

Nurses Turnover Intention: Role of Psychological Capital Components

Shafira Destami Annida¹

M. M. Nilam Widyarini²

^{1,2}Faculty of Psychology Gunadarma University

Jl. Margonda Raya No. 100, Pondok Cina, Depok, 16424, Indonesia

E-mail: shafiradestami@gmail.com

Abstract

Indonesia Health Profile shows a decreasing number of nurses three years in a row which brings concern to the topic. This study aims to test empirically the contribution of psychological capital components (efficacy, optimism, hope, resilience) toward nurses turnover intention. Quantitative method was used to analyzed the data obtained from 74 nurses as subjects. Turnover intention was assessed using 3-item turnover intention scale ($\alpha = .754$) from Mobley, Horner, dan Hollingsworth (1978), while psychological capital was assessed with asian version of 23-item Psychological Capital Questionnaire ($\alpha = .902$) from Sapyaprapa, Tuicomepee, & Watakakosol (2013), which both were translated into bahasa. Results, using multiple linear regression, revealed a significant contribution from efficacy (5,5%), optimism(13,7%), and hope (7,8%), whereas there was no significant impact from resilience to nurses turnover intention level.

Keywords: *Turnover Intention, Psychological Capital, Efficacy, Optimism, Hope, Resilience, Nurses*

Background

Health care development has always been a great topic in developing countries, such as Indonesia. As an effort to carry out one of its national primary policy, to increase the quality and development of health services (Al-Assaf, 2001), Indonesia's government organized various type of coaching, visits, new health programs, enhancing health facilities and its personnel. Because one of the most important elements that play a big role in accelerating that development is its human resources or what they called 'the health personnel' who, basically are people that provide services in health care facilities around community (Depkes RI, 2014). Nurse is part of those health personnel.

According to Regulation of the Minister of Health (Kementerian Kesehatan Republik Indonesia, 2014), those who have graduated from nursing education institution, either in Indonesia or abroad, accredited by law and recognized by government are considered a nurse. Nurse play such an important role in health care services. Consortium of

health sciences 1989 (Hidayat, 2008) stated that nurses have a role as a nursing care provider, client or patient advocate, educator, coordinator, collaborator, consultant, and even a reformer at some point. After all, it never as simple as taking care of the sick, its bigger than that. Despite of having a crucial role, unfortunately, maintaining adequate nursing staff in reality is a challenge that many health care organizations are facing.

Indonesia has a decreasing number of nurses three years in a row. Data from Indonesia Health Profile shows in 2013 there were 288.405 nurses (around 116,1 per 100.000 population), 164.309 nurses from that numbers worked in hospital (around 74 nurses per hospital). Those number decreased in early 2014 into 237.181 (94,07 per 100.000 population) and 122.689 were hospital nurses or 51 nurses per hospital (Kementerian Kesehatan Republik Indonesia, 2015). 2015 Indonesia Health Profile shows the same thing happened, there were only 223.910 nurses with 147.264 worked in hospital. West Java has the lowest ratio of nurses from 2013-2015 compared to other provinces in Indonesia. Indonesia Health Profile shows nurses ratio in West Java from that period were 68,2 per 100.000 population, 54,4 per 100.000 population, and last in 2015 was 47,7 per 100.000 population.

There are various reasons for those decreased numbers, one of which; is turnover. Mobley said the

turnover phenomenon doesn't just happened, it goes through a process which now called turnover intention (Cooper & Barling, 2008). Turnover intention, according to Tett and Meyer (1993), is referred to a conscious and deliberate willingness to leave from organization. It includes thoughts of quitting, intention to search for alternatives, and intention to quit a job. It can be used to predict and prevent human resource deflation in organization. There are various factors which could influenced individual turnover intention level in organization, such as work value fit (Vianen, Pater, & Dijk, 2007), job insecurity (Cooper & Barling, 2008), flexible work arrangements (McNall, Masuda, & Nicklin, 2009), organizational commitments, job stress, job satisfaction (Yin-Fah, Foon, Chee-Leong, & Osman, 2010), perceived organizational support, perceived supervisory support (Tuzun & Kalemci, 2012), job performance (Biron & Boon, 2013), biographical and demographical factors (Plooy & Roodt, 2013), adversity quotient (Wirabrata & Fajrianti, 2013), self-efficacy, assertiveness, self-esteem (Chamariyah, 2015), and also occupational stress (Fong & Mahfar, 2013).

In order to work properly, nurses need a healthy work environment. But the fact that they are working around germs, illness, and risky environment is really the opposite, not to mention the work

hours and shifts. Based on these facts, it is crucial to build a healthy psychological work environment through a positive psychological factor, which in this case called psychological capital. Defined by Luthans, Youssef, and Avolio (2015) as positive and developmental state of an individual, characterized by high self-efficacy, optimism, hope, and resiliency.

Lewis (2011) referring efficacy as something close to what we called self-confidence. It's more about how individuals feel and believe that they are able to deal with various obstacles along the way through their goals. Hope is a psychological construct which includes strong will and problem solving. It shows the desire to achieve something and the ability to find various ways to make it real (Lewis, 2011; Synder, 2000). Psychological capital's optimism, differ from general optimism, is a form of optimism that lets individual hold on to reality and flexible. So, when faced with negative events, they don't always blame others, or even themselves, instead they do observation, evaluation, and learn from there. Last, resilience is the ability to re-emerge from difficulties, problems, failures, progress, and finally increased individual's responsibility (Luthans, 2011). It is formed through repeated exposure to problems that increase gradually, from easy to hard, so its finally used as a life lessons (Lewis, 2011).

Some earlier studies showed negative relationship between psychological capital and turnover intention (Avey, Luthans, & Jensen, 2009; Chaundary, Bidlan, & Darolian, 2015; Chaundary & Chaundari, 2015; Gu, 2016). These results indicate that a high level of psychological capital will bring low turnover intention level. Avey, Luthans, and Jensen (2009) Also confirms the positive power source such as efficacy, optimism, hope, and resilience can help employees combat stress, which then led to decreasing level of turnover intention. This is true, especially on risky jobs that caused high level of stress such as in health care, like nurse. This study aims to examine, empirically, the contribution of psychological capital components (efficacy, optimism, hope, and resilience) to nurses' turnover intention.

H1. Efficacy has a strong contribution to turnover intention.

H2. Optimism has a strong contribution to turnover intention.

H3. Hope has a strong contribution to turnover intention.

H3. Resilience has a strong contribution to turnover intention.

Methods

Sample

The data was obtained from 74 nurses from various hospitals in West Java, using a purposive sampling method with following specifications: being an active and permanent nurse, working in a private hospital in West

Java, male or female with maximum age of 60 years old. From the total of 74 nurses, 14 are male (18.9%) and 60 are female (81.1%) with 94.6% of total are under 40 years old and the rest (5.4%) are over 40 years old.

Measures

The instruments used in this study were translated and adjusted into Bahasa Indonesia. It was then transformed into questionnaire form with a 5-point Likert scale ranging from STS (strongly disagree) to SS (strongly agree) and also set of demographical data (gender, marital status, age, tenure).

Respondents turnover intention level was measured using Mobley, Horner, and Hollingsworth (Yin-Fah, Foon, Chee-Leong, & Osman, 2010) 3 items scale based on its aspects, includes thinking of quitting, intention to search for alternatives, and intention to quit a job. It has a 0.754 Cronbach's alpha coefficient which means reliable enough to be used.

Meanwhile, the psychological capital was measured using Asian version of Psychological Capital Questionnaire (PCQ) adjusted by Sapyaprapa, Tuicomepee, and Watakakosol (2013) which consists of 23 items and has 0.902 Cronbach's alpha coefficient number.

Results and Discussion

This study aims to examine, empirically, psychological capital's components (efficacy, optimism,

hope, & resilience) contribution to nurses' turnover intention.

Table. 1

	R	Adjusted R ²	F	Sig
a	0.301	0.078	7.149	0.009
b	0.261	0.055	5.268	0.025
c	0.386	0.137	12.611	0.001
d	0.191	0.023	2.721	0.103

*a=hope, b=self-efficacy, c=optimism, d= resilience

As seen on Table.1, based on data yielded from 74 nurses in West Java, three components of psychological capital have significant contribution to turnover intention. This means hope, self-efficacy, and optimism can be reliable predictor of turnover intention. The adjusted r square value shows that each of those three explains 7,8 % (hope), 5,5% (self-efficacy), and 13,7% (optimism) of nurses' turnover intention. The rest 73% are explained by other factors that were not visible or calculated in the study.

With only 7,8% contribution, hope does have a role. It is supported by Valero, Hirschi, and Strauss (2015) study that shows the importance of hope to employee well-being and organizational outcomes, including turnover intention. In order to avoid intention to leave the job, nurses with high level of hope tend to do positive self-talk when being in a bad situation, they focus on the goal rather than the obstacles, which can

be motivational to their peers and patients at work. When people do this, they tend to learn to love their job and be happy with it.

Lai and Chen (2012) found that self-efficacy have an impact to turnover intention, moderated by job satisfaction. Nurses need to trust their abilities in order to work in a full capacity. By doing so, they can deal with the challenging work environment as a nurse. They realized that *'nothing worth comes easy'* so they will always try their best because they know what they are capable of to get the job done. When they fail, they don't think it happened because they are not capable, but because they don't try hard enough.

Optimism has the biggest contribution to turnover intention with 13,7%. Earlier study from Liu, Huang, and Jiang (2016) shows that optimism can be used to predict employee's turnover intention. Employees tend to have an urge to leave their job when under high level distress or pressure, but with optimism that should not be the case. Nurses are facing emergency and full pressure situations almost every day, because after all it is a risky job. But high-level optimism will always bring new effective ways to solve those situations, even in the most difficult time. Still, they should be realistic when it comes to life or death situations like in the ER.

Last, result shows that resilience doesn't have a significant

contribution to turnover intention. It is supported by Ju and Oh (2016) study which revealed there is no significant impact from resilience to turnover intention. It may be because application of resilience concept in workplace is still in an introduction stage, so it's still not clear yet (Luthans, Youssef, & Avolio, 2007). Another possible explanation is there was a misconception in this study or an overlap with other similar concept as resilience, such as hardiness and an overall positive psychological concept of resilience in psychological capital. Because there might be a slight difference between psychological capital's concept of resilience and general resilience. In psychological capital, the level of resilience is not only seen from how individuals rise from adversity but also how far they can exceed the initial target.

Conclusion

This study found that some of psychological capital components have significant contribution to turnover intention of nurses, except resilience, which means the hypothesis in this study are partly accepted. The other 73% of contribution are from other factor outside this study variables, such as biographical factor, earnings, perceived organizational support, job performance, and many more.

Suggestion

It would be a great advantage

for nurses' who work in a private hospital, especially in West Java region, to learn the art of managing psychological capital (as working in a healthcare environment can be more challenging than other professions), be able to face challenges, and finally achieve their desired target.

Aside from that, it is also beneficial for hospital to maintain work environment in order to support the psychological health of nurses, which can be done by continually conducts some kind of introduction and training on psychological capital to familiarized with the big picture. From there, hospital member can all together build a positive and professional relationship to suppress decreasing number of nurses.

It is suggested for future studies to try another instrument or scale that can more represent psychological capital and turnover intention inside Indonesia's work culture. Another thing is to add more respondents and balance the total between gender in order to provide much more reliable data.

References

Al-Assaf, A. (2001). *Health care quality: an international perspective*. Genève, Sz: World Health Organization.

Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human*

Resource Management,48(5), 677-693.

Biron, M., & Boon, C. (2013). Performance and turnover intentions: a social exchange perspective. *Journal of Managerial Psychology*,28(5), 511-531.

Chamariyah. (2015). Pengaruh self efficacy, assertiveness, dan self esteem terhadap keinginan pindah kerja (turnover intentions) pegawai pada bank jatim cabang pamekasan. *Jurnal Neo-Bls*, 9(1).

Chaudhary, S., & Chaudhari, S. (2015). Relationship between psychological capital, job satisfaction, and turnover intention of bank employees. *Indian journal of health and wellbeing*, 6(8), 816-819.

Chaudhary, S., Bidlan, J. S., & Darolia, C. R. (2015). A study of relationship of psychological capital with job satisfaction and turnover intention of LIC employees. *Indian journal of health and wellbeing*,6(7), 692-695.

Cooper, C. L., & Barling, J. (2008). *The SAGE handbook of organizational behavior* (Vol. 1, Micro Perspective). Los Angeles: SAGE.

Depkes RI (2014). *Undang-Undang Nomor 36 Tahun 2014, Tentang Tenaga Kesehatan*. Jakarta: Depkes RI.

- Fong, Y. L., & Mahfar, M. (2013). Relationship between occupational stress and turnover intention among employees in a furniture manufacturing company in selangor. *Jurnal Teknologi*, 64(1), 33-39.
- Gu, B. (2016). Effects of psychological capital on employee turnover intentions a study based on hai di lao hot pot. *Journal of global tourism research*, 1(1), 21-28.
- Hidayat, A. A. A. (2008). *Pengantar konsep dasar keperawatan*. Jakarta: Salemba Medika.
- <http://dx.doi.org/10.1037/0021-9010.63.4.408>
- Ju, S.J., & Oh, D. (2016). Relationships between nurses' resilience, emotional labor, turnover intention, job involvement, organizational commitment and burnout. *Indian Journal of Science and Technology*, 9(46), 1-5.
- Kementerian Kesehatan Republik Indonesia. (2014). *Profil kesehatan indonesia tahun 2013*. Jakarta: Kementerian Kesehatan RI.
- Kementerian Kesehatan Republik Indonesia. (2015). *Profil kesehatan indonesia tahun 2014*. Jakarta: Kementerian Kesehatan RI.
- Kementerian Kesehatan Republik Indonesia. (2016). *Profil kesehatan indonesia tahun 2015*. Jakarta: Kementerian Kesehatan RI.
- Lai, M., & Chen, Y. (2012). Self-efficacy, effort, job performance, job satisfaction, and turnover intention: The effect of personal characteristics on organization performance. *International Journal of Innovation, Management and Technology*, 3(4), 387-391.
- Lewis, S. (2011). *Positive psychology at work: How positive leadership and appreciative inquiry create inspiring organizations*. Chichester: Wiley-Blackwell.
- Liu, H., Huang, Y., & Jiang, S. (2016). The impact of optimism on turnover intention for low-wage white-collars: The moderating effect of perceived organizational support. *International Conference on Mathematical, Computational and Statistical Sciences and Engineering*, (pp. 483-488). Shenzhen, China.
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach*. Boston: McGraw-Hill.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: developing the human competitive edge*. Oxford: Oxford University Press.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2015). *Psychological capital and beyond*. New York: Oxford University Press.
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work



arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *The Journal of Psychology*, 144(1), 61-81.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-414.

Plooy, J. D., & Roodt, G. (2013). Biographical and demographical variables as moderators in the prediction of turnover intentions. *SA Journal of Industrial Psychology SA J Ind Psychol*, 39(1).

Sapyaprapa, S., Tuicomepee, A., & Watakakosol, R. (2013). Validation of psychological capital questionnaire in thai employees. *The Asian Conference on Psychology & the Behavioral Sciences Official Conference Proceedings*, (pp. 394-399). Osaka, Japan: Chulalongkorn University.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.

Tuzun, I. K., & Kalemci, R. A. (2012). Organizational and supervisory support in relation to employee turnover intentions. *Journal of Managerial Psychology*, 27(5), 518-534.

Valero, D., Hirschi, A. & Strauss, K. (2015). Hope in adolescent careers: Mediating effects of work motivation on career outcomes in Swiss apprentices. *Journal of Career Development*, 42(5), 381-395. doi:10.1177/0894845314566866

Vianen, A. E., Pater, I. E., & Dijk, F. V. (2007). Work value fit and turnover intention: same-source or different-source fit. *Journal of Managerial Psychology*, 22(2), 188-202.

Wirabrata, D. G. F., & Fajrianti. (2013). The relationship between adversity quotient and turnover intention of emergency department nurses in rsup sanglah denpasar. *Jurnal Psikologi Industri dan Organisasi*, 2(2), 125-128.

Yin-Fah, B. C., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management*, 5(8).