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Organizational Factors that Determine Employee Turnover of Health Care Sanitary Employees: A Survey of a Sri Lankan Hospital

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Introduction: Employee turnover (ET) is the rate which as employer gains or losses employees. It is an important management task to reduce the turnover for any organization. According to Philips and Connell (2003), ET refers to the percentage of employees leaving the organization for whatever reason(s) over a given period of time. Human capital plays an essential role in regular and critical functions of a hospital. Though studies were carried out to find the reasons for lower hierarchical employee turnover in many countries, no such work has been reported in Sri Lanka. Therefore the study intended to determine the organizational factors which influence on employee turnover in the healthcare sanitary sector.

Materials and Methods: A stratified random sampling method was used to collect the sample of 300 and a structured questionnaire was used. Five strata: Food and Beverages, Laboratory, House Keeping, Wards and Theatres and Out Patient Department were identified and the sample was allocated proportionally. Both descriptive analysis and multivariate data analysis techniques were used to identify the factors for employee turnover. The main statistical technique used in the study was the Explanatory Factor analysis (EFA).

Results: According to the literature review three factors were identified, namely job, organizational and environmental impact on ET. Hence, this study focuses only on organizational factors. KMO statistics are 0.787, indicating a high degree of sampling adequacy further justified by the Bartlett's Test of Sphericity (p = 0.000). The 11-D system was reduced to 4 – D system by considering Eigen values which were greater than 1. Those explained almost 72% of the total variance of the initial system.

Discussion: According to the results 4 latent factors were identified: personal values, reliability, manageability and confidence. Personal value is one's optimistic belief in the organization. Reliability is trust or capability of being dependable. Management is the function that organizes the efforts of people to reach goals and objectives using available resources efficiently. Confidence is a state of a mind or a feeling that someone thinks, he/she is capable of doing something.

Conclusion: Age, gender, marital status and educational qualification were identified as significant influential variables. ET tends to be higher among younger employees compared to their older employees. Turnover is more common among male employees and unmarried employees. Highly educated employees among the lower hierarchy are likely to leave their jobs more often than those with lower qualifications. Therefore, the study confirmed that the skilled employees among the selected employee group tend to have a higher turnover rate. The main organizational factors that effect on ET are personal values, reliability, manageability and confidence. A low salary and remuneration packages, lack of recognition, lack of opportunity to grow and poor working conditions act to lower morale among the employees. Difficulty in searching for other jobs is a reason to retain

the job. Therefore, employees do not tend to give their maximum contribution to the work place.

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