for medical care. So most hospitals have met a problem of the shortage of nurses who are more than 30~40% of hospital workforce. So managing the nursing workforce is very important [1-2] According to the report of 'the supply and demand of nursing workforce', the nursing shortage is expected to grow at least from 18,300 upto 29,300 by 2025 in consideration of domestic medical service usage and morality, the number of work day, the observation value and productivity of the nursing workforce [3]. Such a shortage of nurses and high turnover rate have a bad influence on the efficiency and productivity of hospitals. They also result in huge financial loss by spending money

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on job ads and educating of nurses [4-5]. Specially, the turnover rate is relatively high for small-medium sized hospitals, 37.3% for the one with 100~199 beds, 22.0% for the one with 200~399 beds, and 7.2% for the big hospitals with over 1,000 beds. As you see, the turnover rate of small-medium sized hospitals is very serious, three times higher than the one of big hospitals [6] and if you count the rate of nurses with turnover intention, the number will be much higher. The turnover reasons of nurses working in small-medium sized hospitals are relatively worse work environment compared to big hospitals, excessive task due to the nursing shortage, marriage, childbirth, childcare, irregular working time, low income and welfare [7]. As high turnover rate is influencing on reducing the number of beds, closing some wards, even threatening the existence of hospitals, it is very important to manage the nursing workforce [8-9].

As one of the major variables of turnover, the phenomenon of career plateau of nursing workforce has been continued for a long time. One of the most difficult problem to solve in career development is the career plateau [10]. As the nurses who aware of the career plateau tend to have negative attitude such as reduced motivation about their duty, work dissatisfaction, reduced organizational commitment, frequent absence [11-12], the organization need to try to build an environment promoting the interest and motivation of working members and arousing a sense of accomplishment through horizontal and vertical career developing activities [13]. The high self-efficacy let the nurses prefer more challenging goals, invest more efforts to get the goals [14], handle work stress more effectively, and have good influence on job satisfaction and nursing work, enhance the organizational commitment [15]. The self-efficacy [16] which affects human behavior and outcome has been studied because it is expected to have a good influence on the works of the nurses [15]. On the contrary, job embeddedness which predicts the voluntary turnover and turnover intention has rooted tightly in its organization in relation to the job of members. The turnover intention is decreased if you enhance the job embeddedness which can reduce voluntary turnover and the turnover intention [17]. Actually the job embeddedness of the members appears to be better explanation on the voluntary intention and the turnover intention than job attitude [17], and the job embeddedness provides a major key for the retention in the organization.

If you look at domestic study on turnover intention, you will get to know that the nursing shortage of small-medium sized hospitals is in a serious condition but the study on the related variables of the turnover intention of small-medium sized hospital nurses is not sufficient [20]. And the preceding study on the turnover intention of small-medium sized hospital nurses did nothing but look at the relation among environment of small-medium sized hospitals, internal marketing, job-stress, job satisfaction, organizational commitment [20-21]. Specially there were a study on job embeddedness for hospital workers and nurses [17, 22-23] and the one of a career plateau for nurses, but the study dealing with the turnover intention of small-medium sized hospitals related with these variables is very deficient.

2 Argument

The biggest variable affecting turnover intention was job embeddedness in this study, sub-factors of job embeddedness such as fitness and sacrifice seemed to have a negative correlation with turnover intention but this link did not seem to affect significantly turnover intention. In the study of E. H. Kim [23] and S. Y. Lee, fitness, sacrifice and link had a negative correlation with turnover intention, but in the study of J. H. Kim [22] for hospital workers including nurses, and in the study of Mitchell and others for food store workers, nurses and hospital workers[17], the link did not seem to affect significantly turnover intention as in this study. In the study of Mitchell and others [17], Holtom and others [18], and Reitz and others [19], the concept of job embeddedness was regarded to analyze the new and meaningful variables connected to turnover than any other variable expected by other major models. It seemed that the higher job embeddedness was, the lower turnover intention was. So it looked like affecting significantly nurse's decision of remaining at their present clinic. Through this study, to make various strategies to improve job embeddedness is surely necessary in order to low turnover intention of the nurses.

3 Conclusion

This study was to identify the relationship among career plateau, self-efficacy, job embeddedness and turnover intention of the nurses in small-medium sized hospitals, provide some ways to low turnover intention of the nurses by analyzing factors affecting turnover intention and suggest basic data necessary for efficient human resource management of small-medium sized hospital.

In this study the turnover intention of the subjects was average 3.07 out of 5 points, and turnover intention factors had statistically significant difference with age, current position, marital state, nursing experience, present clinical career and annual salary. In the relationship with career plateau, self-efficacy and job embeddedness and turnover intention, turnover intention had a positive correlation with career plateau($r=.284$) and a negative correlation with self-efficacy($r=-.165$) and job embeddedness($r=-.432$). The biggest variable affecting turnover intention of the subjects was job embeddedness, followed by present clinical career, career plateau, work unit. These variables explained 27.1% of turnover intention.

This study is expected to contribute efficient human resource management of small-medium sized hospitals because this studied career plateau of the small-medium sized hospital nurses, and proved that job embeddedness was a major variable affecting turnover intention. (There had been few studies which explained factors affecting turnover intention of the small-medium sized hospitals).

Therefore when put together, we could get to know that the nurses' turnover influences directly patients' care in terms of quality, and turnover management is a major factor in managing the nursing workforce. Specially, job embeddedness is confirmed as a major factor affecting turnover intention. Therefore as a way to low turnover intention, it's necessary to develop a nurse retention program to enhance job embeddedness.

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