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IDENTIFY FACTORS FOR LOWER HIERARCHICAL EMPLOYEE TURNOVER: A CASE STUDY FROM A HOSPITAL

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of Science in Business Statistics

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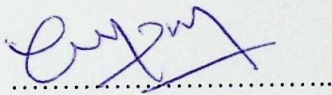
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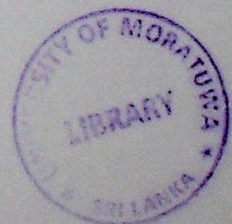
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DEDICATION

This dissertation is dedicated to my loving family for the sacrifice they made for me.

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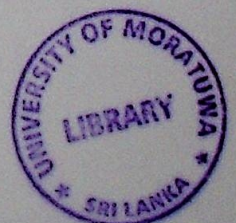
ABSTRACT

Employee turnover is a significant challenge for Human Resource Management (HRM) and organizational performance. Employees are the key to success in the business world. Therefore, organizations invest considerable time and money to train and develop the employees. Though many studies were carried out to find the reasons for lower hierarchical employee turnover in many countries, no such work related to this study has been reported in Sri Lanka. The main purpose of this study is therefore to determine the factors that influence the lower hierarchical employee turnover in the healthcare industry and recommend strategies on how an organization can retain employees or reduce employee turnover. A sample size of 300 respondents was selected from five sections of the hospital to gather information through a structured questionnaire. It was allocated proportionally among five strata. Stratified random sampling technique method was used to pick up respondents for this study. Descriptive statistics, such as mean, median and mode was used to analyze data. In addition, factor analysis was used to analyze the collected data in order to outline the major factors supposed to be influencing on employee turnover in healthcare industry. Of the variables related to job attributes four sub factors namely "job satisfaction", "professional development", "work commitment" and "job descriptions" were found to be significant. Similarly, of the variables related to organizational attributes again four factors were identified namely "personal values", "reliable", "management" and "confidence" and that for environmental attributes, "stay factors", "push factors" and "still factors" were found to be significant on employee turnover. The results indicated that low salary and remuneration packages, lack of recognition, lack of opportunity to grow and poor working conditions were key factors in determining the employee turnover. It is therefore recommended that, the management should pay attention to both hygiene factors and motivation factors and start employee retention programs.

Keywords: Employee Turnover, Healthcare, Factor Analysis

TABLE OF CONTENTS

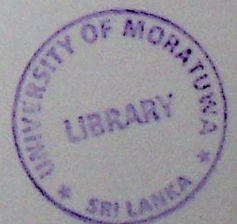
Declaration of the candidate and supervisor	i
Dedication	ii
Acknowledgement.....	iii
Abstract	iv
Table of contents	v
List of Figures	vii
List of Tables.....	viii
List of Abbreviations.....	x
List of Appendices	xi
CHAPTER 1	1
Introduction	1
1.1 Background of the Study	1
1.2 Factors Influence on ET of a Company	1
1.3 ET in Healthcare Services.....	4
1.4 Significance of the Study	5
1.5 Scope of the Investigation.....	5
1.6 Objectives	6
1.7 Outline of the Research.....	6
CHAPTER 2	7
Literature Review	7
2.1 Introduction.....	7
2.2 Definition of Employee Turnover.....	7
2.3 Types of Employee Turnover	7
2.4 Voluntary Turnover	9
2.5 Involuntary Turnover	9
2.6 Direct and Indirect Costs	9
2.7 Effects of Macroscopic on Employee Turnover	10
2.8 Factors Impacting on Employee Turnover	12
2.9 Summary	17
CHAPTER 3	18



Materials and Methodology.....	18
3.1 Introduction.....	18
3.2 Research Design	18
3.3 Sampling Technique and Sample Size.....	19
3.4 Statistical Techniques	21
CHAPTER 4	30
Results and Discussion.....	30
4.1 Introduction.....	30
4.2 Response Rate.....	30
4.3 Demographic Analysis.....	30
4.4 Factors Influencing ET	33
4.5 Association among Variables with the three Factors.....	39
4.6 FA for Variables under Job Factors	45
4.7 FA for Variables under Organizational Factors.....	55
4.8 FA for Variables under Environmental Factors.....	66
CHAPTER 5	74
Conclusions and Recommendations.....	74
5.1 Conclusions.....	74
5.2 Recommendations.....	75
5.3 Areas for future research.....	76
Reference List	77
Appendix A	87
Appendix B	93
Appendix C	94

LIST OF FIGURES

Figure 1.1:	Scope of the investigation	5
Figure 2.1:	The traditional turnover model - Source: Griffeth et al., (2000)	12
Figure 4.1:	Scree plot for variables in job factors	46
Figure 4.2:	Scree plot for variables in organizational factors	56
Figure 4.3:	Scree plot for variables in environmental factors	69



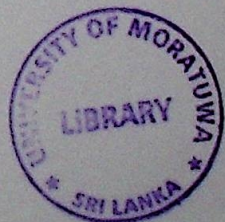
LIST OF TABLES

Table 3.1:	Distribution of the sample size	21
Table 3.2:	Advantages and Disadvantages	29
Table 4.1:	Number of questionnaires distributed among the department and their response	30
Table 4.2:	Gender distribution of sample	31
Table 4.3:	Age distribution of the sample	31
Table 4.4:	Marital status distribution of the sample	32
Table 4.5:	Education qualification distribution in the sample	32
Table 4.6:	Service length distribution in the sample	33
Table 4.7:	Useful descriptive statistics for job factors	34
Table 4.8:	Useful descriptive statistics for organizational factors	36
Table 4.9:	Useful descriptive statistics for environmental factors	38
Table 4.10:	Correlation matrix among 15 variables for job factors	40
Table 4.11:	Correlation matrix among 11 variables for organizational factors	42
Table 4.12:	Correlation matrix among 6 variables for environmental factors	43
Table 4.13:	Results of Bartlett's Test for Sphericity	43
Table 4.14:	Results of KMO measure of sampling adequacy	44
Table 4.15:	Results of eigen analysis for job factors	45
Table 4.16:	Unrotated factor loading of the 4-factor model	47
Table 4.17:	Factor loadings of 4-factor model after Varimax rotated for section job factors	49
Table 4.18:	Factor loadings of 4-factor model after Quartimax rotated for section job factors	50
Table 4.19:	Factor loadings of 4-factor model after Equamax rotated for section job factors	51
Table 4.20:	Summary of variables to be included in the 4-factor model	52

Table 4.21:	Factor score coefficients for section job factor	53
Table 4.22:	Results of eigen analysis for organizational factors	55
Table 4.23:	Unrotated factor loading of the 3-factor model for organizational factors	57
Table 4.24:	Unrotated factor loading of the 4-factor model for organizational factors	59
Table 4.25:	Factor loadings of 4-factor model after Varimax rotation for organizational factors	61
Table 4.26:	Factor loadings of 4-factor model after Quartimax rotation for organizational factors	62
Table 4.27:	Factor loadings of 4-factor model after Equamax rotation for organizational factors	63
Table 4.28:	Summary of variables to be included in the 4-factor model for organizational factors	64
Table 4.29:	Factor score coefficients for section organizational factor	65
Table 4.30:	Results of eigen analysis for environmental factors	66
Table 4.31:	Unrotated factor loading of the 2-factor model for environmental factors	67
Table 4.32:	Unrotated factor loading of the 3-factor model for environmental factors	68
Table 4.33:	Factor loadings of 3-factor model after Varimax rotation for environmental factors	70
Table 4.34:	Factor loadings of 3-factor model after Quartimax rotation for environmental factors	70
Table 4.35:	Factor loadings of 3-factor model after Equamax rotation for environmental factors	71
Table 4.36:	Summary of variables to be included in the 3-factor model for environmental factors	72
Table 4.37:	Factor score coefficients for section environmental factor	72

LIST OF ABBREVIATIONS

Abbreviation	Description
AIC	Akaike's information criterion
CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
ET	Employee Turnover
FA	Factor analysis
KMO	Kaiser-Meyer-Olkin measure
MSA	Measuring of sampling adequacy
PCA	Principal Component analysis
SBC	Schwartz's Bayesian criterion



LIST OF APPENDICES

Appendix A: Questionnaire for identify factors for lower hierarchical employee turnover

Appendix B: Required sample size for given margin of error and for a given population

Appendix C: Letter of permission