

## EMPIRICAL STUDY ON NURSES INTENTION TO LEAVE MEDIATED BY PERSON - ORGANIZATION FIT AT MULTI-SPECIALITY HOSPITALS, BANGALORE

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**ABSTRACT:** *BACKGROUND:* Health is wealth. Life is more precious for everyone and health cannot be earned. In the health care organization, the nurse turnover may detract the quality of care. To mitigate such a problem, it is better to examine nurses' intentions to leave. *OBJECTIVES:* This study attempts to test the effects of workplace social context and job context and its relationship with the person - organization fit towards turnover intention of nurse's at multi-speciality hospitals, are the focus of the study. *METHODS:* A structured survey questionnaire measures the responses from 847 nurses of multi-speciality hospitals using stratified random sampling method. Descriptive analysis, Correlation, and ANOVA were used. Confirmatory Factor Analysis using AMOS 20.0 validated the measurement model. *RESULTS:* The results show that workplace social context and job context have a positive relationship with the person - organization fit, with  $r = .233^{**}$ ,  $r = .284^{**}$ , and  $p < .05$ . In turn, the person - organization fit has a significant negative relationship with intent to leave, as shown by  $r = -.383^{**}$ . The  $\chi^2$  statistics were significant and sensitive to sample size and model complexity. The fit indices were good and showed an acceptable fitting model. *CONCLUSION:* Job context has a greater impact than workplace social context on turnover intention of nurses through person - organization fit. Job context is closely related to person - organization fit. Higher the person - organization fit lowers the intent to leave among the nurses in multi-speciality hospitals.

**KEYWORDS:** Job Context, Nurses, CFA, Turnover Intention, Workplace social context.

### 1 BACKGROUND

Nursing personnel at hospitals matters more in delivering health care services. They give and save the lives of all. In the health care organization, the nurse turnover may detract the quality of care. People working in such environment are experienced to unpredictable situations and quit their job. Hospitals, in particular, are facing a workforce crisis. The turnover intention was reported to be highly correlated with actual turnover [1]. A high turnover among nurses may have unfavorable influences on the nursing system and the quality of nurses trained by extensive clinical experiences. [2]

According to the Bureau of Labor Statistics' employment projections for 2012-2022, which was released in December 2013, the need for 525,000 replacements nurses in the workforce bringing the total number of job openings for nurses due to growth and replacements to 1.05 million by 2022 [3]. The healthcare industry is experiencing phenomenal growth and is going to be a major sector that stimulates economic growth and contribute to employment. Over 40 million new jobs are expected to be generated by 2020, as per a report titled 'India's New Opportunities-2020' by the All India Management Association, Boston Consulting Group and the Confederation of Indian Industries (CII) [4].

Around the globe, the shortage of nurses has become a critical issue [5]. Considering more about this, the study attempts to explore the reasons for nursing personnel turnover at multi-speciality hospitals. While an abundance of research has addressed the issues of employee turnover intent to leave and turnover, this work has been conducted in the context of

nursing employees in healthcare Industry. High nursing turnover is likely to lead a shortage of nursing staff, skillful and experienced nurses. The global issue of nursing turnover has a negative impact on the healthcare organization performance and profitability [6], [7]. This motivates us to focus on the nurse's intent to quit from this industry in specific.

## **2 INTRODUCTION**

The consistent workforce in any organization paves the way for sustainable growth in the future. Literally, it is not the organization which makes a difference; it is the people who make a difference by their performance and commitment. Henceforth, prioritizing the workforce is the core concern of any organization which seeks sustainability.

Turnover and Intention to leave are two different concepts. Intention to leave involves individual's perception towards leaving while turnover involves the act of individuals actually leaving the organization or profession [8]. Turnover is referred as an individual's estimated probability that they will stay on employing organization [9]. Price suggested turnover intention construct as an alternative in measuring actual turnover. Intention to leave has a close link with the turnover. Thus, the use of turnover intention in predicting the actual turnover seems to be reasonable since some studies on turnover have demonstrated that turnover is the best predictor of voluntary turnover [10].

With a population of more than a billion challenges, health care is viewed as an amalgam of social, cultural, political and administrative biases that run within different layers of society. As nursing shortages grow and the need increases for enhanced recruitment and retention strategies, dysfunctional aspects of nursing turnover have been an implicit theme from several disciplines have been undertaken to better understand turnover behavior. It is imperative that nurses are retained to alleviate the effects of this shortage on quality nursing care.

Hence, the workforces which are directly involved in delivering the health care service to the customers were taken. Addressing the issue of the nurses' intent to leave particularly in multi-specialty hospitals is of higher concern rather than any other loophole in the organization. It is of right time addressing the issues, which paves the way for a healthy society.

### **2.1 OBJECTIVE**

The purpose of this research is to examine the turnover intent of nurses working in multi-specialty hospitals influenced by workplace social context and job context of the organization. The research also extends its support for understanding the influences of both constructs on person - organization fit and its causal relationship with turnover intention.

### **2.2 THEORETICAL FRAMEWORK**

Employee retention is important because having stayed with the company for a considerable period of time the employee becomes a repository of knowledge. The longer the employee stays these acquired skills can be disseminated down the line in a more accurate way. [11]. Retaining the best professional is of great significance to organizations because the cost of recruitment, selection, training. The on-boarding cost will be reduced thereby the expertise workforce will be available [12].

Turnover is the rotation of workers around the labor market, between firms, jobs, and occupations and between the states of employment and unemployment [13]. Turnover intention is defined as conscious, willfulness to seek for other alternatives in other organizations [14]. It is defined as the rate of change in working staff of an organization during a defined period [15].

Thus, if the workforce is not consistent, then the growth will be unstable. Appropriate staffing of health systems around the world is under increasing stress due in large part to economic and demographic pressures. The nurses who adopts may have differing values from the nurse who leaves. Nursing professionals are more of by practice than learning. The talent of nursing personnel lies not with their learning alone, but with their practice in dealing with diseases and patients. Hence, focusing nursing personnel in the health care is of great concern in serving and safeguarding the lives of society.

### **2.3 LITERATURE REVIEW**

There have been an abundance of studies on the intention to leave. However, the nursing shortage has now become a global issue and also a serious problem for the vast majority of post-industrialized countries, the issue is of significant relevance and is still need of special attention. [16], [17]. High income countries are also reporting nursing shortages. Having high turnover rate in nursing and losing a number of nurses to the private sector and foreign countries is of a serious issue in

this profession. Instead of looking at the workers, turnover itself it is better for the organization to detect the feeling of intent to leave among their employees, and thus, it could possibly minimize the turnover rate itself.

Mobley stated that the relationship between intention and turnover is consistent and stronger than the satisfaction-turnover relationship [18]. Much of the research on perceived opportunities has found to be associated with intentions to leave not actual turnover. Providing and identifying care, concern and fair treatment as a primary factor for joining and remaining within an organization. Study on intention to leave is crucial as earlier has research found that intent to leave and actual turnover were often correlated [19]. Using turnover intention constructs in predicting actual turnover is suitable, as studies on turnover had showed that turnover intention was not only the best practice of voluntary turnover, but also the strongest precursor of turnover [10], [20].

Employees quit their job in response to a one-time event or shock than because of accumulated job dissatisfaction. Reasons suggest that there are many factors in the job environment which influence the employee behavior such as supervisor relationship, freedom, autonomy, pay and benefits, external job market conditions, job satisfaction etc., Empirical investigations over the past three decades support strong associations between job satisfaction of employees in workplace and turnover intention [21]. Thus, the workplace that provides employees with physical, emotional and psychological resources necessary for role performance will have employees who are more engaged.

### 3 MATERIALS AND METHODS

#### 3.1 SAMPLE COMPOSITION

A structured survey questionnaire measures the responses from 847 nurses of multi-speciality hospitals at Bangalore using stratified random sampling method. The response rate is 97%. The respondents were all female, with an average age was 25 years old. Their average organizational tenure was between three and four years, and 78% were unmarried.

#### 3.2 MEASUREMENT SCALE USED IN THE STUDY

The measurement scales are self-reported and assessed using a 5-point Likert scale with different anchors. The instruments used to operationalize the constructs have been adopted from earlier research. Measures of workplace social context and job context covered four dimensions each, and the items were adapted from the Health Profession Stress Inventory (Wolf-Gang, 1988) the Nursing Stress Scale devised by (Gray-Toft and Anderson, 1981), (Karasek, 1979) and (Rizzo, House, and Lirtzman 1970, cited in Cook, Hepworth, Wall, & Warr, 1981) [22-25]. The dimensions of person - organization fit and turnover intention were assessed by using self-administered items referred from various reviews which fit into the study.

#### 3.3 ANALYTICAL PROCEDURE

Descriptive statistical analysis, such as means and standard deviations were used. Following this procedure, the internal consistency (Cronbach's Alpha) for the scales were used to measure the ratio of true score variance and observed score variance. Using IBM SPSS Statistics 20, factor analysis was run. Pearson Correlation was performed in order to identify the degree of relationship of variables; t-test and ANOVA were applied. Confirmatory Factor Analysis using AMOS 20.0 validated the measurement model. Following the recommendation of Hu and Bentler (1999) [26] to interpret the multiple fit indices, the researcher supplemented several fit statistics, such as  $\chi^2$  test, root-mean-square error of approximation (RMSEA) and standardized root-mean-square-residual (SRMR) with the goodness-of-fit index (GFI), the comparative fit index (CFI) and the tucker-lewis index (TLI). Therefore, to demonstrate adequate fit, the model should have a non-significant chi-square or meet the following targets for the incremental test; GFI, CFI, TLI, NFI, IFI, (.90 or greater), RMSEA (.06 or less) and SRMR (.09 or less).

The results of testing statistical hypotheses proposed in the study are as shown in the Fig 1.

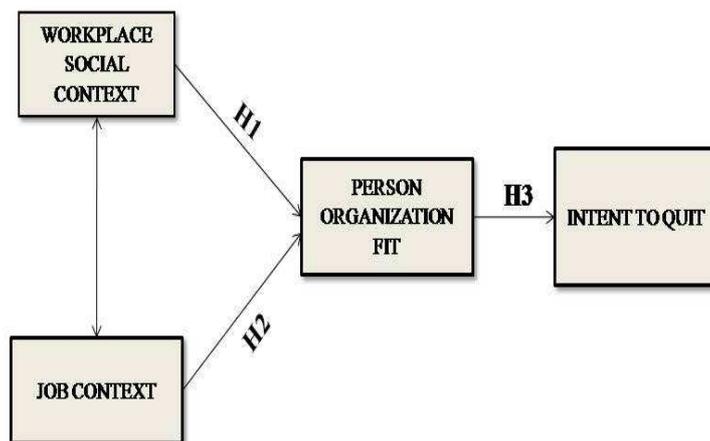


Fig 1: Proposed hypotheses model for the study

H1: Workplace social context will have a significant positive effect on the person - organization fit.

H2: Job context will have a significant positive effect on the person - organization fit.

H3: The person - organization fit will have a significant negative effect on the intention to quit.

#### 4 RESULTS

The Demographic profiles of the respondents were measured through adopting different items. Table 1: Presents some of the items on the respondents’ demographic profile. The respondents were all female, with an average age was 25 years old. Their average organizational tenure was between three and four years, and 78% were unmarried.

Table 1: Respondents’ demographic profile

S.NO	DEMOGRAPHIC CHARACTERISTICS	FREQUENCY	PERCENTAGE	
1	Designation	Nurse In-charge	71	8.6
		Staff Nurse	757	91.4
2	Age	<25	554	66.9
		26-30	214	25.8
		>31	60	7.2
3	Marital Status	Single	653	78.9
		Married	175	21.1
4	Parental Status	No Children	734	88.6
		Having Children	94	11.4
5	Employment Pattern	Continuous	715	86.4
		Interrupted	113	13.6
6	Educational Qualification	Certificate Course	19	2.3
		Diploma Course	152	18.4
		General Nursing Midwifery	231	27.9
		B.Sc Degree	426	51.4
7	Total Nursing Experience	<2	442	53.4
		3-4	230	27.8
		5-6	63	7.6
		7-8	33	4.0
		>9	60	7.2

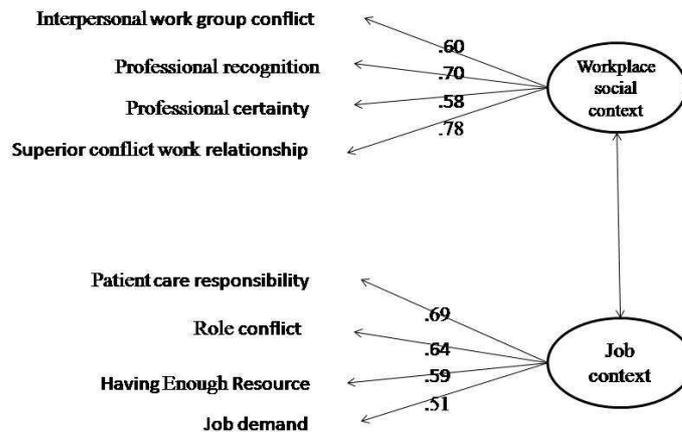
A little more than half of the respondents, 53% had two years of experience, while the majority of respondents, 86% had a continuous employment pattern; also 51% of the respondents had completed a college or higher degree.

Table-2 shows the descriptive statistics such as means and standard deviations, correlation, and Cronbach’s alphas among the study variables. Each of the workplace social context and job context antecedents had a significant relation to the person - organization fit. The results show that workplace social context and job context have a positive relationship with the person - organization fit, with  $r = .233^{**}$ ,  $r = .284^{**}$ , and  $p < .05$ . In turn, the person - organization fit has a significant negative relationship with intent to leave, as shown by  $r = -.383^{**}$  (Negative) and  $p < .05$ . Table: 2 show that the constructs have an acceptable reliability of .62 and above.

**Table 2: Descriptive Statistics, Correlations, and Cronbach’s Alphas**

Constructs	Mean	S.D	Cronbach’s Alpha	Correlation			
				1	2	3	4
Workplace social context	3.2828	.45043	.62	1			
Job Context	3.5290	.41980	.63	.481 <sup>**</sup>	1		
Person-Organization fit	3.4032	.85479	.86	.233 <sup>**</sup>	.284 <sup>**</sup>	1	
Turnover Intention	3.1296	.93050	.87	-.058	-.022	-.383 <sup>**</sup>	1

The dimensions of workplace social context are interpersonal workgroup conflict, professional recognition, professional certainty, superior conflict work relationship and the dimensions of job context are patient care responsibility, role conflict, having enough resources and job demand. The internal consistency  $\alpha$  value for the constructs with its sub-constructs were acceptable and shown in Fig 2.



**Fig 2 : shows the  $\alpha$  values of two major constructs with its sub-constructs**

**DEMOGRAPHIC VARIABLES AND TURNOVER INTENTION**

An independent samples t-test and an ANOVA were conducted to examine, if there is any relationship between the turnover intention and the demographic variables. Significant associations were found between turnover intention and demographic variables of age, marital status, parental status, educational qualification and total nursing experience. The eta squared test for these demographics indicates small to medium effect size of the variation in turnover intention scores. The associations between turnover intention and demographic variables of employment pattern were not significant. Results of t-test and ANOVA procedures are as shown in Table 3.

Table 3: Turnover intention by demographic variables by demographic variables using t-test and ANOVA

Variable	Mean	SD	F-value	P-value
<b>Marital status</b>				
Single	3.2002	0.89524	18.157	0
Married	2.8661	1.01168		
<b>AGE</b>				
<25	3.1815	0.9081	11.172	0.000
26-30	3.1969	0.85903		
31-35	2.7302	1.07778		
36-40	1.9238	1.03561		
>41	2.3036	0.90492		
<b>Parental status</b>				
No Children	3.181	0.8971	20.212	0.000
Having Children	2.728	1.08272		
<b>Employment Pattern</b>				
Continuous	3.1512	0.91987	2.85	0.092
Interrupted	2.9924	0.98842		
<b>Educational qualification</b>				
Certificate Course	2.7368	0.86013	7.086	0.000
Diploma Course	3.3017	0.89427		
General Nursing	2.9332	0.95894		
Midwifery				
B.Sc Degree	3.1922	0.91066		
<b>Experience in total</b>				
<2	3.1593	0.90354	12.344	0.000
4-Mar	3.2559	0.91039		
6-May	3.1859	0.76486		
8-Jul	3.1558	1.02043		
>9	2.3524	0.97512		

Confirmatory factor analysis was run for the constructs workplace social context and job context. AMOS 20.0 assessed the multiple fit indices of the constructs. The  $\chi^2$  statistics were significant for both the constructs workplace social context and job context with ( $\chi^2 / d.f$ ) ie., CMIN = 2.926, 2.868,  $p < .05$ , this statistic is sensitive to sample size and model complexity. The fit indices were good (GFI=.971, .968, CFI=.969, .934, NFI=.953, .903, TLI=.955, .909, RMSEA=.048, .048, SRMR=.033, .045) and showed an acceptable fitting model. The path estimates of the constructs were significant and went in the expected direction. Hence, the research model fits the conventional criteria for an acceptable model fitting. The items loaded with a significant t-value  $> 1.96$  on their corresponding latent constructs, indicating that convergent validity was obtained. Construct reliabilities ranged from .62 to .87. Overall discriminant validity was obtained. Table 4 summarizes the various goodness of the fit index of CFA for the constructs and demonstrates the best overall fit of the model to the data.

Table 4 : shows the Goodness of fit measures for Confirmatory factor analysis of the constructs workplace social context and job context

FIT INDICES	X2/DF	GFI	NFI	CFI	IFI	TLI	RMSEA	RMSR
<b>Recommended value</b>	<5.0	≥.8	≥.9	≥.9	≥.9	≥.9	≤.05 - .08	≤.1
<b>Workplace Social Context</b>	2.926	0.971	0.953	0.969	0.969	0.955	0.048	0.033
<b>Job Context</b>	2.868	0.968	0.903	0.934	0.935	0.909	0.048	0.045
<b>Type of fit</b>	OK	Good	Good	Good	Good	Good	Good	Good

#### 4.1 DISCUSSIONS AND IMPLICATIONS

Confirmatory factor analysis indicates that the measurement model of nurse's intent to leave from multi-specialty hospitals is valid for measuring the nurse's turnover intention. The model explained a large proportion of the variance in two endogenous variables, person -organization fit, and turnover intention. The correlation between the two constructs workplace social context and job context is good and expected to be a moderate positive correlation. The correlation between person - organization fit and turnover intention is negative.

Workplace social context and job context significantly affect person – organization fit. Workplace social context (i.e., interpersonal workgroup conflict, professional recognition, professional certainty, superior conflict work relationship), and job context (patient care responsibility, role conflict, having enough resources and job demand) were found to significantly influence person - organization fit. However, the superior conflict work relationship illustrated the lowest effect on workplace social context, while patient care responsibility has the highest effect on job context. The person - organization fit has a negative effect on turnover intention.

The findings of this study add important information to the theoretical understanding of the strong relationship between the person - organization fit and the intent to quit among nurses in a hospitality context. A study by McKnight, Phillips, and Hardgrave, 2009, found that workplace characteristics have a more important turnover factor [27]. The organizational workplace factors play a vital role in retention. A nurses' behavioral intention to stay on or leave her job is the immediate determinant of that behavior [28]. Hence, it could be seen that workplace characteristics and job characteristics were important determinants of nurse's intention to leave.

Consistent with the findings of Asharadi and Shahbazi, 2013, workplace characteristics relate negatively to turnover intention, as verified by the researchers' findings [1]. The hypothesized structural model showed that when the job context in multi-specialty hospitals is good, nurses fit more closely with the organization, and this can be seen to be comparatively higher than the workplace social context of the organization. When the nurses have a good person - organization fit, their intention to leave is low; on the other hand, when the nurses have a low person - organization fit, their intention to leave is high. These factors thus lead to turnover intention. The Confirmatory factor analysis model highlights the good causal relationship between the constructs with its sub-constructs. The correlation between the two constructs, i.e., workplace social context and job context is good, and a moderate positive correlation should be found.

#### 4.2 LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

The research was limited to some aspects. First, the researcher found it difficult to gain permission for data collection from multi-specialty hospitals; hence, responses were obtained from only a few organizations. Second, despite the voluminous body of research on the nursing turnover, only a small proportion of this work examined the reasons behind the propensity of nursing personnel turnover intent in multi-specialty hospitals. Third, to collect the data, a self-administered questionnaire was used and hence, the study may have been subject to response bias from each respondent though the responses were collected in person by the researcher. Employees in service organizations are crucial in building a level of excellence in service; thus, the success of service organizations often depends upon its front-line employees' performances. Front-line employees are an important source of competitive gain in many service organizations. Inside an organization, there has always been a tension between employees' needs and organizational demands [29]. Hence, further research needs to focus on identifying the factors influencing turnover intention of nurses.

### 5 CONCLUSION

The study showed that the person - organization fit influences nurses' intentions to leave. The person - organization fit was obtained by providing the best job context for the nurses in the organizational environment. In addition, workplace social context factors will have a significant impact on the person - organization fit of nurses. Although several external factors induce employees to quit their job, nurses' turnover intent is determined by the level of comfort that a nurse has with their organization, patients, and their job role. Patients' assessment of quality depends mostly on the attitudes of workers [30]. When the space provided for them is good, they generally do not have the intent to leave, irrespective of the salary and workload. To be high functioning workplaces should maximize the use of their employees actual and potential skills [31]. Hence, the nurses intent to leave in multi-specialty hospitals is determined by the person - organization fit, which is precisely determined by the job context. Therefore, providing a better job context may motivate and influence the nurses to stay with their organization for a sustainable period of their good service. Retaining nurses in their current positions will reduce the

magnitude of consequences associated with the nursing shortage [32]. Thus, retaining nurses in the hospitals adds great value to the society.

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