

A Study on AQ (Adversity Quotient), Job Satisfaction and Turnover Intention According to Work Units of Clinical Nursing Staffs in Korea

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Abstract

The objectives of this study are to identify the relationship between AQ (Adversity Quotient), job satisfaction and turnover intention according to work department of clinical staff nurse in Korea. 262 staff nurses (255 Female and 7 male) with a mean age of 27.91 years old was analyzed. The general ward unit of participants was 48.2% and special unit of them was 51.8%. A structured self-reported questionnaire was used to assess Sociodemographics, AQ, job satisfaction and turnover intention. Data analysis was done for descriptive analysis, T-test, ANOVA test and correlation analysis. AQ and job satisfaction were significantly high score among special unit's nurses than general ward's (AQ; $t=-1.874$, $p=.025$, Job satisfaction; $t=-2.44$, $p=.015$). But turnover intention was not explained significantly difference. The correlation between AQ and job satisfaction looked significant. Also, job satisfaction and turnover intention were significantly correlated. Therefore, minimizing the turnover intention to increase the job satisfaction will be considered in order to reduce turnover rate of nurses for increasing efficient hospital administration and nursing productivity and also increasing nursing contribution in hospital organization.

Keywords: Adversity, Job Satisfaction, Turnover

1. Introduction

In modern industrial society, there were increased the need for high-quality medical services such as increase of life expectancy, development of medical technology, changes in perceptions of medical services and improvement of the economic level. An increased consumer demands for medical services with high level and changes in the health care environment increased even more stress of health workers. Nurse is a stressful profession such as stress of shift work, job stress, stress of interpersonal relationship, responsibility on high quality of nursing service, such stress is a factor that increases the turnover rate for nurses. Nurses' turnover has a negative effect on quality as well as cost-effectiveness of healthcare service. In addition, an increase of nurses' turnover rate lead to decline in the quality of nursing services as well as decrease in patient satisfaction.

Also it causes economic loss such as adoption costs of new human resources and costs of alternative human resources. Specially, the composition ratio of nursing staff in a variety of human resources within the hospital¹ is the highest, 44.4%, labor costs of nursing staff reach to about 43.3% of the entire medical institution budget¹. Therefore management of nursing staff is an important element in the management of the quality of hospital medical services. Also strategies for turnover reduction of nurses are a core element of the policy of the hospital and education of employees². To reduce the turnover of nurses, various studies were done. Recently, psychosocial area has emerged as a factor affecting turnover. AQ (Adversity Quotient) tells how well a person can withstand adversity and his/her ability to surmount it³. That AQ is the subjective beliefs of individuals who become to feel when you bumped into adversity in the course of an individual to adapt to organization⁴.

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So far various research have studied about nurses' turnover by many researchers. As a result it reports that there is a close relationship between those of the turnover and job satisfaction^{5,6}. In other words, the more satisfaction to the job is the less turnover intention to change the job, if nurses actively perform the duties and increase the job satisfaction, it is possible to reduce invisible losses be caused by turnover and absenteeism⁷. Also it reports that turnover intention affected by various factors, one of them is the work department. In the study of Shin & Cho⁸, the turnover and job stress depend on work department, work department is one of influence factors of the turnover. Turnover rate is an important aspect of the management of the quality in health care services, there is a need for management in order to reduce the turnover rate. In previous research, it has reported about job stress, job satisfaction and burnout, but it is not yet studies about AQ known definitive character intended turnover as psychosocial factors.

This study was to explore the relationships between AQ is one of psychosocial area, job satisfaction and turnover intention according to work department of clinical staff nurse in Korea for contributing to reduce the turnover of nurses.

2. Methodology

2.1 Design

A cross-sectional, descriptive survey design was used for this study.

2.2 Ethical Consideration

This research approved by the Institutional Review Board (IRB No; HY-13-08-02). The content of informed consent form including the purpose of this study, potential risk and inclusion criteria was explained, the researchers received the consent. After completion of the questionnaire, each participant was given a ballpoint pen as a token of appreciation.

2.3 Procedures and Sampling

This study was approved meetings by the directors of nursing department of each hospitals. The researchers discuss survey procedures, questionnaire, data-collecting method with directors of nursing department. Data collected from September 1 to October 10, 2013,

data collecting was conducted 5 hospitals located in a metropolitan of Korea. Participants in the survey for this study were 262 staff nurses (255 Female and 7 male) with a mean age of 27.91 years old.

2.4 Measurement and Data Analysis

The measurements included general characteristics, AQP (Adversity Quotient Profile), job satisfaction and turnover intention by self-report structured questionnaire. The AQP developed by Stoltz⁹ and used to measure the human response to cope with adversity. An, Woo, Song, & Kim⁴ translated and validated reliability of the Korea version of AQP⁴. The subscales use a five-point Likert scale. The subscales address control (5 question), origin & ownership (5 question), reach (5 question), endurance (5 question). The total score is 200 points. The scale of job satisfaction developed by Torres¹⁰ and modified by Choi¹¹. It is 20 item, 5 Likert scale and higher score means more job satisfaction. The scale of turnover intention developed by Mobley¹². It is 5 item, 5 Likert scale. The data was analyzed using descriptive analysis, Cronbach's alpha test, T-test, ANOVA and Pearson correlation coefficients with SPSS 20.0 window program.

3. Results

3.1 Descriptive Result

The general ward of participants was 48.2% and special unit of them was 51.8%. 97.3% was female and 50.4% was college degree of education. Total mean career as RN was 65.35 months, and mean working time per week was 45.93 hours. 56.1% had personal stress coping method, but perceive health status was 2.48 point (rang 1~5). As a result, reliability of dependent variables were showed high score (AQ: .829, Job satisfaction: .770, Turnover intention: .821). Total mean score of AQ was 131.95 (SD:16.97, range:88-196) and Job satisfaction was 3.11 (SD: 0.33, range: 1.60-4.30). Finally Turnover intention's mean score appeared 3.31 (SD: 0.73, range: 1.20-5.0). AQ of participants showed high level. Job satisfaction and Turnover intention were slightly high than middle score) Table 1.

3.2 Difference Level of Variables According to Work Units

AQ and job satisfaction were significantly high score among special unit's nurses than general ward's (AQ; $t = -1.874$, $p = .025$, Job satisfaction; $t = -2.443$, $p = .015$). But turnover intention was not explained significant difference ($t = -1.678$, $p = .095$) Table 2.

but the correlation between Perceived health status and turnover intention showed negative correlation) Table 3.

3.4 Correlation among AQ, Job Satisfaction and Turnover Intention

Table 1. General Characteristics of the participant(N=261)

Characteristics	Categories or range	n(%)	M±SD
Age(yrs)	21~53		27.91±4.99
Gender	Male	7(2.7)	
	Female	255(97.3)	
Education	College	132(50.4)	
	University	119(45.4)	
	Over master degree	11(4.2)	
Religion	Yes	113(43.2)	
	No	147(56.1)	
	missing	2(0.8)	
Work unit	General ward	126(48.2)	
	Special unit	136(51.8)	
Total working career(month)			65.35±54.69
Working hours per week			45.93±9.42
Personal stress coping method	Yes	147(56.1)	
	No	115(43.9)	
Perceived health status	1~5		2.48±0.80

Table 2. Difference level of variables according to work units

		AQ		Job satisfaction		Turnover intention	
		M(SD)	t(p)	M(SD)	t(p)	M(SD)	t(p)
Work Units	General	129.3 (15.87)	-1.874 (.025)	3.05 (0.32)	-2.443 (.015)	3.24 (0.72)	-1.678 (.095)
	Special	133.2 (17.60)		3.16 (0.32)		3.39 (0.74)	

3.3 Difference of AQ, Job Satisfaction and Turnover Intention by General Characteristics of the Participants

AQ and job satisfaction were significantly high score in people who had stress coping method (AQ; $t = 3.797$, $p < .001$, Job satisfaction; $t = 3.250$, $p = .001$). However, all variable was not significantly by religion. Total working career presented positive correlation between job satisfaction and turnover intention. Working hours per week and turnover intention were significantly correlated. And, there were looked positive correlation significantly among perceived health status, AQ and job satisfaction,

The correlation between AQ and job satisfaction looked significant. Job satisfaction and turnover intention were significantly correlated. This indicates that the adversity level has a positive impact on job satisfaction among nurses but does not influence on turnover intention Table 4.

4. Discussion

The goal of this research is about AQ, job satisfaction and turnover intention of general ward nurses and special unit nurses. As increasing AQ and job satisfaction for in work environments with figuring out whether there is a difference of job satisfaction and turnover intention

Table 3. Difference of AQ, job satisfaction and turnover intention by General Characteristics of the participants

Characteristics	Categories or range	AQ		Job satisfaction		Turnover intention	
		M±SD	t or r (p)	M±SD	t or r (p)	M±SD	t or r (p)
Religion	Yes	132.12±16.43	.278 (.774)	3.14±0.37	1.020 (.309)	3.31±0.73	.053 (.958)
	No	131.51±17.48		3.10±0.28		3.31±0.73	
Personal stress coping method	Yes	135.48±17.30	3.979 ($<.001$)	3.17±0.34	3.250 (.001)	3.24±0.78	-1.656 (.099)
	No	127.23±15.53		3.04±0.29		3.39±0.65	
Total working career(month)			.102 (.050)		.190 (.001)		.141 (.010)
Working hours per week			-.020 (.371)		.023 (.357)		.103 (.049)
Perceived health status	1~5		.229 ($<.001$)		.127 (.021)		-.120 (.026)

Table 4. Relation among AQ, job satisfaction and turnover intention

	AQr(p)	Job satisfaction r(p)
Job satisfaction	.146($<.01$)	
Turnover intention	-.062 (.160)	-.300 ($<.001$)

between two groups, it has significance for providing quality nursing to objects of nurses work performance by development and application of management program that adjust turnover intention.

The nurses working in Korea have relatively high level's adversity and job satisfaction but, turnover intention has high also. While most of the hospitals complain of lack of their nursing staff, the main reason in turnover. Turnover rate of working nurses in Korea is generally 20%¹³. Those nurses with work experience between three and five years are the most active and positive, the most overloaded, and are considering their turnover most. Therefore, it is thought to be necessary to manage their job stress by providing them with closer attention and training opportunities, and by utilizing periodic exhaustion prevention program. In addition, it is necessary to provide those nurses with more than 10 years' experience with opportunities for continuing self-development, career development program and advancement opportunities. On the study of nurse practitioner target in USA, job satisfaction and turnover showed negative correlation and those subjects were satisfied higher in partnership

and autonomy and lower with working time and pay et al. So researcher argued that need to improve the working environment¹⁴.

The adversity level of the subjects was found to be below the middle score. It can be said that the results show that very vulnerable to stressful situations. Subjects to have a personal positive coping methods showed high level of job satisfaction and adversity. An individual stress management would have a positive impact on the personal mental health and an influence on improving quality of care. Total career as RN were related to the job satisfaction and turnover intention. As experience increases, turnover intention is also increased. It is considered that is the result of the accumulation of stress due to the occupational environment.

Perceived health status was found to be a major variable in reducing the degree of turnover, while increasing the adversity and job satisfaction. Therefore, it can be said that is above all important to the individual healthcare of the nurse. Nurses' turnover produce negative results as cost-effect of organization, quality of health service and stress of change jobs and so on.

When considering a high separation rate of nurses, hospital administrator should manage them carefully. In order to prevent the turnover of the competent nursing staff at an early stage, active systematic supplements and efforts are required; it is necessary to provide constant job training, by taking into account of the specificity of nursing units and to secure and place adequate nursing staff, and to establish fair and objective promotion criteria; the managers will also need to pay more attention an care in order to build a cooperative, mutual interpersonal relationships.

As adversity level was getting higher, job satisfaction was increased and turnover intention was decreased. Especially, results of this study, AQ and job satisfaction of nurses who work in special unit, was higher than that of nurses who work in general ward, therefore it may be that it is necessary to approach the difference in working departments to improve the job satisfaction. Also, minimizing turnover intention by higher job satisfaction is thought to contribute to decrease a separation rate of nurses, to improve hospital administration and nursing productivity and also to increase nursing contribution in hospital organization.

We suggest that, in the middle of the rapid upheaval of the medical environments, general hospitals should retrieve clinical nurses' job satisfaction factors, comprehend their turnover intentions, foster many nurses' potentials, and investigate and improve nurses' job satisfaction factors periodically. These efforts will contribute to more integrated and high quality nursing system where both general unit nurses and special unit nurses get more satisfied with their job performance.

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