

# Factors of Influencing Turnover Intention among Nursing Home Staff in Malaysia

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**Abstract:** *There are so many issues regarding turnover of nursing home staff that could affect the process of delivering quality of care and the organisation itself. But there is limited research focusing on nursing home staff turnover in Malaysia. A comprehensive literature review was pushed forward to examine the nursing home industry, turnover definition, and factors that can influence the nursing home staff turnover which eventually could lead harm to the nursing home organisation. Thus, the objective of this study is to determine the factors that can influence nursing home staff turnover in Malaysia. Two objectives will be achieved: (1) to determine the factors influencing nursing home staff turnover in nursing homes and (2) to identify the relationship between workload, time pressure, role conflict, social support, reward, and compensation towards turnover intention. In this literature review, 90 documents were reviewed, where 50 documents were obtained using Google search engine, Google Scholar, and wide search of Internet of professional organisation and government www-sites that produce media releases, action reports, discussion papers, and unpublished research studies that relates to nursing home staff issues. Further research could develop a theoretical framework on ways to retain nursing home staff.*

**Keywords :** *Turnover intention, nursing home staff, workload, time pressure.*

## I. INTRODUCTION

The increasing aging population in Malaysia demands the establishment of more nursing homes. It is known that Malaysia has the capacity to achieve aging population about 15% of the total population to be 60 years old and older by 2035.

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This amount was projected by the National Population and Family Development Board (LPPKN) based on the projections made by Department of Statistical.

Generally, elderly care has always been one of the responsibilities of other family members. But now in the modern era that societies live in, there is a lot of institution that provides elderly care such as nursing home.

These tend to happen because factors such as women tend to further their education and work, the high level of life expectancy of elderly people, and the decrease in family size. These phenomena also happen in Malaysia which also indicates the ruling government must focus on this issue.

According to Meeusen et al. (2011), turnover intention could lead to actual turnover. Turnover intention among workers can affect the organisation not only in the loss of human capital but also institutional knowledge of the organisation (Rizwan, 2014). Previous studies also pointed that turnover can produce high level of monetary cost and non-monetary cost in health care industry. Monetary cost followed by hiring new workforce (Haider et al., 2015), while on the other hand non-monetary cost is linked with the loss of skill and knowledge (Yamamoto, 2011).

Turnover intention always happens in an organisation. Turnover intention has also become a big problem in which the employees in the organisation willingly decide to leave the organisation or the organisation itself fires the employees. Turnover intention can be classified into two categories which are voluntary and involuntary. Voluntary turnover happens when the employees decide to leave willingly, while involuntary turnover happens when the organisation decides to fire them.

In addition, nursing home staff turnover has been quite a worrisome problem in Malaysia. Nursing home staff (nurses and caregivers) turnover rates level is high compared to another type of organisations, one study established turnover among nurse often outstrip at 75% and can reach to as huge percentage at 400% (Halbur, 1983; Harrington, 1991; Schwartz, 1974).



## II. LITERATURE REVIEW

### Nursing Home Industry

The national policy on housing for elder people varies across different countries. Fundamentally, the policy indicates which sectors, institutions or agencies to the public and private that provide housing for elderly care. Admitting, few countries have a specific policy on elderly housing, all make some arrangement for the shelter and care of vulnerable. Also, these countries also have differences in terms of funding framework, care system, cultural attitudes towards aging, and aged care.

Since the establishment of Care Centre Act in 1993 in Malaysia, providing institutionalisation for the elderly had become government's priority. In 2000, nursing home and day care centres were established by the government and non-government agencies to accommodate older people and those with no children or family. Despite that, the initiative taken by the government costs them a lot since they needed to hire medical and professional staff as well as a nurse for 24-hr services; and that they had to provide the facilities and equipment for physiotherapy (Amalina & Yarina, 2017). Due to that, the government changes the initiative by encouraging the people so that they take their own responsibility, to look after their parents.

Institutional care for elderly is becoming highly common option for family elder care (Lloyd-Sherlock & Redondo, 2009). Linked to the previous situation, the rate of children who agreed on the idea of delivering their elderly to nursing homes increased from 0% to 23% during (Jamuna, 2003). Among person who have access to financial option, private elderly care has turned into one of the familial care options in Malaysia in urban areas (Dahlan, Nicol, & Maciver, 2010).

Malaysia's population grows at 1.3% to 32.0 million in 2017. In this calculation, population aged 15-64 years amounting percentage that expand from 69.5% in 2016 to 69.7% in 2017 (Department of Statistic Malaysia). The need for better health care services and government support is crucial to cater for the increase in aging population in Malaysia. Malaysian government as well as the owner of nursing homes, must determine the best way to deliver the best quality of health care for the residents.

The nursing home industry competes each other to meet the standards. It is crucial for the nursing homes to have well-developed programmes at their place so that they can comply with the standards. Having a massive range in standards in each of nursing home in Malaysia is important to uphold the current images of the organisation. The Malaysian government should supervise and investigate the real condition that happens in the nursing home. This will be more likely to upgrade the environment and sociology surrounding the nursing homes in Malaysia.

## III. OVERVIEW OF TURNOVER INTENTION

Creating and collecting a lot of databases on the factors that can affect employee turnover intention can be an effective way to limit the employee having the intention to leave. Globally, turnover intention by nursing home staff has become a

worrying phenomenon especially when it comes to the manager of nursing home. Turnover intention is a well-studied concept and has been interpreted by many scholars in various ways. Losing a competent employee can give adverse effect on the organisation's performance (Özbağ, 2014)

The phenomenon on turnover process transforms over generation and has been established to vary in probability and intensity due to demographic factors, organizational factors, and work-related factors. In demographic factors, it consists of area of work, duration (years) of experience and age. (Galletta et al., 2013; Kelly et al., 2011; Laschinger, 2012; Nelsey & Brownie, 2012; Takase, 2010). While organisational factors are support, climate, culture, status, leadership and nurse-physician relationship. The work-related factors include salaries, autonomy, stress, workload, shift work, power, and the possibility to impact.

Studying the attitudes of employee wish to leave the organisation is the turnover analysis of employee. Organisations can reduce the percentage of turnover rate but unfortunately, they cannot reduce it to 0%. Turnover intention affected the organisation in positive and negative ways (Staw, 1980). The organisation must face a major cost of employee reinstatement. Also, the organisation will burden the administration department and waste time on recruiting and selecting new employees. Instead of this, the organisation can focus to do another development to make their organisation more competitive.

### Relationship between Independent Variables and Dependent Variable.

#### Workload and Turnover Intention

Those who work in an organisation in any culture and society must concern about their workload. An employee who can accomplish the job given very well enjoys workload, but when the pressure is too hard, it causes negative impact. With the shortage of nursing home staff, staff will automatically takeover the burden of undone jobs. Without proper salary or wages that can encourage the nursing home staff well with a high workload, the staff will think that it is not worth to stay in the organisation. Thus, making the nursing home staff to leave the organisation.

The experts in health care fields have provided that there are many factors causing this industry cannot obtain enough workers to fill the gap of position in the nursing home organisation. Kowalski and Kelley (2013) reported that the prime reasons of the shortage in nursing home staff jobs is due to the workload and increased amount of responsibility for nursing staff. The shortage in nursing staff can develop a low amount of production and additional workload for the remaining nursing staff to decline in confidence and result to turnover (Tourangeau et al., 2009).



High level of workload is associated to a assertive level of anxiety and worry (Beehr & Bhagat, 1985). It results from the employee that has so much to do that they neglect some aspects of work life.

A low amount of staff (nursing home staff) leads to a high workload, which produces a difficulty to detach oneself from daily work in the organisation. For instance, if a nursing home staff has many works to do for a resident in nursing home, the staff will use extra resources such as emotional energy eventually lead to stress and turnover intentions.

### Time Pressure and Turnover Intention

Technologies that were created in the time of globalisation world ease the work of people that living in this era. Furthermore, it conserves time. The availability and sustainability of the right type of human resource at the right time and place is the essence of every organisation's success (Yi, 2012).

Time pressure received by the employee could affect the work life of the employee. In Jordan, Darawad (2015) reported that the time pressure among nurses (nursing home staff) can be defined as stress developed by the low amount of time to complete the required nursing tasks, producing multiple roles and low amount time for patient care. Thus, it affects the patients due to the decrease in nurses' ability to make clinical judgments, perform nursing interventions, and to discover resident's needs.

Time pressure influences employees to seek the answer in a quick and possible way to solve the job and task. It also limits the edge of the solutions to the problem. In a nursing home, the specific time given for the staff to solve the task may be inadequate to fulfill the manager's desire. As a result, their action may less likely to revise their initial impressions (Heaton & Kruglanski, 1991), less accurate and less confident. People have a limited resource. Thus, people would have to make a choice to allocate the limited resources. When time is limited and short, the nursing home staff would likely to use heuristic strategies rather than the slower innovative and creative thinking. This would more likely to influence the nursing home to develop job stress and then having the intention to leave the nursing home.

### Role Conflict and Turnover Intention

The common problem that happened in understanding role conflict is individuals often play various roles, adjusting their group at the time (Mahfuz, 2011). it happens to be employees that read the job description, get a suggestion from managers, and observe the way their co-workers work. When an employee faces expectation in different roles, they develop role conflict (Robbins & Coulter, 2003) Meanwhile, Rizzo (1970) declared that role conflict happens when an individual is subjected to compete for sets of demands and expectations from the organisation or when the principle of chain of command is violated. The individual may be caught between two functional groups or two supervisors (Jones, 2007). Role conflicts also include being forced to get along with people

that whom the employee does not feel comfortable with and conflicting demands from supervisors (Ivancevich, 2008).

When an individual is unable to do everything that is expected and conflicting in information, role conflict occurs (Jackson & Schuler, 1985). Role stressors are significant predictors of commitment, suggesting that individuals who have higher levels of role conflict are more likely to stay less committed in the organisation. Role conflict is the difference between their actual performance and the role assigned to the employees.

There are many researchers that have been conducted on ways to retain the employees. Peter and Angelo (2001) identified the determinants that can influence turnover rate of employees from a different angle. They argued that the employees' intention to leave the job will be strengthened when the inter-role conflict will develop lower job satisfaction, inter-role conflict in with drawl cognition, job satisfaction decreases job avoidance, and the job avoidance enhances the withdrawal cognition (Long, 2012). In addition, Javed (2014) also stated that turnover intention and role conflict of the employee has a positive and significant relationship.

### Social Support and Turnover Intention

McIntosh (1991) defined social support as a resource available from single or more individual to another, which can help individuals to enhance their well-being. Social support has been studied widely as the possibility to help to build quality of employee and relationship among employee (Leavy, 1983). Social support leads the person or employee in the organisation to feel cared for, being treasured, and valued to a network of communication and mutual obligation (Cobb, 1976). Meanwhile, from many researches on social support related to stress, there are some researchers suggested that social support does affect turnover intention (Hodson, 1997). Employee turnover is affected through support from social support which also gives an impact on employee perception and behaviour that relates to the organizstion (Maertz, 2007). Maertz and Griffeth (2004) also reported that supervisor bond attachment has different implications on turnover cognition from the attachment and behaviour related to the organisation. Instead, the employee tends to counter their action to the target from which gives them benefits (Hoffman & Morgeson, 1999). Strong social support from supervisor plays an important role in the organisation. Therefore, the employee with turnover intention should regard the potential relationship between employee and supervisor, which eventually will affect turnover intention.

### Compensation and Turnover Intention

Nowadays, companies or organisations normally give compensation that combines both cash benefits (bonuses, paid holidays, salary and paid leave) and non-cash benefits that



include such as insurance and retirement plans to the employee. Compensation is the most strategic way to attract talented employees to the organisation.

Due to the massive impact on the organisation because of turnover that leads to the problem within human resources, many scholars analysed the issue and obtained the factors that can be done to decrease the turnover intention within the organisation. One of factors is compensation (Parashakti, 2017).

Yudhistira and Emerald (2015) stated that compensation has a significant negative effect on turnover intention. Weldeyohannes (2016) also conducted a study on the influence of compensation on turnover intention of teachers in Tigray, and analysed that salary satisfaction influences teacher turnover intention. Turnover intention within the organisation can be influenced by work hour shift and uncertain work status, unsatisfactory salary (compensation) and high demand by other companies. This finding is also supported by Weldeyohannes (2016), who also stated that the unsatisfactory salary has an impact on turnover intention.

### Rewards and Turnover Intention

The view of rewards remains changing from time to time. From the record of service to performance, external to internal, unified to different, fixed to floating, monetary to non-monetary rewards, independent to coordinate rewards (Chen & Hsieh, 2006). Total reward is an worker adapted comprehensive remuneration system. It spreads the content of classic reward which is viewed as a high-price welfare project (Giancola, 2009). The definition of total rewards does not only symbolise monetary benefits or salary but also training and promotion opportunities, a good working atmosphere and excellent work conditions (Tropman, 2002). In addition, total rewards give an opportunity for employees to learn new sets of skills, which enhance the future of their career so that the employee may not seek for another job in a different organisation.

### III. METHODOLOGY

In this literature review, 90 documents were reviewed, and 50 documents were used for discussions. The selection was bounded primarily to the following studies: (1) those documents that written in English, (2) documents that are published in 1990s and afterwards, and (3) examining turnover intent or intention to leave in employee field and nursing home staff (nurse and caregivers) working in nursing home, long-term care, and other community areas. The main intention of the review was to investigate the research in terms of how the evidence has advanced the knowledge in this area. The keywords that were used in this literature combined turnover intention among nursing home staff, workload, role conflict, time pressure, social support, job compensation, and rewards. The authors also used internet searches as sources to access these documents. It included the searching using Google search engine, Google Scholar, and Internet searches of the professional organisation and government www-sites that produce media releases, action reports, discussion papers,

and unpublished research studies that relates to nursing home staff issues. Not all studies have identified the practice areas from which the study sample was drawn, the sample collected was from different kinds of practice settings. There was no firmness among studies and no attempt was made in this review to establish a comparison.

### IV. CONCLUSION

Overall, there are factors that can contribute to the turnover intention among nursing home staff. It included workload, time pressure, role conflict, social support, compensation, and rewards. There are many researches that provided factors influencing the turnover intention in nurses working in a hospital, but as far as the authors' concern, there are limited resources regarding the factors influencing the turnover intention among nursing home staff. The owner of the nursing home must address turnover intention among nursing home staff very carefully to reduce the cost that could give impact to the organisation and not to burden the other staff's work in the current organisation. In the future, other researchers could implement a research to develop a theoretical framework on ways to retain nursing home staff working in a nursing home.

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