

Job satisfaction and intention to quit: An empirical analysis of nurses in Turkey

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Abstract

The aim of this study was to identify the facets influencing job satisfaction and intention to quit of nurses employed in Turkey. Using a non-probability sampling technique, 417 nurses from 6 large private hospitals were surveyed from March 2014 to June 2014. Nurses' demographic data, their job related satisfaction and turnover intention were recorded through a self-administered questionnaire. In this study, descriptive statistics, regression analyses, correlation analyses, ANOVA, and post-hoc tests were applied to examine the data. Nurses' job satisfaction was found at a moderate level. While about 61% of the nurses intended to leave the existing employment. Nurses conveyed a high satisfaction level with work environment, supervisors, and co-workers among the selected nine facets of job satisfaction. They also reported a low satisfaction level with contingent reward, fringe benefit, and pay among the facets. The impact of demographic characteristics on job satisfaction and intention to quit was also examined. The study revealed a negative relation between job satisfaction and intention to quit the existing employment. The implications for nurse management were also described for increasing nurses' job satisfaction and retention. So, this study seems to be beneficial for hospital management to ensure proper nursing care improving their professional facilities; that would lead to a better-quality healthcare service.

Keywords: Intention to quit; job satisfaction; nurse; nursing; Turkey

1. Introduction

Worldwide, the present shortage of nurses is a problematic agenda among the health care sectors. Consequently, the quality of the patient care services is decreased (Van Bogaert, Clarke, Roelant,

Meulemans, & Van de Heyning, 2010). So, ensuring high level of job satisfaction among nurses and taking proper precaution for not to leave their profession are prime concerns (Sabanciogullari & Dogan, 2014). European Commission expected that, by the year 2020, there will be a scarcity of 590,000 nurses in Europe (Flinkman, Isopahkala-Bouret, & Salanterä, 2013). According to recent report of OECD (Organization for Economic Co-operation and Development), there are 16.6 nurses for 1000 persons in Switzerland, 10.1 in Australia, 8.8 in the OECD countries, 8.6 in UK, and it is simply 1.7 in Turkey (OECD, 2013). In the contemporary studies, researchers acknowledged that the quality of patient care is allied with higher staffing levels in nursing. And, patient satisfaction for healthcare service is related to nurses' job satisfaction (Flinkman, Leino-Kilpi, & Salanterä, 2010; Hyrkas & Morton, 2013; Meeusen, Van Dam, Brown-Mahoney, Van Zundert, & Knape, 2011). Moreover, nurses' higher levels of dissatisfaction leads to turnover from nursing profession (Banaszak-Holl & Hines, 1996). Which generally creates staff shortage, increases overtime and job stress, increases burnout, longer patient waiting lists, and finally, as a consequence, increased displeasure among patients. The turnover of nurses also increases recruitment and orientation costs (Murrells, Robinson, & Griffiths, 2008).

Job satisfaction is the level of serenity that someone feels for work and this feeling influences the performance. In case of nurses' Job satisfaction, earlier research have revealed that it is negatively connected with nurses' intention to quit the workplace, even to quit their nursing profession (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010; Cowin, Johnson, Craven, & Marsh, 2008). So, proper understanding of factors of nurses' job satisfaction is essential for proactive managers to take necessary actions. Scholars identified individual characteristics, work requirements and policies, professional status, pay, working environment, coworker support, administrative style as important factors that influencing nurse' job satisfaction (Han & Jekel, 2011). Reviewing the past literature, it is explicit that there are additional influential job satisfaction factors for nursing. These are age, gender, marital status, organization itself, employment type, work duration, level of responsibility, payments, financial benefits, and recognition (Kacel, Miller, & Norris, 2005; Mrayyan, 2005). Moreover, Heinen et al. (2013) acknowledged that characteristics of the work setting, professional identity, job satisfaction, and burnout are the most persuasive factors that influence nurses' decision to remain or to quit their job. Earlier research shows that turnover in nursing is a logical consequence of nurses' job dissatisfaction. Initially, nurses quit the unit, then the hospital, and lastly the occupation (Iliopoulou & While, 2010).

In the Turkish healthcare system, there is acute shortage of nurses owing to extended working hours, inadequacy opportunities of on the job training, dearth of chances to work autonomously, and deficiency of care from their superintendents (Gök & Kocaman, 2011; Top & Gider, 2013). Besides, patient load has adverse impact on work settings and the psychological or/and physical health of the Turkish nurses (Arslan Yurumezoglu & Kocaman, 2015). To enhance nursing service quality, all influential factors of nurses' job satisfaction, dissatisfaction, and turnover intention should be disclosed for strategic managerial decision (Flinkman et al., 2013). To the best knowledge of the authors, studies on nurses' job satisfaction and their intent to quit the existing employment is very narrow in Turkey setting. The main thrust of this study was to scrutinize the level of job satisfaction of nurses, and to investigate the effects of sociodemographic characteristics on job satisfaction of nurses' employed in Turkish private hospitals. In addition, nurses' intention to quit from existing job position was also inspected in this study. The findings of the study should contribute to setting up new strategies to enhance

work related satisfaction of nurses and to retain them in the nursing profession as well as to improve the Turkish health care system.

2. Overview of the literature

In this section, we briefly describe the factors of job satisfaction, job dissatisfaction and intention to quit of nurses from the present workplace. Some keywords are examined including nurses, nursing, job dissatisfaction, job satisfaction, intent to quit, turnover intention, and Turkey in different combinations. On the basis of preceding research, the factors of job satisfaction among nurses and their intention to leave the existing position or occupation are influenced by individual attribute (e.g., gender, age, marital status, education qualification, and experience) and organizational factors (e.g., pay, promotion, different types of benefits, co-worker/supervisor support, and work environment).

2.1 Factors related to nurses' job satisfaction

Job satisfaction is defined as the emotional feelings as well as, sometimes, the behavioral expression for a job. The feeling is influenced by some job related factors such as pay, different types of benefits, recognition, working condition, relation with coworker and supervisors, and others (Cowin et al., 2008; Yilmazel, 2013). Similar to other professions, it is acknowledged that nurses' job satisfaction is inversely linked with their intention to quit their profession (Applebaum et al., 2010). Researchers discovered that highly satisfied nurses do not leave the existing job (Flinkman, Laine, Leino-Kilpi, Hasselhorn, & Salanterä, 2008). A review report on nurses' job satisfaction expressed that job satisfaction of nurses is positively associated with job stress, depression, and organizational commitment (Lu, Barriball, Zhang, & While, 2012). In addition, they identified that job satisfaction had a moderate relationship with some determinants e.g., role ambiguity, recognition, supervisor support, and coworker cooperation. They found a weak association with nurses' personal characteristics, for example, gender, age, years of experience, education level, and deal with strategies. They also revealed an inconsistent impact on job satisfaction for same determinants across nations. For instance, job satisfaction was strongly correlated with individual characteristics (e.g., age) among Turkey and US nurses (Çimen & Şahin, 2000; Kavanaugh, Duffy, & Lilly, 2006), but no correlation was found among nurses in China (Lu, While, & Louise Barriball, 2007). Van Bogaert et al. (2010) reported that job stress was positively associated with job satisfaction among nurses in Belgium, though no relationship was found among nurses in USA (Packard & Motowidlo, 1987).

Studies on nurses' job satisfaction in different countries exposed that job satisfaction is usually moderate or low in nursing profession (Akgöz et al., 2005; Asegid, Belachew, & Yimam, 2014; Sabanciogullari & Dogan, 2014; Yilmazel, 2013). Sizeable research is reported on nurses' job satisfaction and job dissatisfaction in various settings. For example, a survey on job satisfaction of 98110 nurses from nine countries conducted by Aiken et al. (2011) reported that job satisfaction was in peak in Germany (83%) after that USA (78%), New Zealand and Canada (67%), South Korea (64%), UK (63%), China (54%), and Japan (40%). Researchers argued that levels of nurses' job satisfaction may vary across samples and countries. They also stated that similar factors may not affect the level of job satisfaction in different countries (Zhu et al., 2012). In Greece, a study on cardiac certified clinical nurses revealed that 38% of nurses were unhappy with their supervisors and 34% with their colleagues (Iliopoulou & While, 2010). They also reported that 34% of them were satisfied with their hospital management, and 81% nurses

expressed payment/salary as a significant job satisfaction dimension. In addition, researchers explored some factors that lead to job dissatisfaction. These are low public appreciation for nursing profession or poor image of the profession, low wages, inadequate social opportunities, poor relationship with the management, lack of job security, inadequate involvement in decision-making processes, and inflexible working hours (Aiken, Sloane, Bruyneel, Van, & Sermeus, 2013; El-Jardali, Dimassi, Dumit, Jamal, & Mouro, 2009).

2.2 Nurse turnover determinants

Currently, turnover issue among the nurses is one of the prime concerns in healthcare sector. Keeping this in mind, researchers explored some significant factors that prompting nurses' decision to retain or to quit their profession. Applebaum et al. (2010) asserted that turnover intention of nurses is positively associated with nursing workload, stress for work, and burnout. Similarly, Meeusen et al. (2011) stated that emotional and psychological fitness of nurses are deteriorated because of excessive workload and lack of coworker and supervisor support. Consequently, turnover intention is increased. A survey on job satisfaction of healthcare professionals and their intention to quit the job reported that length of professional experience is an important factor for nurses' job satisfaction and their intent to quit from the profession (Kavanaugh et al., 2006). In addition, they found that individual characteristics (e.g., gender, age educational level, and race) are not liable for variances in job satisfaction. Recent studies indicate that nurse turnover or their intention to quit is associated with transformational leadership style (Raup, 2008) and participative governance in hospital (Gormley, 2011). Furthermore, Leiter, Price, and Spence Laschinger (2010) and Delobelle et al. (2011) described that nurses are inspired for their turnover intention more by managers/supervisors than by coworkers.

A myriad of research show that demographic characteristics are allied with nurses' turnover intention. In the recent works, researchers discovered an inverse relationship between turnover intention and individual's age in nursing profession (Chan, Luk, Leong, Yeung, & Van, 2009; Ma, Lee, Yang, & Chang, 2009). It is observed that nurses of Ireland reported a greater tendency of premature retirement because of being female, kinship responsibilities, high workload, and lack of training opportunities in the workplace (McCarthy, Tyrrell, & Lehane, 2007). Moreover, Delobelle et al. (2011) found that turnover intention of nurses is inversely related with years of nursing experience in South Africa, while, in Jordan, job satisfaction of nurses is positively correlated with years of nursing experience and their age (Mrayyan, 2005). Similarly, Chan et al. (2009) reported that fresh graduates are highly interested to leave the current position within their first year of nursing practice. However, Beecroft, Dorey, and Werten (2008) argued that fresh graduate nurses feel committed to the organization, and turnover intention is lower being happy with their professions and pay. Some recent works show that turnover intention of nurses is positively associated with higher levels of nursing education (Delobelle et al., 2011; Stewart et al., 2011). Besides, Chan et al. (2009) revealed that educational level of nurses is strongly correlated with their turnover intention or intention to stay in the organization. They reported that the higher level of education, the higher level of turnover in current position. On the contrary, Borkowski, Amann, Song, and Weiss (2007) stated that greater professional commitment in nursing is correlated with higher education of nursing (e.g., Bachelor/master's degree/PhD.). They also expressed that a highly educated nurse bears lower intention to quit the profession.

In a contemporary study, Meeusen et al. (2011) reported that lack of fairness, politics, threats to personal safety, and the risk of possible layoffs are causes of increased job dissatisfaction among

nurses. In a recent study, researchers explored that job satisfaction has a moderate relationship with supervisor support, coworker support and recognition in nursing (Lu et al., 2012). Also, they reported that pay, fringe benefits, and contingent rewards are associated with nurses' job satisfaction, and these factors are highly related with turnover intention. Some research show that pay and financial benefits are considered as the most significant factors for job satisfaction in case of male nurses compared to that of female nurses (Borkowski et al., 2007; Chan et al., 2009). In addition, Leiter et al. (2010) stated that intention to leave the nursing profession is associated with support of nursing staff and manager's ability. In the same way, Tourangeau and Cranley (2006) concluded that nurses are more likely to continuing work in current position who perceived their team members as cohesive and supportive.

2.3 Nursing in Turkey

Past studies have identified, in generally, nurses' job satisfaction is at a moderate level in Turkey (Akgöz et al., 2005; Sabanciogullari & Dogan, 2014; Yilmazel, 2013). However, in a study on job satisfaction of Turkish health employees, Cimete, Gencalp, & Keskin (2003) explored job satisfaction is at the lowest among the professional groups in Turkey. Erdem et al. (2008) also revealed a similar result. A recent study indicates that the main reasons of nurses' turnover intention is poor working conditions and adverse perception of nursing profession in Turkish society (Gök & Kocaman, 2011). Similar to that, a survey on 397 Turkish nurses at health application and research center of Uludag university explored low level of job satisfaction in nursing (Akgöz et al., 2005). In that study, the majority of nurses (68%) perceived a low job satisfaction level. Moreover, Sabanciogullari and Dogan (2014) conducted a research on 2122 nurses in Turkey. They explored a strong positive correlation between nursing professional identity and nurses' job satisfaction. In addition, collectively 15.5% of the nurses informed that they are intent to leave their job because of professional identity crisis and lower job satisfaction.

A recent work on 195 medical secretaries and 677 nurses conducted by Top and Gider (2013) assessed job satisfaction in Turkey. They revealed that organizational commitment has a strong positive correlation with nurses' job satisfaction. They also reported that demographic characteristics of nurses, for example, gender, age, level of education, marital status, salary, years of experience in the hospital, and type of hospital ownership influence the job satisfaction of nurses. As well, Çimen and Şahin (2000) stated that the job satisfaction level of nurses is increased in parallel with the increasing age. Similarly, Aslan and Akbayrak (2002) reported that the more the nursing experience the more the satisfaction in nursing profession. Paşaoğlu and Tonus (2014) identified nurses' job satisfaction at low level during first 5-years. They also stated that nurses' job satisfaction usually increase along with their increased working experience in hospitals. Furthermore, Yıldız, Ayhan, and Erdoğan (2009) identified a positive effect of sociodemographic characteristics, level of job satisfaction, and motivation on nurses' turnover intention in Turkey. They also found supervisory support as an important determinant among the organizational factors of nurses' turnover intention. Besides, they revealed working hours as a significant factor of nurses' intent to quit the existing job in Turkey. In this work, the job satisfaction facets were scrutinized in nursing profession. The impact of sociodemographic characteristics on job satisfaction was also examined along with the intention to quit among nurses at the healthcare sector in Turkey.

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220 3. Objectives of the study

221 Evaluating nurses' job satisfaction at private hospitals of Turkey and scrutinizing their intent to
222 quit the existing employment are the prime objectives of this study. Besides, there are some
223 specific objectives:

- 224 • To identify the elements of job satisfaction among nurses;
- 225 • To quantify the level of nurses' job satisfaction;
- 226 • To measure the level of intention to quit among the nurses;
- 227 • To investigate the association between nurses' job satisfaction and their intent to quit the
228 existing workplace;
- 229 • To examine the effects of sociodemographic variables (e.g., as gender, age, marital status,
230 education level, and years of nursing experience) on job satisfaction and intent to quit.

231

232 4. Methods

233 4.1 Sample and data collection procedures

234 In this study, a cross sectional survey was employed since this type of survey is suitable to
235 describe relationships between variables. Six private hospitals of Kocaeli – a province of Turkey
236 were selected to conduct the survey. It was a face-to-face survey. The questionnaire contained a
237 cover letter, a permission form, and the purpose of the research with brief description, and
238 guidelines on how to fill up the questionnaire. The sample comprised of nurses employed in the
239 pediatric ward, general ward, intensive care, and day ward settings. Non-probability sampling
240 technique was employed. Usable questionnaire was 417. A total of 552 nurses participated in the
241 study, representing 13.98% (417/2982) of the total population from the six hospitals. The fitness
242 criteria of the participants were ensured in all the hospitals. These six hospitals were selected
243 because of their state-of-the-art medical facilities for large numbers of patients from different
244 socio-economic levels. In this study, public hospitals were not included owing to the prolonged
245 requirements to have permission granted for data collection.

246 4.2 Instrumentation

247 A structured questionnaire was developed from the literature of earlier studies on nurses' job
248 satisfaction. The questionnaire was divided into three segments. The first segment was composed
249 of demographic characteristics such as gender, age, marital status, education level, working
250 position/title, years of nursing experience, working schedule, etc. The second segment included
251 36 items that are related to job satisfaction developed by (Spector, 1985). These items are
252 acknowledged as the Job Satisfaction Survey (JSS). In this study, these 36 items measured job
253 satisfaction among nurses. The items were addressed nine factors; pay, promotion, contingent
254 rewards, fringe benefits, operating procedures, work environment, coworkers, supervision, and
255 communication. The nurses were requested to opine using a 6-point Likert scale (where, 1 =
256 strongly disagree to 6 = strongly agree). Nearly one fourth of the items were described in an
257 affirmative manner and the rest of items were in a negative manner. So, the scores of items in
258 negative manner required to be inverted before analysis. The last segment contained 1 item.

Nurses were asked to rate a 4-point Likert scale (Where, 1= very unlikely to 4 = very likely) to express their intent to quit the present workplace in the coming year.

4.3 Reliability and Acceptability estimates

Cronbach's coefficient (α) for each selected facet of the JSS ranged from 0.73 to 0.92 (normally 0.6 and above is acceptable), which specifies the internal consistency of data (Spector, 1985). Firstly, a pilot test was conducted to validate the questionnaire with 30 nurses who were not incorporated in the sample. The instrument is acceptable as response rate was appreciable. Acceptability was considered in terms of missing responses rates and refusal rates (Fitzpatrick, Davey, Buxton, & Jones, 1988). Finally, the modified questionnaire was served to 650 nurses in six Turkish private hospitals. 552 nurses filled up the questionnaires and response rate was 84.92%. The response rate of each hospital varied from 90% to 98%. After analyzing missing data, we found that 87% respondents have no missing values for the entire set of 54 items.

4.4 Ethical Considerations

Ethical approval was provided by Marmara University ethics committee, and all study works were accomplished compliant with the national ethics regulations of Turkey. The questionnaire completion was deliberate and anonymous. The privacy of data was assured and maintained. All participants provided their written consent to participate in this study.

4.5 Data analysis

For data analysis, SPSS (Statistical Package for the Social Sciences; version 22; Chicago, IL, USA) was used as statistical software. In this study, both descriptive and inferential statistical analyses such as regression analyses, correlation analyses, ANOVA, and post-hoc tests were performed to achieve objectives. For statistical significance, a level of $p < 0.05$ was used as a cut-off.

5. Findings

A total 417 questioners were completed and returned by the respondents which represent 75% of targeted nurses (total 552). Among them, male respondents were 155 and remaining 262 were female nurses working at 6 private hospitals. The age range among the participated nurses was 21 to 60 years (mean: 31.58 and SD: 6.0). The average experience of these nurses were 12.7 years (SD: 6.3) with a range from zero to 36 years. The descriptive statistics of these nurses are shown in table 1.

The JSS items along with their subscales (facets) were listed in table 2 in an ascending order. In order to focus on their magnitude to respondents' job satisfaction, mean and standard deviation for each item was also presented accordingly. If the mean value for any item is more than or equal to four, this means that the respondents are satisfied for that particular item. Again, if an item scores less or equal to 3, it appears that the respondents were dissatisfied with that particular item. A mean value in between 3 and 4 show ambivalence; thereby the calculation is the percentage of mean value divided by the mean of maximum possible total (that is 6) specifies respondents' level of satisfaction for that item. Table 2 also incorporates the percentage of nurses

who gave responses of “moderately agree” or “strongly agree”, with the purpose of determining the factors that are allied with the highest level of satisfaction.

[Insert Table 1]

[Insert Table 2]

From table 2, it is seen that the mean satisfaction level for the respondents was 3.46 out of 6 (SD = 0.42), which means that the average satisfaction level is 58%. From the table, it is also evident that higher scores were assigned by respondents to specific items such as “I like my work environment”, “my coworkers are comfortable to me”, and “I enjoy the administration of my supervisor”. However, lower scores were assigned to the items i.e. “I feel my efforts are not rewarded properly”, “I feel heavy workload pressure”, and “I am not satisfied with my salary”. According to the results from table 2, the highest satisfactory facets were “work environment” “supervision”, and “coworkers”, while “fringe benefits” and “contingent rewards” were the least satisfactory facets among nurses.

We also tested nurses’ intention to quit the existing job settings with relation to present job satisfaction by asking “Considering your career aims, do you want to change your present workplace in the coming year?”. The results for this single statement are shown in table 3. It is seen that the mean intent to quit score was 2.81 out of 4 (SD = 0.62), which means that 60.9% nurses reported that they want to leave the present workplace within one year. So, in the table 3, it is observed that 24.4% nurses were reported that they “very likely” to leave their present workplace in the next year. Similarly, 36.5% respondents reported that they are “likely” to leave their present job settings in the next year. Moreover, the linear regression test revealed a significant relationship between the level of nurses’ job satisfaction and their intent to quit the existing employment within one year ($F = 28.2$, $p < 0.001$). Moreover, It is revealed that job satisfaction of nurses was strongly and negatively associated with turnover decision ($r = -0.723$, $p < 0.01$).

Scheffé's method was run for examining the relationship between job satisfaction of nurses on their promotion and work unit. It was found that Scheffé' F score 6.71 ($p = 0.03$) with the correlation $r = 0.22$ ($p = 0.01$). While testing post-hoc for the possible interaction (family alpha = 0.05), the results revealed that General Ward nurses’ satisfaction level was higher than that of Pediatric Ward, Incentive care, and Day Ward. This result was significant since $p = 0.045$. The correlation between nurses’ fringe benefit and work unit was also found significant ($r = -0.25$, $p = 0.001$) and the Scheffé' F score was 11.68 with $p = 0.03$. While testing post-hoc for the possible interaction (family alpha = 0.05), the results revealed that Day Ward nurses’ fringe benefits were higher than that of Pediatric Ward, General Ward, and Incentive care ($r = -0.18$, $p = 0.001$). Now, Scheffé' F score for contingent rewards and work unit was 10.59 ($p = 0.001$) with correlation $r = -0.19$ ($p = 0.001$). The mean satisfaction for contingent rewards was found higher among the General Ward nurses, than that of Pediatric Ward, Incentive care, and Day Ward nurses ($p = 0.001$). This was tested for the post-hoc testing of the possible interactions at a family alpha of 0.05.

[Insert table 3]

The differences of study results between the two main study variables (job satisfaction and intent to quit of nurses) with relations to major demographic variables were also examined. First, independent t-test was run to examine whether there is any differences based on “gender” of the

nurses. The results revealed that male participants ((mean = 3.44, SD = 0.52), $t = 0.63$, $p = 0.002$) were scored slightly, but not significantly, lower than the female respondents (mean = 3.48, SD = 0.31) in terms of their present job satisfaction level. However, an opposite result was found in case of nurses' intent to quit the present workplace, where female participants ((mean = 2.98, SD = 0.62), $t = 0.54$, $p = 0.03$) were scored higher than their counterpart (mean = 2.64, SD = 0.51).

Next, the differences in job satisfaction and intention to leave was determined with respect of respondents' marital status. The results from sample t-test were revealed a significant difference in job satisfaction; married participants ((mean = 3.82, SD = .41), $t = -2.21$, $p = 0.000$) were scored significantly higher than single participants (mean = 3.10, SD = 0.32). Moreover, a significant difference in intent to quit based on respondents' marital status; single participants (mean = 2.90, SD = 0.63), $t = 0.72$, $P = 0.003$) were scored moderately higher than married participants (mean = 2.72, SD = 0.52).

In order to test the differences in job satisfaction and intention to leave based on different educational backgrounds of nurses, we used Scheffé's method. It is seen that nurses' job satisfaction and educational level ($r = -0.35$, $p < 0.001$) with Scheffé' F score 11.58 ($p < 0.001$). In post-hoc testing of the possible interactions at a family alpha of 0.05, the mean satisfaction of nurses with diploma degree was higher than nurses with bachelor degree and master degree holders ($p < 0.001$). On the other hand, it is observed that nurses' intent to quit and their educational level ($r = 0.26$, $p = 0.01$) with Scheffé' F score 5.76 ($p < 0.001$). In post-hoc testing of the possible interactions at a family alpha of 0.05, the mean intent to quit of nurses with Master degree holder was higher than nurses with diploma degree, and bachelor degree holders ($p < 0.001$).

Additionally, the Pearson correlation was tested to examine the relationships within respondents' demographic variables; job experience and age with job satisfaction. A similar test was run with intent to quit and same variables. Job satisfaction was significantly and positively correlated with age ($r = 0.601$, $p = 0.02$); and experience ($r = 0.661$, $p = 0.02$). Intent to quit was significantly and negatively correlated with age ($r = -0.17$, $p = 0.02$), the older nurses reported less intent to quit than younger nurses, and positively correlated with experience ($r = 0.35$, $p = 0.02$).

In summary, a statistically-significant negative relationship is revealed from the results between the two main study variables job satisfaction and intent to quit among the nurses. A significant positive rapport is found between nurses' job satisfaction and age. Similar result also explored for nursing experience. But, a significant negative relationship with intent to quit is found for age and nursing experience. Female nurses and married nurses were scored to possess greater job satisfaction than unmarried nurses, and male nurses. For intent to quit, male nurses and unmarried nurses were found to have higher score than female nurses and married nurses. Nurses with diploma were found to have the highest level of job satisfaction in comparison to others and the nurses with master degree were found to be the lowest. While, considering intent to quit, the nurses with master degree were found to have the highest level possibilities, while the nurses with bachelor degree were scored the lowest.

6. Discussion

This study occupied a significant gap in the existing knowledge of nurses' job satisfaction and their intent to quit in Turkey setting. This study explored that nurses' job satisfaction score was

3.46 (out of 6) i.e. the average satisfaction level was 58%. So, the job satisfaction of Turkish nurses was at moderate level. This result is consistent with earlier studies on Turkish nurses (Akgöz et al., 2005; Sabanciogullari & Dogan, 2014; Yilmazel, 2013). However, this result is contrasted with the study of Erdem et al. (2008), who revealed that most Turkey nurses were dissatisfied with their profession. Besides, the present study concluded that job satisfaction among nurses is significantly and negatively associated with intent to quit. The finding is similar to survey of Turkey nurses (Gök & Kocaman, 2011), study focusing on nurses working in American (Applebaum et al., 2010), study of Greek nurses (Iliopoulou & While, 2010), and survey of English nurses (Frijters, Shields, & Price, 2007). In addition, 60.9% of nurses reported their strong intention to quit their existing job place in the next year.

Among the nine faces of job satisfaction, nurses collectively expressed high level of satisfaction with work environment, supervisors, and coworkers. However, contingent rewards, fringe benefits, and pay were reported with low satisfaction; that were highly related to their intent to quit. Similarly, Iliopoulou and While (2010) identified supervisor support as an important factor of nurses' job satisfaction that is congruent with this study. Moreover, they stated lower pay and financial benefits are causes of dissatisfaction among nurses that are consistent with this study. In addition, the recent study supported that nurses' intent to quit the existing workplace is influenced more by managers or supervisors than by coworkers (Delobelle et al., 2011). Likewise the present study, a study on general nurses conducted by Chan et al. (2009) and Heinen et al. (2013) found high satisfaction with coworkers, but dissatisfaction with their extrinsic rewards and professional opportunities. Moreover, Leiter et al. (2010) stated that nurses' intentions to continue the current employment was related to manager's capability and care of nursing staff. The results of present study supports the finding of Tourangeau and Cranley (2006), who identified that nurses felt more satisfaction and more likely to stay in hospitals when they perceived their coworkers as cohesive and supportive. In the contemporary research on Turkey, conducted by Yıldız et al. (2009), also showed supervisory support as the third major impact on the nurses' intention to quit.

The recent studies on nurses' job satisfaction indicate that pay, promotion, contingent rewards, and fringe benefits play a significant role in job satisfaction (Han & Jekel, 2011; Top & Gider, 2013) that are consistent with the present findings. In the present study, nurses of general ward reported a higher satisfaction level in terms of promotion and contingent rewards than nurses who working in other units, and nurses of day ward reported higher satisfaction in term of fringe benefits than nurses who working in other shifts. So, most of nurses were not satisfied in terms of promotion and fringe benefits. Interestingly, Seo, Ko, and Price (2004) reported that Korean nurses would become very unhappy if they perceived that nurses in same position elsewhere were being better rewarded. In the same way, Frijters et al. (2007) revealed that Chinese nurses were displeased with pay and promotions. In contrast, Chan et al. (2009) revealed an insignificant relation between pay and nurses' job satisfaction. They also stated nurses were displeased because of unfair promotion policy, lower career advancement opportunities, and less chances of liberated work that highlights decision making, critical thinking, autonomy, and delegation proficiency aspects of nursing.

It is discovered that nurses' job satisfaction and their intent to quit the present workplace are signally influenced by personal characteristics of nurses. In this study, nurses conveyed that job satisfaction was positively associated with age. The results are congruent with the past research of Çimen and Şahin (2000), that indicates the job satisfaction level of Turkish nurses increases

in parallel with the increasing age, while Chinese nurses reported very weak relationship between job satisfaction and age (Lu et al., 2007). Usually, one's expectations become more realistic along with his/her maturity. The present study found a significant and negative correlation between nurses' intent to quit and nurses' age, which is consistent with recent research (Delobelle et al., 2011; Ma et al., 2009). Furthermore, female and married nurses reported higher job satisfaction, while male and single nurses expressed higher intent to quit the current workplace. These findings are congruent with prior research (Top & Gider, 2013; Torkelson & Seed, 2011). In terms of intent to quit, it is revealed that financial benefits are imperative factors of intent to quit for males nurses compared to females (Borkowski et al., 2007; Kacel et al., 2005) that supports the present findings. Similarly, Lu et al. (2012) identified male nurses, particularly single, are more exposed to burnout than married nurses.

Nurses reported that professional experience is positively correlated to their job satisfaction i.e. nurses with less work experience are more dissatisfied with their job compared with experienced nurses, which is congruent with the earlier research of Kavanaugh et al. (2006). Past researchers claimed that years of nursing experience and age are related variables for one's job satisfaction that is also consistent with the present results. Usually, younger nurses who have not as much of professional experience are more displeased with their workload, pay, financial benefits, promotion, professional support, and the opportunity to continue their education (Torkelson & Seed, 2011). It is reported that the experienced nurses (more than 15 years) conveyed less intent to quit from the existing workplace compared with younger nurses. Similarly, some contemporary studies stated that young nurses, especially new graduate, have a higher intent to quit the existing workplace within the first year of practice (Beecroft et al., 2008; Chan et al., 2009; Delobelle et al., 2011). However, the present findings are not similar to earlier results of Mrayyan (2005). Also, Lu et al. (2012) stated that the intent to quit of nurses is weakly associated with year of age and years of job experience.

Chan et al. (2009) revealed that nurses' educational levels are not strongly related to job satisfaction and intent to quit. The present study reveals a opposite results. Nurses with master's degree were the most dissatisfied nurses with their job than nurses with diploma and bachelor degrees. In addition, nurses with master's degree have a higher level of intent to quit the current employment than others. Similarly, some prior research explored that highly educated nurses are more likely to leave the existing workplace. They are conscious for their career advancement, and seek alternative employment opportunities because of inadequate work opportunities and benefits in their current organization (Delobelle et al., 2011; Stewart et al., 2011). However, the present study rejects the finding of Borkowski et al. (2007), who stated that higher education level (for example, master's degree in nursing) is correlated with enhanced professional commitment, and it declines possibility of intent to quit the existing employment as well as the nursing profession. In the same way, Liu et al. (2012) did not found any strong relation between nurses' job satisfaction and their educational qualification.

The job satisfaction factors of Turkish nurses were examined carefully to develop a strategic plan to enhance their satisfaction in organizations. Consequently, the likelihood of intent to quit among nurses will be reduced. The present findings are consistent with previous research conducted in other nations. The significant difference among the nations seems to be the ranking of certain job satisfaction variables over others and cultural dissimilarities which is innate in the healthcare delivery systems of different nations.

7. Implications for the nurse managers

Implementation of proper motivation programs would enhance job satisfaction and decrease intent to quit of Turkish nurses, which ultimately may increase healthcare service quality. Nursing managers can practice co-management models for nurses. Nurses can take part in professional activities such as contribution in decision making in nursing practices to rise their sense of belonging in the organization (Aiken et al., 2013; Flinkman et al., 2010). Also, proper steps for nurse education that provides confidence in nursing practice. Consequently, their job satisfaction is increased. So, it is important that nursing administrators and employers should inspire and allocate adequate resources for development of nurses, thus they can avail and take part in instructive programs and meetings (Aiken et al., 2013; Asegid et al., 2014).

Retaining the qualified nurses is a challenge in all organizations. To retain nurses, managers should take initiatives to identify and assess the job satisfaction factors of nurses. Managers ought to routinely screen for indications of dissatisfaction by conducting job satisfaction surveys. Sometimes, nurses' intent to apply positions on different units or hospitals; it may be the first signs of their job dissatisfaction. For increasing job satisfaction and retention, the managers ought to ensure professional opportunities such as working with skilled peers, providing unceasingly support to nurses, endorsing collaborative nurse–physician relationships, securing adequate staffing, advocating and helping control over nursing practice, increasing clinical autonomy, and promoting nurse education (Hayes, Bonner, & Pryor, 2010).

Highlighting the factors of nurses' job satisfaction, the present study suggests a suitable and strategic plan for Turkish nurses thus the probability of intent to quit may be minimized from their existing workplace as well as nursing profession. The present study provides a guideline for hospital management to identify the positive and negative factors of job satisfaction among nurses. Identifying the positive factors of job satisfaction, management will ensure its continuance. Addressing negative factors, healthcare policy makers and hospital management will be able to take necessary measures to improve nurses' job satisfaction, thus nurses' intent to quit will be reduced.

8. Conclusion

Job satisfaction is a noteworthy issue for ensuring proper nursing care in healthcare sector. Furthermore, job satisfactions of nurses confirm quality healthcare services and enhance their professional commitment. The present study was explored the important factors of job satisfaction among the nurses who were employed in Turkey. This study was highlighted the testimony of the rapport between nurses' job satisfaction and their intention to quit from existing workplaces. Nurses collectively expressed their job satisfaction at a moderate level. The findings of this study was underlined the significance of fair promoting opportunity, fringe benefits, and contingent rewards as a due footstep in improving job satisfaction and retention among nurses. Amongst the nine job satisfaction factors, nurses reported a higher satisfaction level with their work environment, supervisors, and coworkers. It indicates that the work environment is very favorable to the nurses; nurse managers are cooperative and following effective leadership style; all nurses are bearing responsive and helpful attributes for coworkers. Moreover, this study was indicated the impact of demographic variables on nurses' job satisfaction and retention. The findings of this study were compatible with comparative studies in different nations. According to the earlier research, the job satisfaction is negatively interrelated with intention to quit among

the nurses which is congruent with the contemporary studies. So, low satisfaction hampers the quality of healthcare services and builds intent to quit the organizations. Consequently, organizations might suffer from different direct and indirect harms.

9. Limitations and future research

In this study, the sample size was relatively small and limited to nurses who were employed among the private hospitals, province of Kocaeli, Turkey. Thus the findings are applicable to this sample only. For future research, a larger and representative random sample of nurses from both private and public hospitals can be recruited. Although the findings of this study are congruent with past studies, caution is required in drawing any firm conclusions for other nations. Further examination is encouraged owing to the multidimensional nature of the both concepts - job satisfaction and intention to quit. An ethnographic qualitative research approach would be better addressed, in which nurses can express their experiences and needs. This approach should permit the academics to achieve a comprehensive understanding of both cultural and individual nursing points of view.

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Table 1(on next page)

tables

Table 1. Demographic characteristics of the nurses (n = 417) Table 2. The means and standard deviations for all items of nine facets of the job satisfaction survey Table 3. Descriptive values for nurses' intention to quit the present workplace

Tables:

Table 1. Demographic characteristics of the nurses (n = 417)

Particular	Percentage (%)	Frequency
<i>Gender</i>		
Male	37	155
Female	63	262
<i>Age Group</i>		
21-25	23.5	98
26-30	30.7	128
31-35	19.6	82
36-40	14.0	58
41-45	7.6	32
≥ 46	4.6	19
<i>Marital status</i>		
Single	32.8	137
Married	55.4	231
Widowed	7.2	30
Divorced	4.6	19
<i>Education level</i>		
Diploma/ Associate degree	58	242
Graduate (Baccalaureate)	35.3	147
Master of science	6.7	28
<i>Working experience</i>		
≥ 5 year	23.5	98
6 – 15 year	32.6	136
16 – 25 year	26.9	112
26 – 35 years	10.1	42
≤ 36 years	6.9	29
<i>Unit</i>		
General Ward	25.7	107
Pediatric Ward	7.2	30
Incentive care	24.2	101
Day Ward	42.9	179
<i>Schedule</i>		
Permanent morning	24.2	101
Permanent night	18.5	77
Rotating day	57.3	239

Table 2. The means and standard deviations for all items of nine facets of the job satisfaction survey

Subscale	Items	Mean	Standard deviation	Rating nurses with opinion as strongly agree or moderately agree (%)	Satisfaction ranking (descending)	Facet Mean of satisfaction	Facet standard deviation
Pay	Pay1	2.79	1.60	18.7	30	3.25	0.16
	Pay2	3.26	1.53	16.2	34		
	Pay3	3.28	1.31	23	23		
	Pay4	3.45	1.61	31.9	11		
Promotion	Pro1	3.01	1.35	18.7	31	3.34	0.25
	Pro2	3.30	1.30	26.3	15		
	Pro3	3.52	1.64	23.7	20		
	Pro4	3.54	1.48	28	13		
Supervision	Sup1	3.79	1.58	40	4	3.87	0.15
	Sup2	3.79	1.47	34.4	9		
	Sup3	3.81	1.52	35	7		
	Sup4	4.17	1.53	43.2	3		
Fringe benefits	Fri1	2.64	1.23	12.4	35	3.20	0.28
	Fri2	3.20	1.40	21.9	24		
	Fri3	3.21	1.51	19	28		
	Fri4	3.53	1.36	23.7	21		
Contingent rewards	Con1	3.01	1.47	18.7	33	3.14	0.12
	Con2	3.08	1.44	18.7	32		
	Con3	3.19	1.45	21.9	26		
	Con4	3.29	1.38	21.9	25		
Operating conditions	Ope1	2.69	1.24	11.2	36	3.25	0.46
	Ope2	3.34	1.46	24	18		
	Ope3	3.44	1.58	25.6	17		
	Ope4	3.64	1.39	24.4	19		
Coworkers	Cow1	3.28	1.44	26.3	16	3.84	0.59
	Cow2	3.39	1.33	21.2	27		
	Cow3	4.27	1.39	43.9	2		
	Cow4	4.21	1.67	52.7	1		
Work environment	Nat1	3.67	1.46	30.7	12	3.89	0.15
	Nat2	3.90	1.63	34.4	10		
	Nat3	3.95	1.43	35.7	6		
	Nat4	4.23	1.47	38.8	5		
Communication	Com1	3.13	1.65	23.7	22	3.35	0.31
	Com2	3.13	1.42	19.3	29		
	Com3	3.33	1.33	27.5	14		
	Com4	3.79	1.59	35	8		

Table 3. Descriptive values for nurses' intent to quit the present workplace

Level	Frequency	Percentage (%)
Very unlikely	93	22.3
Unlikely	70	16.8
Likely	152	36.5
Very likely	102	24.4