

Organization Structure and Management Practice Related Factors Causing Employee Turnover: An Empirical Study Among Nurses

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Abstract

This empirical, quantitative and survey based descriptive research has been undertaken in Tirunelveli city of Tamil Nadu, India, with the objectives of identifying perception of the nursing employees towards organization structure and management practice related factors causing employee turnover among them. The study has sampled 80 nursing employees using both convenience and judgement sampling techniques and collected primary data from them with the help of structured questionnaire constructed by own observation and experience of the researcher in the field of hospital administration along with the support of literatures. The secondary data have been collected from books, journals, dissertation and conference proceedings. Percentage method has been administered to analyze the data. The analysis of the study proved that majority of the respondents have strongly agreed that the factors: complex and unclear organization structure; domination and control by other departments; lack of opportunity to participate at departmental or organizational level decision making and training programmes; changes made in policy and work processes at frequent intervals, and not communicating it in a proper way; autocratic leadership style with lack of motivation and communication; lack of respect; and inadequate salary and discrimination in compensation system cause employee turnover among the nursing employees.

Keywords: Organization structure, management practice, employee turnover, nurse, multi-speciality hospital, Tirunelveli city.



1. Introduction

Background of the study

Customer satisfaction remain the ultimate goal of all kinds of business organization, because it not only decides survival and growth of the organization, but also determines reputation of the organization. Customers' tastes, preferences, values and needs change rapidly than earlier; hence the shift of choice of customers towards other business organization remains high. Therefore, the primary duty of any organization is to pay attention on all aspects of the business, such as updating infrastructures and facilities, appointing skilled employees, and rendering continuous training, improving timely services, following new strategies, changing or simplifying processes, and modifying the ways of doing the routine business to enable the customers to retain with the business organization, and continuously satisfy their expectation. Failing of which will lead the organization to lose the customer, and also impact the profit, reputation and growth of the organization negatively. Although the business organizations pay attention on various aspects of the business, satisfaction of the employees in an organization is directly and primarily associated with the customer satisfaction. More the employee satisfaction, higher the customer satisfaction, because whatever the strategies the business organizations establish and execute to fulfill customer satisfaction, employees are the primary factors to execute all those strategies.

Among the various factors the business organization pay attention to retain the customers: such as infrastructure, employees, timely services, new strategies and so on, skilled and experienced employees and their service with the organization for the significant period of time is paramount for fulfilling needs and expectation of the customer. Despite sufficient quantity and quality of all other resources in the organization, unless the experienced employees are available in sufficient numbers, the other rich resources will be under-utilized. Experienced employees not only are experts in handling all manpower, mechanical and information resources, but also will support, guide and mentor junior employees, and also deal with crisis situations effectively. The longer the duration the employees work with a particular organization, the more the knowledge they acquire about the organization and its functions, and eventually, over the period, they will become an expert in performing all works and dealing with all critical issues simply and easily. This is the biggest asset for any organization. Thus, from all dimensions, it is well known that presence of employees for longer period in the organization is crucially needed.

It is paramount that the nursing employees need to retain with the hospitals for longer period, since nursing employees are directly dealing with patients next to the doctors. The doctors' work ends with diagnosis and surgery; role of nursing employees begins after that and play a major role in recovering the patients, and their presence is needed till the patients get fully recovered and discharged from the hospital. Nursing employees perform various functions: planning and executing health care to the patients combined with junior medical officers, consultants and surgeons. This includes getting instruction of the doctors and surgeons such as drug administration and executing them; maintaining and updating the records; continuous monitoring of the patients; and looking after ward management such as leading the nursing assistants; and solving crisis situations that occur unexpectedly and instantly. During emergency situations, the role of nursing employees play a significant role: they treat the patients in the absence of the doctors and the surgeons as per their advice, guidelines and

direction. All these statements prove that experienced nursing employees are essentially important to the health care field. Thus, nursing employees play a vital role in performing major functions in the hospital in association with medical personnel, and their job satisfaction is as equally important as patients, because job satisfaction of the nursing employees, sequentially, decides their retention with the hospital for longer time.

The study area, Tirunelveli city has seen a numerous developments in the recent past years: remarkable growth has happened in all areas such as education, infrastructure, transport, textiles, medical, small and medium business, women self-help occupation, and application of advanced technologies in all these areas have widened. Numbers of schools, colleges, hotels, transports, textiles, oil banks, banks, government and private hospitals, diagnostic centers, pharmacies and super markets have increased significantly. People's education level has enhanced tremendously: peoples of all sectors have begun to give importance to education; and therefore, numbers of schools, colleges and private Universities have been emerging increasingly. Due to high level of awareness and education, now a day, a lot of the people have begun to avail medical and surgical treatment with the help of medical insurances. Thus, people expect high standard treatment using insurance scheme from private hospitals, because under the government insurance scheme, most of the private hospitals have been attached, and hence all kinds of people are able to access to private hospitals to avail high standard medical care using insurance scheme. This has lead big competition among the hospitals, and all hospitals have started providing service with corporate styles. This has created huge demand for qualified employees: medical, paramedical and non-medical employees. Private nursing colleges offering bachelor degrees, diploma degrees and nursing assistant courses have emerged largely; these colleges supply nursing resources to the hospitals functioning in Tirunelveli city and other cities in this District. Thus, there is a rich development in health care sector in the study area. Despite rich development, the human resource practice in the private hospitals in the study area is under developed. Most of the hospitals, although have high patients inflow and run with high profit, still provide low salary against the norms of the government, extract high work from the employees using rigid leadership approaches, long working hours, low nurse-patient ratio, poor welfare facilities, low attention to the development of the employees' career, inadequate increment and incentives, less safety in the workplace, discrimination and inadequate recognition. All these factors get the employees dissatisfied with their job, and push them to quit from the job over time; therefore, in the study area, the employee turnover among the nursing employees remain high. Higher the employee turnover of the nursing employees, lower the satisfaction and safety of the patients, and higher the workload of the remaining employees. Hence, this study is undertaken with the objectives of identifying various organization structure and management practice related factors and how they cause employee turnover among the nursing employees in order that hospital management should be aware of the causes of employee turnover and take necessary managerial steps to reduce and prevent it.

Statement of the problem

Practically, retention of the employees for long time is vital for both organizations and employees. Though the organizations, whatever type they are, have rich infrastructure and advanced instruments, unless those organizations have experienced employees, the clients cannot be satisfied, because employees are the primary resources transforming all other resources either into the products or services; and primary point of contact of the clients. Similarly, for the employees, rich experiences in the field remain crucial factor deciding their

career growth. Retention with one particular organization for a significant period of time, without switching over to different organizations within short period of time, will not only assist them to grow and nurture their skills, knowledge and attitude, but also, develop their reliability when they move to next organization for employment, because now a day, all organizations have begun to recruit the employees after they verify how long they had sustained with their previous organizations.

In the hospital sector, although retention of all category of employees for significant period of time remain highly paramount, from administrative aspects, retention of paramedical employees is necessarily important to ensure not only satisfaction and safety of the patients, but also decide reputation of the organization positively. Although non-medical category of employees assists to the operation of the hospital markedly, paramedical employees, next to medical category of employees, have occupied major part in patient related activities. Among the paramedical employees, retention of nursing category of employees is necessarily highly important not only to assist to the medical personnel medically and surgically, but also ensure prognosis of the patients positively.

In all hospitals in the study area, voluntary turnover of nursing employees remain high, because the nursing department is majorly occupied with female employees. There are common specific factors that decide voluntary turnover of female employees: marriage; transfer of the husband to another place in terms of his work; pregnancy; children's education; family values; health aspects after delivery; and child care. These factors are the common reasons for the voluntary employee turnover of nurses, in addition to the organization structure and management practice related factors that cause involuntary turnover.

Despite many factors deciding employee turnover of the nurses, with regard to organization structure and management practice related factors, the following factors play a major role not only in deciding employee turnover, but also determining satisfaction, commitment and retention of the employees with the organization: clear organization structure; fair control from the superiors and other departments if necessary; clear communication about the goals and changes made in the work processes; proper respect from superiors colleagues, subordinates and other category of employees; adequate welfare facilities; support and motivation from the manager; and fairness and equality in salary, increment, incentives and other benefits. All these factors both directly and strongly decide the future of the nursing employees in the hospital in terms of either retaining with hospital or quitting from it, because all these factors not only are associated with job satisfaction, but also with their professional respect and self-esteem. Therefore, both coping up and having satisfaction with these factors are highly needed to retain with the organization for the longer duration and work comfortably; otherwise, the employees will come to the conclusion of relieving from the hospital.

In the study area, the following practices are highly existing in majority of the hospitals: long working hours, two shift work system, low salary structure, autocratic leadership style, poor welfare facilities, unfair practice in recruitment, promotion, increment and appraisal and lack of ground for career advancement have high impact on satisfaction, commitment, morale, performance, retention of the employees. The presence and practice of all these factors for longer period would normally push the employees to quit from the job and sometimes, quit even from the profession. From the study area, presently, nursing employees, in large number, move to the metropolitan cities such as Chennai, Bangalore, Delhi, and so on due to standard

working hours, higher career development opportunities, high salary, and rich opportunities for their children's education. Besides, the scope for nursing employees remain high in other countries especially in Middle East countries. Hence, the voluntary employee turnover of the nursing employees remain high in the study area. Thus, while already nursing employees are moving from the study area to big cities and other countries voluntarily, if the organization structure and management practice of the hospitals are not healthy and biased, it will double the employee turnover of the nursing employees. High employee turnover of the nursing employees will not only paralyze nursing function of the hospital, but also endanger the patients' safety and enhance the workload of the remaining nursing employees in the hospital. Hence, there is a need of necessary change in the organization structure and management practice in such a way it satisfy the nursing employees and stop them to move to the other hospitals.

Scope of the study

This study has focused on nursing employees (staff nurse) qualified with B.Sc Nursing and DGNM (Diploma in General Nursing and Midwifery) courses working with private multi-speciality hospitals in Tirunelveli city which is the capital of Tirunelveli District, located in the southern region of Tamil Nadu State, India. The study has analyzed various organization structure and management practice related factors causing employee turnover among the nursing employees.

Significance of the study

This study will be useful in the following way: The results of this study will show clear understanding to the hospital management about the strength and weakness with regard to the organization structure and management practice related factors and their association with employee turnover; thus, it will assist to the management to create appropriate decision about rectifying the weakness in the management practice and organization structure and reinforce the strength present in them in such a way that simplifying organization structure and strengthening the orientation programs to educate them, rectifying the discrimination and bias in the salary, increment, incentives and other benefits, educating all employees as to how to treat and respect each other without controlling and dominating one another.

The factors discussed, and results derived from the study will exclusively be an eye opener to the nursing managers (nursing head and superintendent) to analyze their strength and weakness in terms of their leadership qualities and skills, and take necessary efforts (such as undergoing training such as: leadership skills, interpersonal relationship skills and communication skills development) to maximize their skills. Similarly, the nursing employees would get the opportunity to, from this study, to know how the factors discussed in this study are associated with employee turnover of the nursing employees, and how they have to cope up with the organization of this sort of.

The assistance of this study to the future research scholars is manifold: The study area, population focused, sample size determined, variables used, tools administered, sampling techniques applied will throw the light in multiple ways to the future research scholars to undertake their future research studies. Besides, this study will serve as a strong source of secondary data for the future research studies.

Objectives of the study

The objectives of the study are to identify perception of nursing employees towards organization structure and management practice related factors and their association with employee turnover; and to offer suitable recommendations to control and prevent employee turnover of the nursing employees.

2. Review of the Literature

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Employee turnover can be categorized as either voluntary or involuntary. Voluntary turnover, also referred to as quit, occurs when an employee decides to leave a workplace on their own accord (Wagar and Rondeau, 2006). In this case, the organization loses a valuable employee who has to be replaced. Employee leaves organization for number of reasons such as change in career direction or better job with high salary. Conversely, involuntary turnover, also referred to as discharge, arises when an employer decides to terminate the employment contract (Shaw et al 1998).

Bawa MA and Buhammad Jantan (2005) investigated the role of HR practices in the determination of voluntary and involuntary turnover in organizations. The study sampled 129 managers from four major oil palm producing states of Malaysia. The study analyzed job description, staffing process and employee monitoring, formal training, participation, job security, performance measurement and wages. The results explained that staffing process and employee monitoring were not related to voluntary turnover. Job description is positively related to the voluntary turnover. The study also explained that staffing process was negatively related to the discharge rate of local workers. The study also indicated that HR practices such as pay, benefits and training are negatively related to turnover because they motivated employees and lock them to their jobs. The study concluded that economic factors such as availability of alternative jobs are most likely relevant in explaining the turnover process.

Chen et al., (2010) investigated the causes and consequences of the high employee turnover in hotels and investigate the potential relationship between the working satisfaction structure and the organization employee turnover. The study sampled 100 blue collar employees working in the hotel. There was a positive relationship between overall job satisfaction and age. Older people seemed to have a different relationship to authority than younger people, older people have higher needs to be directed and to accept orders and cognitive structures are different from those of younger people. Older people are easily satisfied than younger people. Payments and benefits were considered as the most important category attributing the job satisfaction. The study has given suitable findings such as a) providing career advancement opportunities is critical for retention b) A monitoring program help decrease the employee turnover of small and medium sized hotels, c) high quality of communicating is valuable for hotel policy and pay and welfare also indicate significant position in Human Resource Management in the hospitality industry.

Benjamin OA et al., (2011) examined the contribution of job insecurity, age and gender on turnover intentions. The study adopted expo-factor research design. 266 employees had been sampled from selected merged banks. The results of the study revealed that both threat and powerlessness subscale of perceived job insecurity had significant interactive influence on

turnover intention among employees of merged banks. The result also exhibited that employee's age was found to have significant main influence on turnover intention.

Bula HO (2012) assessed the extent of labour turnover and determining the factors causing labour turnover in Kenya's sugar industry from 120 samples. Training, motivation, salary, employee commitment, career management, performance appraisal, working conditions, leadership styles, job content, recognition, decision making were used as independent variables. Majority of the respondents had reported that performance appraisal, participation in decision making, training, promotion, working conditions were poor and there were autocratic leadership styles. The findings also showed that many employees are not graded because they fall under the category of casual workers and those casual workers take too long before they are upgraded to permanent employment status. The study showed that promotions were not done on merit and very few employees had been promoted and not all the employees who were promoted received salary increments. The study found that high turnover lead to increased costs of recruitment of new personnel, high maintenance and operating costs and it also reduces productivity and finally it takes a long time to fit new people in the organization.

Choi Sang Long et al (2012) studied leadership styles and employees turnover intention: Exploratory study of academic staff in Malaysian College. The study had the objectives of transformational and transactional leadership styles on employee turnover intention. In the study transformational leadership had been measured using five factors namely idealized influence (attributed), idealised influence (behaviour), inspirational motivation, intellectual stimulation and individual consideration. Transactional leadership style had been measured using 3 factors namely contingent reward, management by exception and laissez faire. The results of the study revealed that there is a direct negative relationship between transformational and transactional leadership and turnover intention. The study concluded that leadership styles had no significant effect on turnover intention of the academic staff in the education industry.

Deepa E and Stella M (2012) found the level of job dissatisfaction, safety measures, retaining the employees, working conditions and work load and its reason for employees' turnover in IT industries. The study had 250 respondents and used chi square test, weighted average method, T test and F test in the study. The findings of the study showed that there was a significant relationship between salary and level of satisfaction with job. Work load and working condition does not coincide. Work environment has no significance over safety measures. The relationship between co-workers relationship and top management personnel had an equal variation. The relationship between training programmes provided to employees had an equal variation. The study has given suitable suggestions to control turnover such as rotation schedule, offering innovative programme to encourage them, respecting the employees and hiring able and smart workers.

Rajan D and Chandrasekaran M (2013) identified the causes of voluntary turnover of nurse, compared the causes of turnover and examined the relationship between demographic variables of the nurses and causes of turnover. The study analyzed the causes of turnover under nine dimensions namely organization structure and policy, work load, salary and work shift, respect and professionalism, discrimination and harassment, career development, personal and family life, facilities and safety, criticism and conflict, leadership and support related factors. The most important factors identified from all nine dimensions of causes of turnover are as follows: force towards bond (agreement) work, long working hours, lack of respect, disparity of the

management in terms of salary and treatment of the employees, high salary in other hospitals, marriage, absence of accommodation facilities, criticism by higher authorities (e.g. doctors, surgeons, administrators) in front of the patients and autocratic leadership style and inadequate concern towards emergency situations of the employees.

Rajan D (2013) inferred that excessive work load for remaining staff, delay in daily routine procedures, poor patient satisfaction, complaints from patients, poor job satisfaction of the remaining nurses, complaints from medical personnel about delay in routine procedure and incomplete procedure, complaints from housekeeping and biomedical department in terms of segregation of biomedical wastes and wastages and loss of resources as newly joined staff has not known the routines well are the foremost impact of turnover of nurses on organization performance. The study also found that increased recruitment cost, increased training cost, impaired patient safety, high stress among remaining nurses as they have to do the duties of newly joined nurses also until they learn the routine work, difficulty to manage the hospital when turnover occur during festival time, high leave and absenteeism of remaining nurses, sickness among remaining nurses because of heavy work load and preference of the patients to next hospital because of poor nursing care are the next foremost impact of turnover of nurses on organization performance. The study advocated that impairment of reputation of the hospital name when the senior and capable staff are absent, impaired quality of care, low level of efficiency of the new staff nurses recruited, disturbed flow of work, damage and failure of equipments because of lack of knowledge of new staffs, poor morale of the employees, conflict among existing staffs because of lack of nurses and work overload and minor injuries (such as needle stick injuries) because of high work load and tiredness are the least impact of turnover of nurses on organization performance.

Sree Rekha KR and Kamalanabhan TJ (2013) examined the impact of turnover antecedents on the ITES/BPO employee's decision to stay with the organization, whether organizational commitment mediate the effects of job characteristics and salary on turnover intention and whether alternative job availability moderate the effect of organizational commitment on the turnover intention. The study has sampled 245 employees working in ITES/BPO organizations located in Chennai, India. The study has tested five hypotheses. The results of the hypothesis testing showed that predicts that perceptions of perceived organizational support will have negative relationship with turnover intention. There is a negative relationship between organizational justice and turnover intention. Job satisfaction is negatively related to turnover intention. Organizational commitment will mediate the relationship of organizational support, justice and job satisfaction with turnover intentions. Alternative job availability will moderate the relationship between perceptions of organizational commitment and turnover intentions.

Tariq MN Muhammad Ramzan and Aisha Riaz (2013) analysed the impact of employee turnover on the performance of an organization. The study has sampled 160 respondents from 3 mobilink offices situated in Islamad including head office, call center and administration office. Five hypotheses have been tested in the study. Work load, work stress, salary, job satisfaction, family conflict have been exclusively analysed in order to determine the turnover and thereby organizational performance. The study indicated that performance of an organization is negatively and insignificantly associated with turnover, workload, work stress, salary and family to work conflict. The study also depicted that there is negative relationship between the employee turnover, work load, work stress, salary and work family conflict and

organization performance. Work load, work stress, salary, employee family conflict influenced turnover with the percentages of 38.8, 23.6, 9.0, 3.0 respectively.

Rajan D (2014) analysed perception of nurses towards push and pull factors of nurses turnover from the samples of 60 nurses working in private multi speciality hospitals in Tirunelveli city, Tamilnadu. The study identified that inadequate salary and it is not in par with work load and contribution, two shift work system with long and unsocial working hours, high work load which is due to inadequate staff nurses and other supportive staffs in accordance with volume of the patients, absence of accommodation facilities and inadequate safety, allocation of ward which is unfit for health and the ward which is not interested and insufficient salary hike and it is not uniform in nature were the foremost push factors of turnover of nurses. Moreover, the study also identified that high salary, location of the hospital, three shift work system, eight hours duty, less work load and it is uniform for all staffs, accommodation facilities and qualified incharge (nursing superintendent) who is in same nursing profession were the foremost pull factors of turnover of nurses. The analysis of the study showed that the perceptions of respondents towards push factors of turnover of nurses were at medium level and their perception towards pull factors of turnover of nurses was at high level.

Ahmed Z et al., (2016) investigated the response of employees' turnover in the Telecommunication sector in Pakistan and determined the influence of employee turnover organization effectiveness. The result of the study revealed that employee turnover depends on the factors called firm stability, pay level, industry, work situation, training and supervision. The hypothesis of the study proved that there is a significant relationship between employee turnover and organization performance. The study also found that firm stability, pay level, industry, work situation, training and supervision are correlated with each other.

Kunu Etorname Kwame et al., (2017) identified strategies for reducing employee turnover in Zoomlion Ghana Limited. The result of the study showed that lack of motivation that influence their decision to leave, lack of good working conditions, lack of recognition of one's effort, lack of staff training and development, too much workload, unfair management treatment, low career development opportunities, pursue of higher education, lack of promotional opportunities, higher salary influencing exit, poor quality of job training, lack of proper supervision and poor chances of improving skills were the causes of labour turnover. The study also found that loss of productivity; reduce profitability of business, high cost of training and recruiting new employees, management frustration and decline in service quality were the effect of labour turnover on organization performance.

Kwakye EO (2018) studied the effects of organizational culture on employee turnover of administrative staff of private Universities in Ghana. Hypothesis of the study tested relationship between organization culture, employee turnover as well as their impacts. The result of the study found that bureaucratic culture significantly influences employee turnover. Also, study revealed that clan culture significantly influences employee turnover. The study also indicated that entrepreneurial culture has a positive significant effect on employee turnover. Finally, the study revealed that power culture has positive impact but does not have any significant influence on employee turnover.

Rajan D (2019) in his study identified and differentiated causes of employee turnover of the nursing employees qualified with B.Sc Nursing, DGNM (Diploma in General Nursing and Midwifery), DNA (Diploma in Nursing Assistant) and FNA (Female Nursing Assistant)

qualifications and working in private multi-speciality hospitals. Causes of employee turnover was assessed under nine dimensions namely organization structure and policy, work load, salary and work shift, respect and professionalism, discrimination and harassment, career development, personal and family life, facilities and safety, criticism and conflict and leadership and support related factors. The results of the study shows that all dimensions of causes of employee turnover has been highly perceived by nurses qualified with B.Sc Nursing and DGNM than the nursing employees qualified with DNA and FNA except the dimension, discrimination and harassment related factors which has been equally perceived by all four kinds of the nursing employees.

Taye D and Getnet B (2020) analyzed the impact of employee turnover on organizational performance of academic staffs in Mada Walabu University, Bale Robe, Ethiopia. The study analyzed the major factors that leads to employees' turnover and identified the effect of employees' turnover on performance of the University. The study found that high labour demand and job opportunity in the market; no opportunity for career development; no satisfied with working condition; not involved in decision making; work burden; and lack of employee assistance programmes are the causes of employee turnover. The impact of employee turnover on organizational performance: loss of some of experienced and skilled employees; reduction in work productivity and quality of service rendered; too much wastage of resources with new staffs; lose in public confidence in the operation of the organization; breaks teamwork within the organization; increasing work stress to the present workers; disrupts in service delivery; a decline in service provision; increased workload for each employee and loss of customers. The result of the study found the University saw considerable increase in employee turnover of academic staffs in each year from 2004 to 2008.

From the literature reviewed above, it can be known that various studies have been undertaken worldwide about employee turnover: causes, impacts and retention and so on. Few research studies have been undertaken in the study area about employee turnover and they have talked about causes of employee turnover generally; and impact of employee turnover on organization performance. But, in the study area no study has been undertaken about the role of organization structure and management practice related factors causing employee turnover among the nursing employees. Hence, there is a huge research gap to proceed to this current research; therefore, this study has been undertaken with the exclusive objective of how organization structure and management practice related factors cause employee turnover among the nursing employees in the study area.

3. Research Methodology

This survey and empirical based quantitative research has adopted descriptive research design since it describes various organization structure and management related factors and their association with employee turnover of the nursing employees. The element of this research is nursing employee (staff nurse) working with private multi-speciality hospitals in Tirunelveli city. A sample of 80 nursing employees was chosen from the leading private multi-speciality hospitals in Tirunelveli city of Tamil Nadu using both convenience and purposive sampling techniques. Primary data for this study were collected directly from the sampled nursing employees using questionnaire method of data collection. The structured questionnaire which had been constructed based on own experience and observation of the researcher in the field of

hospital administration was administered to collect the primary data along with the unstructured interview method. The questionnaire consisted of two sections namely ‘Section A’ which described demographic characteristics of the respondents and ‘Section B’ which explained various organization structure and management related factors and their association with employee turnover. The questionnaire was constructed based on Likert’s five point scale which carried five responses for each question namely Strongly agree, Agree, No opinion, Disagree and Strongly Disagree that had held the values of 5, 4, 3, 2 and 1 respectively. The secondary data were collected from books, journals, dissertation and conference proceedings to add appropriate significance to the study. Percentage method has been administered to analyze demographic characteristics of the respondents and perception of the respondents towards organization structure and management practice related factors associated with employee turnover.

4. Analysis and Interpretation

Table 1: Profile of the respondents

Variable	Description	Frequency	Percentage
Gender	Female	100	100.00
Age	Below 30 years	07	08.75
	Between 30 and 35 years	22	27.50
	Between 35 and 40 years	33	41.25
	Above 40 years	18	22.50
Educational qualification	B.Sc Nursing	8	10
	DGNM	72	90
Marital Status	Married	52	65.00
	Unmarried	28	35.00
Year of working experience	Below 2 year	12	15.00
	Between 2 and 4 years	32	40.00
	Between 4 and 6 years	26	32.50
	Above 6 years	10	12.50
Salary (Rs)	Below 7000	12	15.00
	Between 7000 and 9000	41	51.25
	Between 9000 and 11000	21	26.25
	Above 11000	06	07.50

Source: Computed from primary Data, 2019

It can be understood from Table 1 that among the respondents, 100% were female. Of them, 8.75% were below 30years of age, 27.50% between 30 and 35 years, 41.25% between 35 and 40 years and 22.50% were above 40 years of age. Of all, 72% were qualified with DGNM (Diploma in General Nursing and Midwifery) and 10% were qualified with B.Sc Nursing degrees. Furthermore, among them, 65.00% were married and 35% were unmarried. In all, 15.00% had below 2 years of work experience, 40.00% between 2 and 4 years, 32.50% between 4 and 6 years and 12.50% had above 6 years of work experience. Among them, 15% were drawing below Rs. 7000 of salary, 51.25% between Rs. 7000 and 9000, 26.25% between Rs. 9000 and 11000 and 07.50% of them were drawing above Rs. 11000.

Table 2: Perception of the respondents towards organization structure and management practice related factors causing employee turnover

Organization structure and management practice	SA (%)	A (%)	NO (%)	DA (%)	SDA (%)
Complex and unclear organization structure	96.25	03.75	0	0	0
Domination and control by other departments	98.75	01.25	0	0	0
Lack of opportunity to participate at departmental or organizational level decision making and training programmes	68.75	31.25	0	0	0
Changes made in policy and work processes at frequent intervals, and not communicating it in a proper way	96.25	03.75	0	0	0
Autocratic leadership style with lack of motivation and communication	96.25	03.75	0	0	0
Lack of respect	97.50	02.50	0	0	0
Inadequate salary and discrimination in compensation system	100.00	0	0	0	0

Source: Computed from primary Data, 2019. (In Table 2, SA – Strongly Agree, A – Agree, NO – No opinion, DA – Disagree, SDA – Strongly Disagree)

The interpretation is furnished below based on the analysis of the data collected from the respondents directly, and on the discussion held with them. The researcher has discussed the impacts of employee turnover to the employees and organization based on the knowledge obtained in the field of hospital administration.

Complex and unclear organization structure

Organization structure should be very clear and transparent to the employees so that they should be aware of who they have to report to and receive instruction from. When organization hierarchy structure is not clear and complex in nature, it will not only get the employees unaware of reporting personnel, but also create confusion and misunderstanding between employees and reporting officials. As far as nursing employees are concerned, though they respond to medical personnel and administrator, officially they should report to nursing superintendents or nursing manager. But, when nursing employees need to report to human resource manager or general administrator, instead of nursing manager, problems such as misunderstanding and egoistic issues takes place which will bring bitter result to the retention of the nursing employees

The factor, complex and unclear organization structure has been strongly reported by majority of the respondents as the factor causing employee turnover. In the study area, few hospitals have appointed the Head to nursing department from nursing field, but most of the hospitals have their nursing head from non-nursing areas such as general administrative officer or human resource manager, who besides other works, also look after nursing administration. Senior nurses assist to administrator in preparing duty schedule and work areas allocation, but they do not have any authority with regard to either transferring the nursing employees from one work area to another, or extending shift, or offering permission or leave. Thus, due to the absence of authority, nursing employees who are large in numbers need to wait long time to meet administrator or manager even to get permission or leave or any other assistance. Moreover, this kinds of undefined and improper roles, in most of the hospitals, the nursing employees are in confusion that who they have to report to or get instruction from, i.e. either to nursing head or general administrator. Since most of the administrators are from non-nursing areas, they do not give top priority to nursing employees, and they treat nursing employees as same as how they treat other categories of employees. For instance, when nursing employees come with request for leave or shift change, if administrator do not consider it positively and deal with them as same manner as how he or she deal with other non-medical category of employees, some sort of senior employees take it as egoistic issues. In most of the hospitals, the administrators remain very rigid, and do not have appropriate leadership qualities, and hence they do not know how to deal with senior technical employees. Since nursing employees belong to technical category and they are one of the primary resources in the hospital, when they are not treated in an appropriate and highly professional ways, they take it seriously as a disrespectful way of approach and decide to quit from the job.

As a nursing head, since administrators (of non-nursing field) cannot look after the needs of nursing employees, the senior nurses in one ward start controlling and dominating the other nursing employees not only in the same department, but also in other departments. This causes unnecessary misunderstanding leading to conflict. When nursing assistants are controlled by senior nurses of other nursing departments, they may accept it and go easily, but the same control is exercised over senior nursing employees, or nursing employees qualified with B.Sc Nursing or Master degree, they do not accept it and take it as egoistic issue, which in further push them to quit from the job.

Besides this, crisis situations would commonly takes place in nursing department. The emergency or predicament situations may arise in the following situation: when a patient suddenly collapse, or when the patients quarrel with nurses with regard to nursing care, or when a patient or his / her relatives need the attention or advice of doctors and the doctors are not available in the hospital at that moment. All these situations turn suddenly into a danger situations sometimes: that patients start fighting with nurses, and in this situation, the presence of nursing head who is highly educationally and technically qualified is necessarily important to handle the situation. These kinds of situations cannot be handled by non-nursing head such as administrator or human resource manager because they cannot explain to the patients technically, and when they fail to explain to the patients clearly, the situation become further worsen. At last, the hospital management will blame the nursing employees who is in the duty, and in some hospitals, in order to handle and cool down the situations they scold the nursing employees in front of the patients and relatives. Some junior nursing employees and nursing assistants may take it lightly and forget what the doctors or administrators scolded in front of

the patients, but senior nursing employees will not take it lightly, and it will cause them to think about quitting from the job.

Hence, the hospitals should clearly define the organization structure for nursing employees. In case there is no Head to nursing department, and the general administrative officer look after the nursing department, the hospitals should appoint a senior nurse to deal with nursing employees because the Head to the nursing department is needed to assist to nursing employees during emergency situations that arise related to their work. Besides, general administrative officer, when needed to deal with nursing employees, should deal with nursing employees professionally, and hospital management should give proper leadership training to overcome egoistic issues.

Domination and control by other departments

Majority of the respondents have strongly agreed that domination and control by other departments remain higher, and it is one of the reason for employee turnover of the nursing employees. When they were interviewed, majority of them reported that they are being controlled by many heads who do not belong to medical and paramedical category, besides nursing head. Although it is common in healthcare industry that besides nursing head, medical personnel can question nursing employees, and that also should only be related to the patients' concerned and not be extended to administrative aspects. But, in some hospitals, it can be commonly seen that nursing employees are authoritatively and administratively controlled by medical personnel. In some tasks, such as allocating shift work and working areas, shifting of the patients to another hospitals and so on, the interference of the doctors is huge. Truly, all these activities should be done by nursing head. But, since the hospital is field of domination of medical personnel, when medical personnel make some decision, although it is not their work, the nursing manager cannot question it authoritatively. Due to this primary function and primary people, in most of the hospitals doctors, from duty medical officers to surgeons, interfere in the nursing administration; and nursing managers also are in the position not able to assertively stop their interference.

In the hospital sectors, nursing department, in all aspects, is associated with all other disciplines: medical, paramedical and few non-medical departments, as part of their profession. Despite these association, nursing employees should be administratively controlled by their Head of Department only, and not by any other personnel in the hospital. But, generally, sometimes, when data is needed from nursing employees, heads and employees of other departments need to deal with nursing employees, and it is common in all hospitals. Nursing employees deal with other paramedical departments such as medical records department to collect patients' medical records and during legal enquiries; pharmacy to clear the doubt about the medicines and other materials referred by the doctors; laboratory, blood bank, radiography and dialysis department to know the details of the patients. Similarly, nursing employees need to deal with non-medical departments: such as housekeeping to prepare the patients for surgeries and transport the patients from one department to another department, and preparing rooms for admission of the patients, and also cleaning the department and rooms of the patients; front office to know bed vacancies, and clear doubt of patients relatives from outside; insurance department to collect the details of the patients during claim submission; maintenance department during emergency electrical or air-condition service needs; biomedical department during the need of services of biomedical equipment. All these are the routine tasks held between nursing and various other

departments in the hospital on day to day operation mode. When all these tasks held between nursing employees and employees of other departments are held smoothly and cooperatively without any ego and domination, there would be no issues. But, at the point when domination and disrespectful approach are exercised to nursing employees, conflicts, quarrels and wilful lack of cooperation among the departments emerge. Most of the time, the heads of other paramedical and nonmedical departments dominate nursing employees and speak to them as same as how they speak to their own subordinates in their departments without following hierarchy. Since nursing employees are the second top most priority employees next to doctors in the hospital, when heads of non-nursing departments who do not have authority to directly control nursing employees, try to control and dominate them, issues arise in the form of ego and disputes between nursing employees and other departmental heads and employees.

In the study area, heads and employees of non-medical departments are mostly qualified with lower level education such as school or under graduation degree, and hence they lack in interpersonal relationship, and hence they are not aware of how to deal with employees professionally. In most of the hospitals, since the nursing superintendents or nursing heads remain very passive without interfering when other departmental personnel both dominate and control nursing employees, most of the nursing employees remain submissive and accept their domination. But, it cannot be expected from everyone: nursing employees who are highly sensitive for criticism, highly qualified and vast experienced do not like to be controlled and dominated by unauthorized person who is not in hierarchy, and the result of which will push them to quit from the job over time. Generally, in most of the private hospitals in the study area, managers for non-medical are appointed based on community, religion and blood relatives of the chairman. Hence, they do not hesitate to dominate employees of other departments and categories. Most of the employees who do not have proper certificates, who have completed their education from unapproved institutions, married with children, and those who have less confident and financial burden, tolerate all dominations and control exercised to them by employees of other departments who are not coming under the hierarchy system. Few organizations have the nursing head who is fully professionally qualified and holds strong leadership qualities. They strongly and boldly question the people who are dominating and controlling the nursing employees. In those sorts of organizations, comparatively employee turnover remains low and also employees remain satisfied and productive. But, in most of the organizations, nursing head just prepare duty roaster and assign the duties, and besides to them, they do not have any authorities to question the employees who interfere with nursing department unofficially. Therefore, the management should clearly orient to the managers of all department that who their subordinates are, and how to deal with employees of other departments, and what kinds of communication and communication channel should be used.

Lack of opportunity to participate at departmental or organizational level decision making and training programmes

Participating in the meeting with the managers (and other higher officials during meeting), and giving feedback to and getting appreciation from the superiors and top officials are the prominent factors keeping the employees motivated and moving forward positively towards the work and organization. Similarly, not showing discrimination in allowing the employees to meetings and training programmes by the managers are equally important factors deciding retention and motivation of the employees. But, when the organization do not give enough opportunity to the employees to give their feedback about the challenges being faced in the

work, and showing discrimination by allowing the particular employees and denying other employees to attend the meeting, training and other important programmes in which the managers and top management take decision, generally employees feel dissatisfied and push them to feel they are devalued and not important in the organization. Isolation and ignorance in the workplace are not only the factors that discourage and hurt self-esteem of the employees, but also sometimes push the employees to quit from the job.

The factor, lack of opportunity to participate at departmental or organizational level decision making and training programmes is strongly agreed by majority of the respondents that it causes employee turnover among nursing employees. When they were interviewed, they said they were neither allowed to participate in any decision making activities, nor give any feedback or opinion regarding our work, shift schedule, and other challenges they are confronting with their work, work place, coworkers and superiors.

In the study area, in private hospitals, head of the nursing department is generally appointed based on seniority, and recommendation of the founders, directors or senior doctors; in some hospitals non nursing personnel such as administrator, Human Resource Manager or medical personnel are looking after nursing department head position. The underdevelopment of human resource management practice and traditional way of management system are the reasons why professionally qualified employees who have strong leadership qualities and management skills, are not appointed as head of the nursing department. In most of the hospitals, nursing head is very young and they neither have adequate experience in administration, nor possess leadership qualities, interpersonal relationship skills and conflict management skills. Due to these reasons, they are not able to maintain cooperation and coordination, and create and nurture team spirits among the employees of their own nursing department and with other departmental employees. In most of the hospitals in the study area, even it can be seen that there is a huge lack of cooperation, coordination and misunderstandings among the heads of various departments. Similarly, administrator or human resource manager who are partly taking nursing head position also are not professionally qualified and hence they lack leadership skills.

Due to lack of leadership qualities and inadequate experience, in most of the hospitals in the study area, nursing head express autocratic leadership style by preparing duty schedule and shift schedule without allowing the subordinates to take part and getting their views and opinions. This, sometimes, make hardship among nursing employees especially with married nursing employees. The commitment of married and unmarried nursing employees vary profoundly from each other. Besides, in the study area compulsory rotation type of shift system is in practice. This, in fact, interrupt both family and social life of the employees. So, under this circumstances, the nursing manager should express flexibility in the administrative execution by allowing the subordinates to express their view and need in terms of leave, shift changes and other arrangements. When the subordinates are allowed to take part in the decision making activities concerned with shift schedule, shift extension, leave and off planning and change of shift, definitely there will be smooth movement in the department and also between head and subordinates, and it will enable the married employees to cope up with their family and social life. Instead, when the nursing head take decision on their own without consulting with nursing employees and getting feedback from them, definitely it will not only cause dissatisfaction to them, but also create unamicable situation in the workplace, and over time, it will create conflict and misunderstanding between nursing head and nursing employees. When the nursing employees especially married people are not able to fulfill their family and social demands due

to rigid leadership style of the superior in term of shift schedule, off changes and leave provision, over time, they normally come to the decision of quitting from the job.

Similarly, another area in which the nursing managers take autocratic decision without consulting with nursing employees is ward (work area) rotation which should be the main one about which opinion of the nursing employees should be obtained compulsorily because ward i.e., work area is directly related to health of the employees. Health, work area of interest, specialization, and previous experience must be analyzed before allocating work area and transferring the nursing employees from one work area to another area. Due to flaws and dispute in ward rotation and work area allocation, in many hospitals nursing employees find big challenges to cope up with the work areas and over time get highly dissatisfied. The reason is that nursing employees who is allergic to air-conditioning should not be posted to intensive care unit which function under the state of round a clock air-conditioning. Similarly, the nursing employees who have weak health condition and have low weight cannot be posted to operation theatre where the nurse sometimes need to be long standing, and also the nursing employees who are recently married and unmarried cannot be posted to catheterization lab where exposure to radiation would generally be high. But, nursing managers take decision to both place and rotate the nursing employees without considering these factors, although initially some nursing employees who are submissive in nature, accepts it, over the period when they request for change and the nursing manager deny it, without any other options they come to the decision of quitting from the job because of their inability to align their health with work condition. Autocratic decision of the nursing manager in deciding work area allocation and rotation of the employees from one area to another work area, affect both married and unmarried employees indifferently. Sometimes, married and married with children get affected hugely than unmarried nursing employees because it is not possible to relieve from the duty from intensive care unit and operation theatre immediately after the duty due to the nature of the works in those areas, and hence their family and social life would get affected. This is also one of the main reasons of employee turnover of the nursing employees.

In some of the hospitals, serious disparity and discrimination is shown among the nursing employees by not only nursing head, but also by top management. When disparity is shown in choosing employees for training programmes based on recommendations of doctors and directors; and other factors such as religion, caste and community aspects, without following seniority, the senior employees not only feel dissatisfied but also take that they are degraded before junior employees. When it happens repeatedly, they come to the decision of quitting from the job. In the study area, it is commonly and largely taking place. Besides, most of the hospitals are run by medical personnel and they are mostly busy with their patient care activities, and hence they generally cannot concentrate on these sort of administrative decisions. Hence, next level personnel who looks after administrative activities such as nursing managers, administrative officers and finance managers involve in choosing employees for training and other technical updating programmes. Since, in the study area, administrative personnel lack professional qualification and leadership qualities, they do not know how to show equality and fairness in assessing the employees' skills, commitment, output, and weighing and respecting experiences, and deciding about the training and education programmes accordingly. Ignorance remain the most painful factor to any category of employee, and when the ignorance is exercised continuously, it will push the employees to decide whether to continue with the job or not. Therefore, the nursing managers should fully involve the nursing employees whenever they

take important decisions related to the nursing department. Similarly, the top management also should establish clear and strong policy with regard to choosing people for training and development programmes. Bias and discrimination should not be shown in any ways in order to lengthen the retention of the nursing employees in the hospital.

Changes made in policy and work processes at frequent intervals, and not communicating it in a proper way

Sound policy, and appropriate and systematic work processes are the vital factors deciding not only job satisfaction, commitment, morale of the employees, but also retention of them in the organization. Changes in policy, and work processes are inevitable in any organization due to the continuous changes taking place in the working environment, and experience, knowledge, skills and adaptability of the employees. But, the organization should follow appropriate methods in a systematic way to execute the policies and procedures that are made newly to the employees in such a way they feel interested to accept the changes without hurting and dissatisfying them. Instead, when the changes is made very often without giving the employees enough time to adapt it, definitely, the employees will find challenges to cope up with it. Few examples about the policies and procedures being followed with nursing department are as follows: staff and patient ratio, staff nurse and nursing assistants' ratio, role definition of duties and responsibilities of staff nurses and nursing assistants, procedures to be followed to shift the patients to another hospitals and so on. With regard to changes made in policy and work processes, majority of the respondents have strongly agreed that it is the factor causing employee turnover among the nursing employees. When they were interviewed, majority of them said that changes in their work processes and organization's policies are made very often, and they are not communicated most of the time, and they are not sought any opinion before the changes are made.

Many hospitals generally make changes in these areas depending upon the availability of staff nurse and nursing assistants, ratio between staff nurses and patients, between staff nurses and nursing assistants. Similarly, additional responsibilities also will be allocated. But, when these changes get the nursing employees not to cope up, some nursing employees will come to the decision of resigning from their position. In the study area, it is common that nursing employee resign from the job because majority of the hospitals have female nursing employees only, and there is no male nursing employees. Female nursing employees voluntarily retire from the job due to various acceptable reasons such as marriage, child birth, employment transfer of the spouse, and other family reasons. Hence, very often nursing shortage will occur, and thereby shortcoming is a common issue in all hospitals. But, when nursing shortage occur, instead of recruiting new staff nurses, the hospital management make policy changes by adjusting staff nurse and patient ratio, and also staff nurse and nursing assistants' ratio, definitely, it will create an uncomfortable situation to the staff nurses. For instance, to a ward (work area) where there should be 2 staff nurses and two nursing assistants per 14 patients, if the hospital management allocate only 1 staff nurse with two or three nursing assistants per 14 patients, the workload of the staff nurse will get doubled, because although nursing assistants ratio is increased, they cannot perform the duties of staff nurses. If this staff ratio is temporary in nature, it will be a manageable one, but instead if it is a permanent one, it will not be possible for staff nurses to cope up because continuous heavy workload will not only hurt their health, but also endanger their family life. In some hospitals which are run in a very systematic way, when the staff ratio to the prescribed number of patients get reduced, in order to compensate the additional work,

they are compensated with additional remuneration. But, in majority of the hospitals, it is not followed. In a nutshell, when staff nurses have to perform the double work without extra remuneration, they obviously come to the decision of quitting from the job.

The similar changes are made in ward allocation and deploying staff nurses to shift patients to another hospitals also during staff nurse shortages. In order to manage staff nurse shortage, in some hospitals, one staff will be asked to look after two wards having increased nursing assistants. This change will be manageable in short run, and highly challengeable in the long run because workload of staff nurses will be increasingly high that cannot be managed, because nursing assistants can do only assistance work and they cannot update the records and attend the doctors' rounds. Similarly, senior nurses, due to nursing shortage are forcefully sent to accompany the patients, during patient transfer, to another hospitals which are extremely far, it will not be accepted by staff nurses, due to not only ego issues, but also it will suffer family life. Especially married staff nurses will get suffered, because, when the hospital to which the patient is transferred is too far, sometimes the staff nurse may have to travel in the hospital ambulance over the night, and it would not accepted by some families. Even some staff nurses who are unmarried do not accept to escort with the patient in ambulance when the patient is transferred to another hospital which is far in distance. Therefore, in order to manage the situations, the staff nurses, sometimes even senior staff nurses, are forced to go with the patients in ambulance. When it happens repeatedly, due to the delay of the management to hire the new nurses to fill the nursing shortage, over the period, the nurses come to the conclusion of quitting from the job.

Similarly, in the study area some changes in the administrative areas are taken suddenly without prior communication to the employees and without knowledge of the employees. When the taken decision is suddenly implemented, it hurts the self-esteem of the employees and affects their financial and routine life. For instance, some hospitals suddenly cut the increment or bonus saying the financial burden as a reason. Since all nursing employees have middle and lower income family backgrounds, most of them highly believe these sort of incomes given once in a year. When they come to know that they would not be given, definitely it will badly affect them. In the same way, some hospitals suddenly order the nursing employees to vacate the hostel which are given in most of the hospitals, either stop the food given to them in the canteen or suddenly increase the fee for food given in the canteen. Similarly, some hospitals forcefully transfer the nursing employees to another hospital which is run by the same hospital management in different place, and when the employees refuse to accept the transfer, they either threaten them either to resign from the job or their salary increment will be cut. These sort of sudden administrative changes implemented by the hospital management will be accepted by some of the employees, but not by all. Those who are not able to cope up with these changes come to the decision to quit from the job. Hence, the hospital management should allow the employees to take part or seek their opinion when major policy decisions are taken that are concerned with their field and welfare, and similarly, the sudden decision taken should be communicated properly to the nursing employees so that they have to feel that the management is valuing them and they can plan in advance to manage their financial burden when the decision of the management affect their financial life.

Autocratic leadership style with lack of motivation and communication

Supportive managers who listen to the subordinates keenly and standby them, motivate the subordinates relentlessly with suitable means, and communicate with them in a kind manner are the vitally notable factors proving healthy leadership style of the managers. In this current employment system which is fully occupied with highly emotional and assertive nature of the employees, if the managers are rude and tough, they not only will not be able to extract productive work from the employees, but also, cannot retain the employees in the organization for prolonged period, which is necessarily important for the success of any organization. Thus, appropriate leadership style which suits very much in accordance with the nature and personality types of the employees, remain the foremost and strong factor associated with retention and turnover of the employees.

In view of leadership related factor, majority of the respondents have strongly agreed that 'autocratic leadership style with lack of both motivation and communication' is the factor responsible for employee turnover of nurses. In interview, majority of them said, their incharge (manager / superintendent) exercises autocratic way to get the work from them, and they are not sufficiently motivated by words or any other means; and they also said, there is, most of the time, lack of flow of communication between incharge and subordinates, which not only slow down the work and put their work-life balance at stake, but also paralyze their works resorting them to getting warning and scolding from medical consultants and surgeons. In the study area, since nursing heads are appointed based on community, caste, religion and recommendation of superiors; and they do not have strong leadership qualities and rich educational background, professional way of approach by the nursing heads among their subordinates is significantly less, and mostly autocratic way of approach is seen among the nursing heads in many hospitals. Another important reason for autocratic leadership approach of the head nurses is that lack of human resource management practice in the hospital such as lack in training, monitoring, appraisal and motivation for them from their superiors. Moreover, the enthusiasm to develop their career is lack among not only the head nurses, but also generally among managers. All these factors together push the employees to behave in an autocratic way towards their subordinates. The autocratic approach of the head nurses are revealed highly in the following areas: shift schedule, work area allocation and rotation of employees to different work areas. Most of the time, this autocratic decision of the head nurses extend to show discrimination in performance appraisal, salary increment, and incentives also. The continuous exercise of these autocratic approach of the head nurses hurts and degrade the nursing employees, and push some nursing employees who are highly sensitive and emotionally imbalanced come to the decision of resigning from the job. Commonly nursing employees who are qualified with Bachelor degree in nursing and who have come from rich family background do not tolerate these kinds of autocratic approach of the head nurses, and quit from the job voluntarily.

In the study area, motivating the nursing employees by head nurses and hospital management remains weak and inefficient. In most of the hospitals, employees do not get motivation at all from the management. Besides, nursing employees also do not know how to motivate them by self; very few nurses have known how to get self-motivated and follow it up. In the study area, generally, nursing employees are undergoing many challenges such as long working hours, shift work, heavy workload, work-life imbalance, low salary, poor welfare facilities and discriminated treatment from the head nurse and management. All these factors, strongly play a factors of demotivation among nursing employees. Besides, head nurses also do not know

how to motivate employees by analyzing and understanding what motivates them and how they should be administered. Their lack of administrative skills and knowledge about leadership techniques and motivation techniques are some of the reasons for it. When employees need to work under rigid working condition, with repetitive and monotonous work without any appreciation either monetarily or by words, over the period, they will start to look for another organization where they can have significantly high salary, and good career development opportunities, and eventually quit from the job.

Lack of communication between head nurse and nursing employees is also one of the main reasons for voluntary turnover of the nursing employees. This is especially the primary reason among the employees who are highly qualified and who have come from rich family background and those who worked previously in abroad and big cities, because their expectation to solve the issues and getting feedback would be generally high. But, in the study area, nursing head cannot be admired that they are very assertive and have strong communication skills to speak to the higher officials and get the remedy for the issues raised by nursing employees. Commonly, in the study area, nursing employees face the challenges with welfare facilities such as lack of rest room, inadequate food in the cafeteria, inadequate safety in the hostels and disturbance by males in the workplace. Some nursing employees know and have courage to cope up with them, but some nursing employees, without able to tolerate them, bring those issues to the attention of head nurse. In most of the hospitals, head nurses just listen to their issues and receive the complaints from the nursing employees, but solution to their grievances is not provided by them. Their authority, firstly, is limited not able to solve those grievances, and most of them do not know as to how to sort out these issues. Hence, the grievances given by nursing employees is mostly not sorted out. Understanding family situations, financial burdens and unemployment, most of the nursing employees do not care when their grievances are not sorted out, and continue with their job. But, some nursing employees assertively question their head nurses and management either by written or oral about the action taken against their grievances. Unless they find the solution given by the management is satisfactory, they do not like continuing with the hospital further, because in the study area, in most of the hospitals, nursing employees have not been provided with separate rest room, and hence they have to go to common rest rooms which are used both the patients and other category of the employees. Moreover, in many hospitals they have to pass through other departmental areas. During these times, they have to confront with unnecessary interference and disturbance from the male employees such as electricians, drivers, security guards and other employees who are not associated with nursing employees in any way. So, for unmarried nursing employees these interference is really a big challenge; and when they are continually undergoing to these situations, over the period, they hesitate to continue their service with the hospitals. Moreover, very few hospitals continuously monitor the male employees who disturb female employees and interfere in their work unnecessarily, and take necessary action; but most of the hospitals do not interfere in it positively, and instead they advise the female employee to be safe and assertive. As part of culture, the Indian woman do not assertively come forward to lodge complaint when they are disturbed and interfered by the male employees unwantedly with the intention of bad and sexual approach, instead they quit from the job. Hence, the nursing head should keenly listen to the complaints of the nursing employees and instruct to them that if they face any challenges and disturbances from the male employees, they should bring it to their attention immediately without any hesitation, and also the nursing heads should immediately take their complaints and grievances to the top

management attention and solve it without delay. Since safety of the nursing employees exist primarily in the hands of nursing heads who are the first contact point, they should be very active in sorting out their complaints. Moreover, they should continuously monitor other category of the employees who unwantedly interfere in the nursing areas and give disturbance to the nursing employees, and in the initial stage they should be stopped by warning them or reporting to the head of the concerned employees. Thus, supportive leadership style of the superior with adequate motivation and transparent communication is essential to retain the nursing employees for long time in the hospital.

Lack of respect

All employees, regardless of category, level and position, primarily expect respect at the workplace from their superiors, coworkers, juniors, subordinates and clients. Appropriate and adequate respect given to the employees according to their age, gender, qualification, experience, dedication, and hard work, will not only serve as a boosting factor to work enthusiastically, show high performance and productivity, but also serve as a determining factor of retaining the employees with the organization for longer period, which, in fact, is the essential requirement of any organization for the better growth. In the same way, employees will expect that they should be treated fairly without discrimination in terms of promotion, transfer, increment, and fair approach by the superiors, coworkers and others without regard to caste, religion, race, colour and nature of the job. Thus, the result of these discriminatory and unfair approach will reflect on their work, performance and commitment towards the work, and retention in the organization. As with lack of respect and discrimination, majority of the respondents have strongly agreed that it is the cause of employee turnover. When interviewed, they said they are treated disrespectfully from all places, and huge discrimination is shown towards them from their superiors and management.

In the study area, still it can be seen in most of the hospitals that, nursing employees are not treated with adequate respect professionally in accordance with their education. The common reason for this approach is that domination of the medical personnel in the medical field. Still, it can be seen in most of the hospital, nurses are scolded in front of patients, their relatives and other employees badly and negatively. Even in some hospitals, it is in practice that medical officers direct the nursing employees to bring food or coffee from the canteen; and get them standing despite availability of chairs. This kind of approach is exercised over nursing employees due to the reason that medical officers still think nursing employees are just as one of the normal employees as other category of employees. But, practically it is not the same: nursing employees are professional and primary category of employees, as same as doctors, to be treated with utmost respect. But, when they are treated without respect in front of the patients and other category of employees, it will hurt their self-esteem, and the result of which will get reflected on their work, behavior and performance.

Nurses have to face the situations at many places in the hospitals in which they are not treated respectfully by the administrative staffs. For instance: still in most of the hospitals in the study area, salary is given to the employees in hand instead of directly depositing in the bank. At the time of receiving salary, the financial department employees do not treat them in a proper and respectful way, and sometimes, if they request to clarify their doubt about the deduction made in their salary, they are not given answer properly, and, they are made waiting purposefully longer time. The same sort of treatment is also being shown in human resource and materials

departments also. The managers of these departments generally do not realize that nursing employees are doing lifesaving function, and the delay meted out to them will effectuate on the patients negatively. Similarly, maintenance, housekeeping and biomedical departments' managers also do not properly respond to the nursing employees during the time of crisis and when their need is required highly. The delay occurring from the side of these managers put the nursing employees at stake, which in turn push them to get scolded from medical consultants, because medical consultants always want the work, related to patient care activities, done at any cost. Although nursing employees bring the details of the work, which was not completed by maintenance and housekeeping departments and their lack of commitment, to the attention of nursing head, most of the head nurses do not take the matter to the top management, instead they also caution nursing employees that they do not have the skills to get the work done from those managers, because in most of the hospitals, head nurses do not have strong interpersonal relationship skills and leadership skills to authoritatively question the mistakes of other department managers or take the matter to the top level management and get the issues fixed.

Nursing employees, most of the time, have to undergo to the situation in which they are treated disrespectfully by the patients. The in-patients such as operated patients and seriously admitted patients would be treated by doctors who come from other hospitals. Since they arrive from the outside hospitals, it cannot be firmly said their arrival time. Generally, doctors cannot maintain time always because they deal with emergency patients (which occur at any time) in other hospitals and go to other hospitals based on their requirements. But, it is common that the patients do not know about the nature of work of the consultants (specialist doctors); to them, the doctors should arrive and treat them on time; and hence they expect doctors should be punctual. If doctors make delay to arrive and treat the inpatients, the nursing employees have to answer to the queries raised by the patients and manage the situations. When the nursing employees explain to the patients, if they ask about the arrival time of doctors, some patients would listen to them and wait patiently, but some patients would not listen to the nursing employees' explanation, instead they will start fighting with nursing employees. As the delaying time of the consultants' increases, some patients and their relatives start quarrelling with the nursing employees with disrespectful words. In most of the hospitals this kind of situations commonly takes place: very few doctors communicate to the nursing employees if there is delay in their arrival to see the inpatients, but, many doctors do not do it. The nursing employees have to tackle all the situations by explaining to the patients besides their routine nursing works. Some sort of the patients who are either rich or emotionally sensitive show their anger which arise as a result of delay of arrival of doctors to the nursing employees. Some patients go to the extreme end of verbally abusing the nursing employees and some patients force the nursing employees to discharge them immediately and want to go to the other hospitals, and some patients forcefully enter into the nursing station and quarrel with them and grab their documents. Very few doctors take responsibility for their delay and console the patient, but most of them do not, instead they criticize the nursing employees that they are not able to manage the situations. Some doctors scold the nursing employees in front of the patients to cool down the patients and solve the situations.

In the same way, nursing employees encounter disrespect from their immediate superiors besides medical consultants and surgeons. Nursing heads also treat the nursing employees without proper respect in the study area; it is mainly due to lack of proper leadership qualities

and lack of knowledge about how to handle the situations in an appropriate way. For instance: nursing heads visit the nursing departments at the frequent intervals and check their work by going through the records and inspecting their work. If discovered mistakes, they scold the nursing employees harshly even in front of the patients and their relatives. This is an obvious example of how they disrespect the nursing employees and an evidence of the poor quality of leadership. Thus, besides doctors, the same sort of disrespectful approaches are confronted from other departmental higher officials, patients and nursing heads, the nursing employees are fed up, and over time it pushes them to think about leaving from the job.

Inadequate salary and discrimination in compensation system

Monetary benefits such as salary, increment and incentives play a supreme role in attaining significant outcome from the employees: job satisfaction, productivity, motivation and retention of the employees in the organization. These outcome will be significantly high when monetary benefits given to the employees are fair and equal without any discrimination. When there is disparity in them in terms of caste, community, recommendation, religion and personal bias, the outcome would be vice-versa, and consequently they will be responsible for the result of less productivity, high absenteeism, and lack of cooperation among the employees, low involvement and finally employee turnover from the organization.

To the question, low and unfair salary system and discrimination in fixing salary, and providing increment and incentives, majority of the respondents have responded that they strongly agree it. When they were interviewed, they said there is a huge discrimination in salary system, incentive system and promotion, and all these, most of the time, are given based on personal bias, caste, religion and recommendation from higher officials without assessing personal ability, contribution, commitment and productivity of the employees. From these responses, it could be understood that majority of the employees are dissatisfied and at any time they may relieve from their job.

In the study area, due to improper and unsound human resource management system, still in most of the hospitals, there is no proper system about salary fixation, increment and incentives. Just based on recommendations of directors, doctors and other higher officials, in most of the hospitals salary is fixed for nursing employees. Very few organizations have a proper structure for salary, and increment. Caste, community, and religion also play a major role in it. Those who join with recommendation of politicians, surgeons and other medical specialist are fixed initially higher salary, although they do not have enough previous working experience. Those who join the organization without recommendations are not getting those privileges in salary structure, and in most of the hospitals, their previous working experiences are neither taken into account, nor given weightage. In the study area, there are few multi-speciality hospitals functioning; hence, nursing employees who hail from the study area and wish to stay with family, choose these hospitals as their working place. Similarly, those nursing employees who got married to the person in the study area, are pushed to work in the hospitals in the study area. Due to these reasons they undergo into the situation of accepting the salary fixed by the hospitals without any query.

As far as increment is concerned, there is no proper assessment from the nursing heads, and the hospitals also do not have any strong policy as to how to examine their contribution, skills, commitment and feedback about the nursing employees from the patients in order to decide increment and incentives. Hence, increment is given without any rationale and rules, instead

they are provided increment as same as how it is given for other nonmedical category of the employees. Most of the time, increment for nursing employees is normally decided by recommendations by the doctor who is incharge of the concerned nursing department. Very few hospitals take the assessment of nursing heads to decide increment for nursing employees. Due to these absence of salary and increment policy, and gross recommendations of the doctors and surgeons who neither assess the works and contribution of nursing employees, nor have any authority to decide increment and salary, discrimination is highly prevalent in it.

In most of the hospitals, the salary which other paramedical employees such as nursing assistants and assistant lab technicians, nonmedical employees such as receptionists, social workers, doctors' assistants, maintenance workers and sanitary workers are higher than professional nursing employees. Although initially the nursing employees take these differences very lightly, over time, when they realize that the employees who are less qualified in terms of education, experience and professional level get higher salary than them, they get depressed, the result of which over the time push them to look for job in other hospitals. Moreover, in most of the hospitals nursing employees who are working with particular departments to which the big consultants or directors are associated with are majorly given incentives and high salary increment. For instance, when the medical superintendent or director serve as incharge to some of the departments: intensive care unit or operation theatre, they offer privilege in the form of special incentives, increment and flexibility in off system to the nursing employees who are working in those departments. This type of discrimination commonly depress the nursing employees working in other departments such as general ward, emergency department or private wards. Over time, this discrimination will cause high dissatisfaction towards the work and the organization, pushing them to decide about exiting from the job. Therefore, there should be clear and sound policy with regard to salary structure, increment and incentives, and the management should execute these system fairly without any discrimination. Real contribution, commitment, hard-work and dedication should be given weightage in deciding increment, incentive and other benefits without giving consideration to community, caste, religion and personal bias in order to lengthen the retention of the nursing employees with the hospital.

5. Recommendation and Conclusion

Based on the analysis and findings, the researcher furnishes the following recommendations in order to reduce and prevent employee turnover arising as a result of organization structure and management practice related factors:

- Organization structure should be clear that nursing employees should know who they should report to and who they should receive instructions from. When there is not nursing manager, and the general administrator need to lead nursing department, the administrators should be clearly instructed as to how to deal with nursing employees understanding their professional values.
- Professional way of dealing among the employees of different departments should be educated and trained; managers of different departments should be clearly instructed and insisted to be working on their limitations, and they should be insisted not to control nursing employees directly. If they need to deal with nursing employees they should be advised to do through proper channel, i.e. through nursing

manager unless it is highly emergency one. Nursing managers should clearly monitor how other department employees and managers deal with nursing employees and with what sort of approach they do it, and if there is no professional way, they should interfere it and correct it.

- Nursing managers should allow nursing employees to take part in the decision making process of the department and organization, and allow them to give their opinion, their challenges in work and work processes in the form of feedback. In addition, nursing managers should seek the subordinates' opinion and get their inputs before scheduling shift and allocating working areas.
- If any changes are made in policies or work processes, they should be communicated to the nursing employees in advance so that they can equip them to cope up with the made changes; and it should be avoided to communicate to them in the neck of moment.
- Nursing managers should follow a healthy leadership approach which is reinforced by strong motivation and transparent communication in order to motivate the nursing employees and prolong the retention of the employees. Salary should be fixed fairly without any discrimination and bias in terms of gender, religion, community and caste. Contribution, commitment, productivity, initiative, and hard work should be taken into account during salary revision and increment besides years of experience.
- Nursing employees should be treated respectfully with high professionalism; the top management should give education to all employees about how to treat other employee in a professional way.

Limitation of the study

The study has the following limitations: The first limitation of this study is its study area and population. The study is confined to Tirunelveli city only, not entire District; it has focused the female nursing employees qualified with B.Sc Nursing and DGNM (Diploma in General Nursing and Midwifery); and it has not focused male nursing employees, nursing assistants such as DNA (Diploma in Nursing Assistant), MNA (Male Nursing Assistant) and FNA (Female Nursing Assistant). Similarly, this study has not focused on any other category of employees from paramedical disciplines such as pharmacists, medical laboratory technicians and radiographers. Also, it has not included medical and non-medical category of employees such as front office employees, administrative staffs, security, housekeeping and other supportive staffs.

The second limitation of this study is research methodology: the study has the sample size of 80 respondents, and used non probability sampling techniques - convenience and judgement sampling techniques. The primary data have been collected from the population of selected leading hospitals during the period of 2019, and not from all the hospitals in the study area. The study has not used any advanced tools; it has used percentage analysis only.

The third limitation is the variables used in this study: the study has used organization structure and management practice related factors as independent variables; and employee turnover as dependent variables. The study has not discussed any other independent variables such as shift work, work life balance, working hours and lack of resources and so on to determine the employee turnover of the nursing employees.

As a result of these limitations, generalization of the results of this study needs more caution since the factors deciding employee turnover of the nursing employees vary from organization to organization, in future period the discrepancies might have been rectified by the organization. Hence, in future, when the research scholars use this study as a source of secondary data or base of their study, due to the time difference, they should use it with more carefulness.

Direction for future research

This study will serve as a base in multiple way for future research studies: 1. The same study can be extended to the entire district and other districts with large sample size; probability sampling technique can be administered. 2. Other categories of nursing employees (Male nursing employees, Nursing Assistants, head nurses) in the nursing profession can be included in this study, and they can be compared with the nursing employees covered in this study to discover how far organization structure and management practice related factors differ among them in causing employee turnover. 3. Comparative studies can be undertaken with the same topic adding the nursing employees working in single speciality hospitals along with nursing employees working with multi-speciality hospitals. 4. In the same way, the same topic can be tested to identify how it causes employee turnover among other category of employees: non-medical (receptionists, accountants, security guards and so on), medical and other paramedical employees (medical laboratory technicians, radiographers, pharmacists and so on). 5. The same independent variables, organization structure and management practice related factors can be used to know how they are associated with other outcomes of the employees in the organization such as organizational commitment, job satisfaction, morale, work-life imbalance.

Conclusion

This empirical, quantitative and survey based descriptive research undertaken in Tirunelveli city of Tamil Nadu, India identified perception of the nursing employees towards organization structure and management practice related factors causing employee turnover among them. The study sampled 80 nursing employees using both convenience and judgement sampling techniques and collected primary data from them with the help of structured questionnaire constructed by own observation and experience of the researcher in the field of hospital administration along with the support of literatures. The secondary data were collected from books, journals, dissertation and conference proceedings. The analysis of the study, obtained using percentage method, revealed that majority of the respondents strongly agreed that the following factors were highly associated with employee turnover of the nursing employees: complex and unclear organization structure; domination and control by other departments; lack of opportunity to participate at departmental or organizational level decision making and training programmes; changes made in policy and work processes at frequent intervals, and not communicating it in a proper way; autocratic leadership style with lack of motivation and communication; lack of respect; and inadequate salary and discrimination in compensation system. Since experienced nursing employees are one of the major assets in the hospital next to doctors, their retention with the hospital for long time is essential to serve as not only as guides and mentors to the junior nursing employees, but also ensure the safety of the patients. Although there are many factors deciding retention of the nursing employees with the hospital, organization structure and management practice related factors play a major role among them. Hence, the top level and executive level management should pay rich attention and take necessary steps either through policy decision or executive function to reform the discrepancies

in organization structure and management practice related factors by means of clearly framing organization structure (who nursing employees should report to and get instruction from); encouraging democratic leadership approach from the superior; ensuring fairness and openness in salary and increment decision without any bias; giving freedom to the employees to give their feedback openly without fear; permitting the employees to undergo training without discrimination; maintaining transparent communication and high level professional approach towards the nursing employees from the superiors and other departmental employees.

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