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Unraveling the dynamics of employee turnover in the healthcare sector: A comprehensive review of literature

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Abstract

Employee turnover remains a critical challenge in the healthcare sector, prompting the need for comprehensive research to identify its underlying causes and bridge the gaps in existing literature. This study conducts a systematic review of recently published research spanning the last two decades, categorizing findings into three distinct levels: individual, team, and organizational. At the individual level, a wealth of studies has explored the predictors of employee turnover in the healthcare sector, revealing compelling insights. Moreover, team and organizational factors exert a significant albeit indirect influence on employee turnover, mediated by individual and organizational factors. While individual-level causes may not always serve as the primary impetus for leaving an organization, organizations often attribute turnover to these factors, given their pervasive influence on other levels. This research paper contributes to the existing knowledge base by presenting an updated and comprehensive array of employee turnover factors within the healthcare sector. It delves into the intricate realm of employee motivational factors in healthcare, offering fresh insights that can inform strategies aimed at retaining healthcare professionals and ultimately improving patient care outcomes.

Keywords: Healthcare sector, employee turnover, motivation level of employees, work-life balance, personal relationships

1. Introduction

According to the Statistics, around 33.33% of employees are expected to voluntarily leave their jobs in 2023 in India. The rate of employees leaving the organization i.e. employee turnover particularly in the healthcare sector is comparatively higher than in any of the other sectors in the economy ranging from 19.5% - to 60% yearly which is comparatively higher than any other sector in the country. The causes leading to a high rate of employee turnover is a matter of great concern and has been a topic of research for decades.

Employee turnover is defined as an act where the employees tend to quit their jobs voluntarily, where the employees at the time of termination have the chance to continue with their employment in the organization (Maertz & Campion, 1998) ^[19]. This definition of employee turnover is not applicable to all the studies related to employee turnover because the data may contain involuntary turnover, this term is widely accepted in various research studies.

Employee turnover has a negative impact on the overall performance of the organization (Shaw, 2011) ^[39]. Various factors affected the performance of the organization like return on equity (Hambrik *et al.*, 1993), Profitability of the organization (Kosolwksy, 1989) ^[13], service quality (Michele Kacmar *et al.*, 2006) ^[22], and sales growth (Batt, 2002) ^[2] has been studied by the researchers over the period of time. The majority of earlier studies have concurred that employee turnover is negatively related to organizational performance. While, some of the studies show that there is no relation between organizational performance and employee turnover.

A model on employee turnover was introduced by (Price & Mobley, 1981) to illustrate how decisions on employee turnover moved through several stages, right from the evaluation of

current employment to the employee leaving their job. The process of searching for the in Mobley's original model was mentioned but the complete explanation for the job search process was given by (Steel, 2002). To which a new conceptual model consisting of intermediary factors that included organizational, personal, and economic components was developed by (Mobley *et al.*, 1979) ^[26]. Factors that resulted in turnover such as professionalism and relationship obligations (also called kinship) were further studied by (Muller, 1981) and (Price, 2001). (Lee & Mitchell 1994) ^[16] provided additional insight into later studies when they claimed that the unfolding model might account for numerous paths that could explain decisions regarding employee turnover. Later, (Lee *et al.* 1996) ^[17] used a qualitative investigation to support this paradigm. The study's findings showed that one of the four approaches might account for the majority of reasons people leave their jobs.

A new theory explaining the reasons why employees remain in the organization was propounded by (Mitchell *et al.*, 2001) ^[24] the decision to leave the organization is influenced by the individual's level of "fit", "link" and sacrifice, this leads to the development of the idea of job embeddedness. This theory was further supported by (Robinson *et al.*, 2014) ^[36] and there was found a positive relationship between job embeddedness and family embeddedness. It is necessary to know the causes of the problem of higher rate of employee turnover in the healthcare sector, in order to summarise the reasons for employee turnover and propose a new study. This research paper aims to provide a summary of recent research on the factors influencing employee turnover in the healthcare sector.

2. Research Methodology

Many recently published research studies were chosen to understand the factors that led to employee turnover. In order to close the research gap the following criteria were followed:

First of all, all the recent research studies related to the research were highlighted in the review. Internet databases including Emerald, Taylor & Francis, and SAGE journal were chosen and the research studies from the past 20 years related to the objective of the study were found. The present research focuses upon only the empirical research supported by qualitative, quantitative, and mixed approach of analysis. Only the journals of high quality (Q2 and above) were selected in order to match the quality criteria. Employee turnover and employee turnover antecedents were the keywords chosen for the study. Around 102 articles were found, the researcher only focused on the literature that highlighted the causes of employee turnover and this led to the exclusion of 64 research papers. Finally, 38 papers were selected for the next step of the review process.

3. Review of Literature

3.A Individual level factors

3.A (a) Job satisfaction

Job Satisfaction is considered to be the most significant prognosticator for the employees decision to leave the job (Park & Min, 2020; Stamolampros *et al.*, 2019) ^[30, 41]. The relation between turnover intention and level of job satisfaction was measured in both direct and indirect pathways. Organizational commitment was identified as a key factor that mediated the link between turnover

intentions and level of job satisfaction. (Choi, 2006); (Yang, 2010) ^[48], found that affective commitment had a stronger relationship with the desire to leave than job satisfaction itself. There is a positive and significant relationship between job satisfaction level and employees' intention to quit the job (Jang & George, 2012) ^[11]. The factors contributing to the level of job satisfaction were diverse and included relationship quality, job correctness, need-reward match (Choi, 2006), polychronicity, and training (Jang & George, 2012; Chiang *et al.*, 2005) ^[11], (Yang, 2010) ^[48] emphasize on the role of autonomy, and conflict that indirectly influenced job satisfaction level of employees. However, the impact of role ambiguity on the level of job satisfaction was rejected. Some studies supported the relation between work satisfaction and employee's intention to leave, but (Lee *et al.*, 2011) ^[15] found no significant relationship between employee's intention to leave and job satisfaction. Based on the job position and workplace environment, Organizational commitment is considered to be one of the significant predictors of employee turnover (Kim & Jogratnam, 2010) ^[12]. Inconsistent results with respect to job satisfaction and employee turnover could be the result of some sampling error (Kim & Jogaratnam, 2010) ^[12]. There are various research studies regarding Organizational commitment to be a significant predictor for employee turnover (Blomme *et al.*, 2010) ^[3].

3.A (b) Internal motivation

Leadership and internal motivation are the key predictors of an employee's intention to quit (Kim *et al.*, 2010) ^[12]. There is a lower degree of relationship between internal motivation and intention to quit with regards to supervisory leadership. Studies explored potential determinants of intrinsic motivation to better understand its effects on turnover intention. Workplace support is found to have a significant impact on employees' intention to quit. Employees with a good support system at the workplace are found to have reduced chances of intention to quit. Unmatched expectations for compensation were shown to indirectly increase turnover, emphasizing the role of expectations in turnover decisions. Personal values and subjective standards were considered crucial factors influencing turnover, especially in the context of Chinese workers (Lam *et al.*, 2002) ^[14]. However, the specific types of subjective standards affecting turnover were not detailed in the literature. When compared with the role of a supervisory leadership role on employee turnover intention, it was found that the role of support at work is comparatively smaller and insignificant. (Dipietro & Condly, 2007) ^[6] quantified the impact of internal motivation on employees' intention to quit with the help of the Commitment model suggested by Clark. (Dipietro & Condly, 2007) ^[6] found that, after self-efficacy and utility, support had the greatest impact on explaining turnover intentions. In other words, employees with great management support were less likely to quit their jobs. Unmet expectations for compensation resulted indirectly in increased rate of employee turnover as unsatisfied expectations affected the decision of employees to leave the job.

3.A (c) The Attitude of Individual

Although particular metrics of job performance were not provided, it has been demonstrated that work performance affects employee turnover (Pizam and Thornburg, 2000) ^[31].

The nature of work in the healthcare sector may be extremely important in determining how multitasking and the intention to depart are related. Given that healthcare professionals frequently need to multitask, those with greater degrees of polychronicity typically perform better, which leads to a lower rate of employee turnover and increased satisfaction at work (Jang & George, 2012) ^[11].

3.A (d) Emotional Intelligence

(Wolfe *et al.*, 2013) ^[47] identified Emotional Intelligence (EQ) as a motivating factor that can reduce turnover intentions. (Salavey & Mayer, 1990) ^[37] defined Emotional Intelligence as “one’s ability to monitor his own feelings as well as the feelings and emotions of others, ability to differentiate and use to guide one’s thinking and actions.” Emotional Intelligence is not directly capable of predicting the duration of stay of an employee in a particular organization (Wolfe & Kim, 2013) ^[47]. Emotional Intelligence is considered to indirectly influence the decision of employees to leave the organization by enhancing job satisfaction as the employees with higher EQ are less likely to quit their jobs as they find it easier to cope up with the challenges arising at the workplace (Lee *et al.*, 2011) ^[15]. Both studies suggest that EQ may indeed impact employee turnover, but this influence tends to be long-lasting and indirect rather than immediate and direct. Employees having better adaptability to the job and capacity to handle work-related issues are less likely to leave their jobs as they have a high orientation towards happiness, contributing towards the effective job performance.

3.A (e) Work-Life Balance

(Blomme *et al.*, 2010) ^[3] found that one of the significant factors influencing employee turnover is striking a balance between work and personal life. Work-life balance issues are typically faced by female employees as compared to the male staff as the female prioritize family time above the time to commute to work (Qiu *et al.*, 2014) ^[34]. Women in the workforce often struggle to preserve work-family balance, especially when they take on new positions.

3.A (f) History of employee

According to (Lee & Way, 2010), individual job factors such as working hours including work shifts, the level of employment, and years spent in the organization employment level, all have an effect on the intention to remain in a position. It's interesting to note that managers prioritized job quality and the workplace when making attrition decisions, especially when compared to workers in the food and beverage division. (Thornburg, 2002) demonstrated the impact of job status, departments in the organization, and other job-related factors on employee turnover. However, personal circumstances related to intent to leave or salaries had minimal influence on an individual's work profile. Additionally, it was discovered that older workers reported lower levels of job satisfaction, which raised their risk of leaving their positions, particularly for non-managerial workers. This was particularly apparent when older employees were working for managers from younger generations and had unrealistic expectations for leadership. However, (Nadiri & Tanova, 2010) ^[29]; (Pizam & Thornburg, 2000) ^[31], found no relationship between the age of the employee and turnover intention. The significance of work-life balance is one of the factors

influencing turnover decisions for female employees, as women often have greater responsibilities for family and household matters. Women's decisions regarding turnover were influenced by the limited promotional opportunities typically available to them in comparison to males (Blomme *et al.*, 2010) ^[3]. Consequently, women often prioritize promotions when making career decisions (Blomme *et al.*, 2010) ^[3].

3.B Team Level factors

3.B (a) Relationships and Their Impact

The informal relations built within the workplace has been a subject of extensive study in prior research, particularly in its relation to employee turnover intentions. Several studies have linked the effectiveness of relationships between coworkers and supervisors with intentions to leave the company (Choi, 2006), albeit this relationship was often indirect. (Qiu *et al.* 2014) ^[34] emphasized the importance of workgroup ties, as strong relationships among coworkers can enhance productivity, particularly in highly collaborative work environments. Positive work relationships were found to directly contribute to employee satisfaction levels, creating a more pleasant workplace and elevating the level of job embeddedness (Afsar *et al.*, 2018) ^[1]. (Becker & Tews, 2016) contradicted the role of positive workplace relationships and concluded that while enjoyable activities may strengthen bonds and relationships among coworkers, they do not necessarily reduce employee turnover intentions. (Mohsin *et al.*, 2013) did not statistically validate the interaction with supervisors as a determinant of turnover. The implication here was that good relationships with managers and peers are often culturally supported, particularly in the context of India, and therefore, relationship quality may not be the primary consideration when making turnover decisions. (Tews *et al.*, 2013) examined how employees interacted with one another, focusing on both instrumental and emotional assistance. According to their study's findings, increased emotional support actually increased employee's turnover intentions whereas increased emotional support decreased employees' intention to quit. Findings of the studies also includes the possibility that those who received more emotional support would be thought of as "incompetent and inferior" or that underperforming workers might merely receive more emotional support. Studies by (Iverson & Deery, 1997) and (Kim and Jogaratnam, 2010) ^[12] reported mixed results about the effect of supervisory assistance on employee turnover in addition to peer-level interactions. According to (Qiu *et al.*, 2014) ^[34], giving managers more authority encourages workers to stick with a company. These results highlight how connections in the workplace can be complicated and have a variety of implications on turnover intentions, which can be influenced by cultural, environmental, and personal factors.

3. C Factors at the Level of Organization

3. C (a) Allowances and Compensation

In past studies, salaries were commonly cited as the main cause of employee churn. For example, (Chan & Kuok, 2011) used the state of the local labor market to try and explain why workers quit their jobs for pay-related reasons. Due to a recent, significant rise in labor demand, there was a labor shortage in the hotel business in Macao. According to (Chan & Kuok, 2011), the shortage of labor is the main

cause of the increase in the rate of salaries and it is also one of the reasons employees leave their jobs more frequently when they find better offers from other organizations. (Blomme *et al.*, 2010) ^[3] suggested that allowances and compensation are the best way to boost loyalty to the company and lower intent to leave, while (Yang *et al.* 2012) ^[49] argued that people have larger remuneration expectations, especially when their companies perform well. Other research, however, has disputed the close connection between pay and employee retention. Compensation and intentions to leave a job did not significantly correspond, according to (Lee & Way, 2010) and (Mohsin *et al.*, 2013). Young participants in the hotel business placed more value on professional growth than wage scale, according to (Mohsin *et al.*, 2013). A poor correlation was found between remuneration and turnover (Qiu *et al.*, 2014) ^[34]; (Iverson & Deery, 1997), indicating that money was just a minor role in employee turnover. There have been conflicting results about the impact of salary on turnover.

According to (Moncarz *et al.*, 2009) ^[27], decisions about employee retention are impacted by variables other than pay, but decisions regarding employee turnover are influenced by pay. This implies that over time, the motivation for choosing a job can be less impacted by financial reward. (Gustafson, 2002) ^[9] pointed out that many people thought compensation to be the main factor in employee turnover in order to explain the contradictory results about wages. The true causes of turnover, however, were non-wage elements including social connections and managerial support (Gustafson, 2002) ^[9]. It is difficult to extrapolate these results to the problem of employee turnover taking into account a different set of population. Nevertheless, the choice to leave or accept a job may be influenced by salary. In addition to basic pay levels, (Blomme *et al.*, 2010a) underlined the impact incentive schemes have on employee turnover. Effective incentive programs reduce voluntary terminations, according to both studies. (Blomme *et al.*, 2010a) study in particular showed how a weak incentive structure lowers organisational commitment, which in turn influences turnover intentions. It should be highlighted, nonetheless, that the incentive program's importance was constrained by the research sample's modest size. While base pay was a prevalent component linked to turnover, additional advantages than base pay were also thought to be involved, albeit to a lesser extent than salary and other factors. Because they were frequently included in the wage and were not assessed or researched independently, the precise effect of these additional benefits on employee turnover could not be ascertained.

3. C (b) Quality of Job

Previous research has found a number of employment-related parameters. According to (Lee & Way, 2010) healthcare workers' inclinations to quit their jobs are affected by their job category, shift of the job, and the level at which they are working. According to (Yang *et al.*, 2012) ^[49], there are four job characteristics that have an effect on employee turnover: "less challenging job", "infobesity" "tedium work," and "abrupt changes in (philosophy of business operation." They also noticed that even though workers may not love dealing with time-consuming paperwork, they are more likely to quit a job if it entails simple, undemanding tasks. (Yang, 2010) ^[48] suggested that

autonomy and position ambiguity are two potential aspects of a job that could increase employee turnover. Only autonomy, though, made a significant difference in employee churn. Because of the quick changes in the healthcare industry, it's possible that over time, expectations of employees will also alter dramatically. (Jang & George, 2012) ^[11] found that polychronicity, or the choice for multitasking at work, was connected with improved job satisfaction and decreased employee turnover, which further supported the preference for multitasking positions. (Iverson, 1997) discovered that carrying out numerous job duties may also increase the desire to leave a profession. HR practices frequently concentrate on "job design" to lessen monotony and increase flexibility inside the organization in order to accommodate the preference for intellectually challenging employment among people quitting the healthcare sector (Moncarz *et al.*, 2009) ^[27]. Job quality issues with motivational components were emphasized by (Dipietro & Condly, 2007) ^[6] in addition to the effects of problems with job complexity/design. The employee is motivated to stay in the present job due to three driving factors which include "importance", "interest" and "usefulness" (Dipietro & Condly, 2007) ^[6]. According to (Mohsin *et al.*, 2013), unsatisfying employment and unclear organizational policies and guidelines were the factors leading to employee demotivation. Another factor of employment quality that was frequently mentioned was flexible work hours (Milman, 2003) ^[23]. According to (Lee *et al.*, 2011) ^[15], schedule flexibility satisfaction had a bigger effect on employees' intentions to leave their jobs than general work satisfaction. (Blomme *et al.*, 2010) ^[3] explained that lack of flexibility affects the work-life balance of female employees who are more likely to think about quitting their jobs due to higher family conflict caused by less work flexibility. By claiming that the content of a job merely affected job satisfaction and had no bearing on employees' plans to leave, (Kim & Jogaratnam, 2010) ^[12] overlooked the relationship between job content and employees' intention to leave.

3.C (c) Promotion

Promotion at the workplace plays an important role in the employee's intention to leave the organization. Promotion strategically enhances the intrinsic motivation of the employees thus affecting the decision to leave the job (Qiu *et al.*, 2014) ^[34]. Employees are more likely to leave their current job when they are not provided with the opportunities for career development (Yang *et al.*, 2012) ^[49]. However, organizational commitment acts as a mediating factor between the likelihood of career advancement and intentions to leave (Blomme *et al.*, 2010) ^[3]. Furthermore, career prospects that influence organizational commitment and, subsequently, turnover intentions can impact intraorganizational mobility and job security. However, in contrast to these studies (Carz *et al.*, 2009) concluded that promotions impact the employee's intention to leave the organization but at a very low level. Promotional opportunities influenced the decision to stay in the organization of both managerial and non-managerial staff but did not significantly affect employee turnover (Moncarz *et al.*, 2009) ^[27]. This suggests that prospects for career advancement may have less influence on short-term career decisions. Therefore, it is essential to consider how promotion decisions are made (Milman, 2003) ^[23].

3.C (d) Elements of Work- environment

(Yang *et al.*, 2012) ^[48] found a positive relation between the environment at workplace work and employee turnover. (Lee & Way, 2010) established connections between the workplace and elements including communication, physical workspace, achievement, and particular departments. (Moncarz *et al.*, 2009) ^[27], on the other hand, saw it more as a cultural issue connected to having a pleasant and productive work environment. (Yang *et al.*, 2012) ^[49] also looked at incentive programs and organisational structures while evaluating the workplace. (Moncarz *et al.*, 2009) ^[27] did not discover a statistically significant relationship between the work environment of the organization and employee turnover for both management and non-managerial workers, despite previous studies generally concurring that a poor working environment increases employee turnover. Effective organizational communication has been found to increase job satisfaction and decrease employees' intentions to leave the company (Milman 2003) ^[23]. Long-term, devoted workers are also more likely to recommend their employers to others. For example, it can weaken employee motivation and eventually cause them to consider leaving their positions when senior management makes significant decisions without consulting lower-level staff (Yang *et al.*, 2012) ^[49]. According to (Moncarz *et al.* 2009) ^[27] communication affected tenure and retention decisions for non-managerial employees but did not significantly influence employee turnover for both management and non-managerial employees, despite the general consensus that communication has an impact on turnover. Organizational Culture plays a significant role in analyzing the relationship between employee retention rate and turnover rate (Moncarz *et al.*, 2009) ^[27]. In essence, people are more likely to leave their jobs when resigning is viewed as normal and acceptable behaviour inside the company's culture. However, (Yang *et al.*, 2012) ^[49] found that a variety of cultural characteristics, such as factions, intramural disputes, and antagonistic rivalries, are connected to employee turnover. They came to the conclusion that work-related stress, office politics, and internal competition all contribute to a poisonous culture. Finding a common culture that influences employee turnover is difficult given the contradictory results of previous research. Although socialization increases job satisfaction, and organisational involvement, and decreases absenteeism and turnover intentions, it was widely highlighted as a crucial element in turnover intentions (Yang, 2010) ^[48]. (Gustafson, 2002) ^[9] added to the significance of social interactions by emphasizing socialization as a strategy for encouraging employees through praise. However, socialization and turnover were not shown to be correlated. In order to improve the training environment and lower employee turnover, (Tews *et al.*, 2020) stressed the need to foster a pleasant work environment through social activities.

3.C (e) Staffing and Training

The training programs organized by the organizations help in decreasing the rates of employee turnover by increasing the rate of job satisfaction (Choi & Dickson, 2009) ^[5]. However (Chiang *et al.*, 2005) contradicted the relationship between training programs and job satisfaction. Mentoring and its effects on employee turnover have been contradicted by various research. (Lam *et al.*, 2002) ^[14], questioned if mentoring actually decreased turnover or if its main effect

was to promote organizational commitment. Good staffing practices are another area of human resource management (HRM) that has been examined in past studies about turnover causes. For instance, it was suggested by (Moncarz *et al.*, 2009) ^[27] that good staffing procedures guarantee the use of relevant knowledge and abilities as effective selection criteria to weed out unqualified candidates.

3.C (f) Managerial Support: The balance between work and life is very closely related to managerial assistance in terms of employee turnover. Support of the management is considered to help the employees cope up with the stress which results from an imbalance between the work life and personal life. Work-life balance is thought to affect turnover, and management support is thought to help employees cope with the stress brought on by imbalances. Employee motivation tends to rise when management offers proper assistance, which lowers staff turnover (Park & Min, 2020) ^[30]. It's important to note that the impact of managerial support may be more pronounced for women because they frequently face greater stress related to work-life balance and are more likely to leave their jobs voluntarily in order to take care of family obligations when effective organizational support is lacking. An inadequate central management style, according to (Yang *et al.*, 2012) ^[49], might increase employee turnover by demotivating employees. On the other hand, employees are more likely to stay in their positions for longer lengths of time if central leadership places a priority on staff growth and development due to a higher sense of commitment to the organization.

3.C (g) Background of the organization and External Factors

Several studies have sought to explain how organizational context affects employees' decisions regarding turnover, taking into account both internal and external factors in addition to individual demographic variances. Organizational reputation and the owner's financial capacity are two important external elements that organizations take into account (Chan & Kuok, 2011) focused on the influence of organizational reputation on decisions regarding turnover. However, they came to the conclusion that, in comparison to other elements, organisational reputation had a relatively smaller impact on turnover. Interestingly, they also discovered that when business owners failed to pay salaries on time, employees were more likely to leave their positions. While both studies identified these external elements, neither provided further research or explanations to facilitate a more comprehensive review of their effects.

3.C (h) Ethical Codes and Justice:

An organization's efforts to reduce employee turnover may be affected by the existence of an ethics code (Lee *et al.*, 2014) ^[18]. When turnover is more common in organizations, corporate philanthropy, for instance, can improve organizational and work engagement, hence lowering turnover intentions. Three aspects of justice—distributive justice, procedural justice, and interactional justice—and how they affect turnover were the subject (Nadiri & Tanova, 2010) ^[29]. Interactional justice, which deals with how managers interact with their staff, is said to significantly impact turnover intention (Nadiri & Tanova, 2010) ^[29].

4. Key findings

4.1 Categorization of Turnover Antecedents in the Healthcare Sector: Recent studies have divided the many

causes of staff turnover in the healthcare industry into three categories: individual characteristics, organizational variables, and contextual factors. Turnover is found to be particularly influenced by team-related factors which include team members (Vasquez, 2014; Robinson *et al.*, 2014) ^[45, 36], and department of team members.

4.2 Direct and Indirect Turnover Predictors

Direct determinants of employee turnover at the individual level may include Job satisfaction (Choi, 2006), and intrinsic motivation (Kim & Jogaratnam, 2010) ^[12]. (Feeley *et al.*, 2008) ^[8]; (Lam *et al.*, 2002) ^[14] suggested the team/organizational-level method as an indirect pathway. (Choi, 2006) claimed that good relationship quality might lower job stress and enhance the overall working environment, which in turn would have an impact on

turnover. (Martin, 2010) ^[20] outlined how to move from the team to the organizational levels and proposed that strong peer support increases the effectiveness of training.

4.3 Conceptual Model for Turnover Determinants

Considering the extensive existing literature focusing upon the relationships between different variables affecting employee turnover and determinants, a conceptual model was developed to comprehend the relationships and paths across three levels: individual, team, and organizational, based on variables and determinants studied in previous turnover research. This conceptual model includes four constructs: individual, team, organizational, and turnover intention. It identifies three direct and four indirect pathways leading to turnover based on earlier research findings.

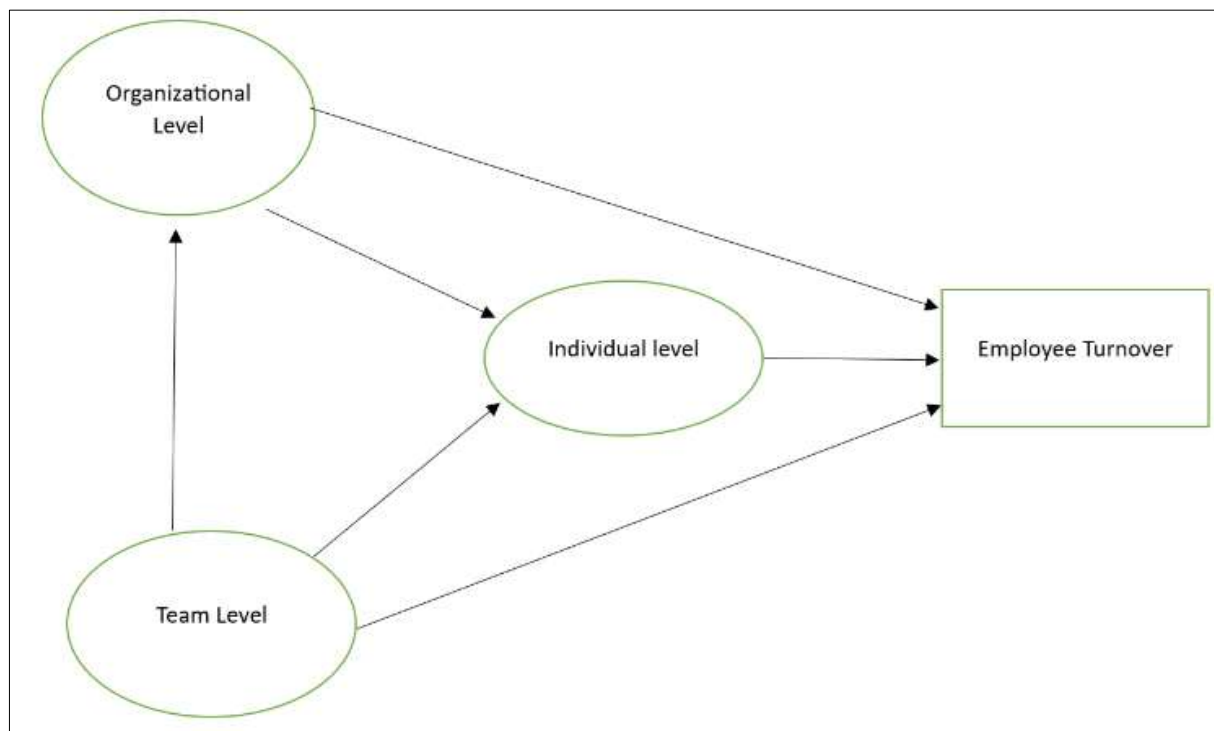


Fig 1: Conceptual Model for Turnover Determinants

5. Three level antecedents of employee turnover

- i) **Individual-Level:** Various individual factors such as Age (Maier, 2011), Gender (Blomme *et al.*, 2010) ^[3], and Education (Mohsin *et al.*, 2013) tends to influence the individuals decision to leave the organization. Psychological factors and organizational performance (Wolfe & Kim, 2013) ^[47] also influence individuals' intention to leave.
- ii) **Team-Level Factors:** Team cohesion at the team level impacts employee turnover intentions through various mechanisms, which may include superior subordinate relationship, level of interaction within the teams and within the various departments of the organization. Emotional support by the team members is also a considerable factor that influences employee's intention to leave the job (Qiu *et al.*, 2014; Gustafson, 2002) ^[34, 9].
- iii) **Organizational-Level Factors:** According to (Yang *et al.*, 2012) ^[49] work environment and compensation play a higher role in influencing employee turnover decisions. Similarly, Organizational communication (Milman, 2003) ^[23] and ethical behavior in the

organization also plays a significant role in the decision to quit the organization (Lee *et al.*, 2014) ^[18].

- iv) **Relationship between the factors:** The model indicates direct relationship between the factors resulting in employee turnover intentions through relations (1), (2), and (3). These relations demonstrate that factors at each level can directly influence an employee's intention to leave their job.
- v) **Interactions Among Three Levels:** The hypothesis suggests interactions among the three levels, where factors at one level can influence factors at another level, ultimately affecting employee turnover intentions. These interactions are as follows:
 - a) **Organization-Related Issues:** Organizational factors, such as job satisfaction, can play the role of mediator between organization-related issues and employee turnover intentions. For example, a high level of job satisfaction, possibly due to competitive compensation, can reduce turnover intentions.
 - b) **Team-Related Variables:** Team-related factors, like coworker support, can mediate the relationship between

team-related variables and employee turnover intentions. A supportive team environment can enhance overall job satisfaction and commitment to the organization, thus reducing turnover intentions.

- c) **Effect of team factors on Organizational factors:** Team-related factors, like effective training, is likely to be dependent upon social ties and interpersonal skills, and can influence organizational-related factors (Lam *et al.*, 2002; Feeley *et al.*, 2008; Qiu *et al.*, 2014) ^[14, 8, 34]. For instance, a well-supported team can improve the effectiveness of training and knowledge transfer within the organization, indirectly affecting turnover intentions. These interactions emphasize the complexity of factors influencing employee turnover intentions and highlight the interconnectedness of individual, team, and organizational factors in shaping employees' decisions to stay or leave their jobs. Understanding these interactions can provide insights into how HRM practices can be improved to reduce turnover.

6. Conclusion

The proposed model discussed in this text underscores the multifaceted nature of employee turnover, emphasizing the importance of investigating this phenomenon at three distinct levels: the individual, team, and organizational levels. It is evident that a comprehensive understanding of employee turnover necessitates empirical data and rigorous analysis to test the validity of the model's propositions. While prior research has predominantly focused on organizational-level antecedents, this model calls for a greater exploration of team-related turnover causes, particularly with respect to the impact of coworkers and supervisory relationships on turnover. The conceptual model also highlights the interconnectedness of turnover factors across these levels and how they collectively contribute to assessments of employee turnover. It notably underscores that while individual traits may serve as effective predictors of future turnover, they are not the root causes themselves. Rather, these individual attributes influence and interact with antecedents at the organizational and team levels, shaping the complex turnover pathways in the healthcare industry. Additionally, the model underscores the need for research to adapt and evolve in response to changing contextual factors. The evolving nature of human traits, as well as the substantial impact of events such as the COVID-19 pandemic, underscores the importance of revisiting and updating existing findings in the field of employee turnover. Furthermore, the model encourages researchers to consider the moderating influences of local cultures and expanding markets in diverse settings, such as China and India, when exploring the predictors of employee turnover.

Finally, this research contributes significantly to the understanding of employee turnover, particularly in the context of the dynamic and vital hospitality industry. It highlights the intricate interplay of factors at various levels and underscores the ever-changing nature of this phenomenon, which necessitates continuous investigation and adaptation in response to the evolving social and business landscape. By heeding these insights and embracing ongoing research, organizations in the healthcare sector can better navigate the challenges of turnover and enhance their overall profitability and sustainability.

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