



Turnover Intention: What Influences Turnover among Employees in Healthcare?

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Foreword and Acknowledgement

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Abstract – English

Turnover among employees in healthcare is a serious concern. Consequences of high turnover in healthcare are diverse and negative and can affect both employees and patient care. Most findings have indicated that job satisfaction has a positive influence on turnover and turnover intention. However, there is limited research on the effects of factors from positive psychology on turnover and turnover intention. The current study examined the effects of job satisfaction, positivity, good salary and training in turnover intention. The study gathered data from a healthcare organization in Iceland in March 2016. Participants totalled 64, where 48.8 % ($n = 31$) were males and 34.4% ($n = 22$) females all current employees enrolled in the healthcare organization. The main result of the study was that positive mindset (positivity) among employees, reduces turnover intention.

Keywords: healthcare, turnover, turnover intention, job satisfaction, positivity.

Abstract – Icelandic

Velta á meðal starfsmanna í heilbrigðisþjónustu er alvarlegt áhyggjuefni. Afleiðingar mikillar starfsmannaveltu í heilsufarsþjónustu eru bæði margvíslegar og neikvæðar og geta haft áhrif á umönnun skjólstæðinga sem og starfsmenn. Fyrri rannsóknir hafa leitt í ljós að starfsánægja hefur jákvæð áhrif og minnkar starfsmannaveltu og vilja einstaklinga til að skipta um starf. Hins vegar er takmarkað til af rannsóknum sem skoða áhrif þátta úr jákvæðri sálfræði á ásetning/ætlun að hætta í starfi og starfsmannaveltu. Núverandi rannsókn skoðaði áhrif af starfsánægju, jákvæðni, góðra launa og þjálfunar á vilja til að hætta í starfi. Gögnum var safnar frá stofnun í heilbrigðisþjónustu á Íslandi í mars 2016. Þátttakendur voru alls 64, þar sem 48.8 % ($n = 31$) voru karlar og 34.4% ($n = 22$) konur. Allir þátttakendur voru núverandi starfsmenn hjá tiltekinni stofnun í heilbrigðisþjónustu. Niðurstöður rannsóknarinnar sýndu að jákvætt hugarfar (jákvæðni) á meðal starfsmanna dregur úr vilja til að hætta í starfi.

Lykilord: heilbrigðisþjónusta, starfsmannavelta, vilji til að hætta í starfi, starfsánægja, jákvæðni.

Turnover Intention: What Influences Turnover among Employees in Healthcare?

Turnover has often been associated with organizational withdrawal and has been studied among organizational scholars for a long time (Hinshaw & Atwood, 1984). Turnover among employees in healthcare, child welfare, social service and other services that influence human service agencies is a serious concern (Albizu-García, Ríos, Juarbe, & Alegría, 2004; Barak, Nissly, & Levin, 2001). The consequences of high turnover in healthcare are; instability in the employee group and long-term vacancy, an increased workload of for remaining employees and a lack of knowledge among employees. These components can affect patient care due to delay and quality of care and service, along with dissatisfaction among patients and the employee group (Barak et al., 2001; Hinshaw & Atwood, 1984). Therefore it is important to examine turnover in healthcare to see the influence they have and make an effort to reduce those components.

Turnover and turnover intention

Turnover is defined as the aggregate of worker replacements in a given period in a given business or industry and can be explained in two ways; an organizational or individual phenomenon (Hinshaw & Atwood, 1984). Turnover can be either voluntary which is when an individual quits their job at their own request or it can be involuntary which is defined as the company initiating the turnover or dismissing the employee (Collini, Guidroz, & Perez, 2015; Hayes et al., 2006; Hinshaw & Atwood, 1984). Internal turnover is when an employee receives a promotion or transfers to another position inside the company. An external turnover is when an employee exits the company absolutely (Collini et al., 2015; Hayes et al., 2006). Turnover intention can be defined as intentions or thoughts about leaving a job (Simon, Müller, & Hasselhorn, 2010). High turnover is often defined as bad and reputed expensive. Also

threatening quality, or example, the constant need to hire and train new employees. In healthcare it can have a negative impact regarding to meeting patients needs and providing an acceptable service (Hayes et al., 2006; Simon et al., 2010). No turnover at all or very low turnover rates makes an organization unable to hire new talented or highly qualified and experienced employees. Therefore appropriate turnover is defined as good but it is important to take into account that normal turnover in one sector can be abnormal in another sector (Collini et al., 2015; Simon et al., 2010).

Job satisfaction

The link between job satisfaction and turnover indicates that more dissatisfaction among employees results in a higher risk of considering other employment options. Job satisfaction is a complex phenomenon affected by many components. It is a general feeling about the job or a set of attitudes towards various aspects of the job (Coomber & Louise Barriball, 2007). Job satisfaction can be defined as a pleasurable or positive emotional state that results from the job or experience from the job (Clark, 1996). Job satisfaction is a measure of an employee's well-being and can give a further insight into the work environment. It can predict whether an employee is likely to quit a job or stay in a job (Clark, 1996). There are diverse factors that can influence turnover and intention to leave a job or profession. Job satisfaction is said to predict reduced turnover and turnover intention (Clark, 1996; Collini et al., 2015).

A research review found a positive association between a low turnover rate and job satisfaction (Borda & Norman, 1997; Collini et al., 2015; Coomber & Louise Barriball, 2007), the association was however weak (Borda & Norman, 1997). It also showed that the association between job satisfaction and the intent to stay or leave the job were stronger than between low job satisfaction and turnover. However, job

satisfaction had the strongest connection with the intention to stay. There was no data that could prove that low job satisfaction did not have direct affect on turnover intentions (Borda & Norman, 1997).

In another study it was stated that job satisfaction was an important antecedent of turnover in the nursing profession (De Gieter, Hofmans, & Pepermans, 2011). It revealed that job satisfaction was indirectly influenced by a variety of organizational, demographic and environmental components (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010; De Gieter et al., 2011). Concerning job satisfaction, the more nurses are satisfied with their job, the less likely they will leave it. Job satisfaction was said to be a crucial antecedent of nurse turnover intention, however it is not yet known which is the most important predictor of turnover intention (De Gieter et al., 2011).

In a research review regarding to factors influencing turnover among nurses the purpose was to identify the factors that affect turnover among nurses because of shortage among nurses has been a major problem worldwide (Borda & Norman, 1997). As previously revealed, turnover can be expensive and in addition has the ability to cause lower standards of client care. It may also affect the employees remaining at the workplace by adding pressure and creating a negative atmosphere that can, in a worst case scenario, result in more turnover (Borda & Norman, 1997). Findings demonstrated that job satisfaction predicted turnover intention among nurses in healthcare.

Positivity

For decades studies have focused on job satisfaction and organizational commitment regarding to turnover. However, researchers have indicated looking further into positive psychology that could possibly explain even more variance in turnover (Jenkins, 1993). Organizations are slowly realizing the importance of the

positivity and strengths that each employee possesses (Avey, Luthans, & Jensen, 2009). In an Avey et al. (2009) study they examined the relationship between individual's positivity and intention to quit a job. The results showed that positivity was negatively related to an intention to quit a job, which indicates that employees with a positive mindset are less likely to quit their job.

In a Zimmerman (2008) study a theoretically developed path model revealed important direct effects from positive mindset to turnover intentions. These effects suggested that employees who have low emotional stability (negativity, low self-esteem) tend to quit their job for different reasons than low job satisfaction or not being able to perform their jobs as demanded. However, in Dole & Schroeder's (2001) meta-analyses they did not find a significant relationship between positive mindset and turnover intention.

Salary

Satisfaction with salary is an important component, for both employers and employees (Singh & Loncar, 2010). Salary satisfaction can affect attitudes and behavior among employees; therefore it is crucial that employees are, in general, satisfied with their salary. If not, it can lead to undesirable outcomes indicating employees. For instance, it can decrease commitment to the job and enhance stealing from the company which ultimately increases turnover (Singh & Loncar, 2010).

In the Lum, Kervin, Clark, Reid, & Sirola (1998) study, the focus was on direct and indirect influences of salary on turnover intention among nurses in healthcare. The findings suggested that satisfaction with salary had both a direct and an indirect impact on turnover intention, which supports Singh & Loncar (2010) findings where they revealed that satisfaction with salary affects turnover intention.

Training

Training is considered as a meaningful factor to reduce voluntary turnover (Memon, Salleh, Harun, Rashid, & Bakar, 2014). Training is defined as the approaches used to teach employees to perform work procedures in the best possible way. Training is a reasonable investment where employees are taught immediate improvements, which benefits the employees and the company itself. Studies have showed that training can improve the employees' ability of learning new skills, knowledge, attitude and behaviors in a working environment (Arthur, 1994). Training can have a positive influence regarding helping reduce turnover intention.

According to previous findings, job satisfaction (Albizu-García et al., 2004; Applebaum et al., 2010; Borda & Norman, 1997; Collini et al., 2015; Coomber & Louise Barriball, 2007; De Gieter et al., 2011; Shader, Broome, Broome, West, & Nash, 2001; Sveinsdottir, Biering, & Ramel, 2006), positivity (Avey et al., 2009; Avey, Luthans, & Youssef, 2010; Jenkins, 1993; Zimmerman, 2008), salary (Lum et al., 1998; Singh & Loncar, 2010) and training (Arthur, 1994; Memon et al., 2014) affect turnover along with other components.

Present study

It has been shown that turnover may be affected by diverse components, although the literature has not established direct causation. Job satisfaction, positive mindset, training and salary all had an association to turnover or turnover intention, if looked into separately. The focus of the current study is to examine and gain a further understanding on turnover and turnover intention in healthcare. Turnover has been a problem in healthcare regarding turnover rates being too high, which can cause various issues as above-mentioned. Examples are; instability in an employee group, long-term vacancy, increased workload of remaining employees, a lack of knowledge

that results in affecting patient care and causes dissatisfaction among employees and patients (Barak et al., 2001; Hinshaw & Atwood, 1984). The goal of this study is to examine the effectiveness of job satisfaction, positivity, training and salary on turnover intention. The organization examined is a housing resource for children and adolescents with a diverse difficulty. This difficulty can include behavioral problems, substance abuse problems, mental illnesses, disablement and developmental abnormalities ("Vinakot," n.d.). Based on above-mentioned literature, the two hypotheses were addressed: (1) Job satisfaction reduces turnover intention in healthcare and (2) Positive mindset, positivity, reduces turnover intention in healthcare.

Method

Participants

The current study was based on data collected from participants who are currently employed in healthcare organization. Participants were total 64 where 48.8 % ($n = 31$) were males and 34.4% ($n = 22$) females and ranged from 20 to 45 years old enrolled in 5 workplaces all at same healthcare organization in 2016. Before participation in the survey, employees received an information sheet covering all information relevant to the study. The participant's right to withdraw their consent at any time was emphasized. The participants did not receive payment of any kind for their participation in the study.

Design

Instruments and measures

The questionnaire used contained 17 questions gathered from Kristbergisdóttir, Hafsteinsson, & Einarsdóttir (2008) and questions constructed by a researcher. The Kristbergisdóttir et al. (2008) questionnaire used had valid and reliable questions according to Cronbach's Alpha about job satisfaction, loyalty, support, access to

information, conflict between work and friends and family, equity in procedures, positive emotions and organizational citizen behavior. The response options were all on a five-point Likert scale. The questions constructed by a researcher regarded to turnover intention, training and general background questions. The questions used from Kristbergisdóttir et al. (2008) and a researcher of present study were selected because of previous literature and were used to test aforementioned hypothesis of current study. The present study used cross-sectional design.

Predictive variables

Job satisfaction. The measurement for participants' job satisfaction consisted of four self-report items (Kristbergisdóttir et al., 2008). Translated from Icelandic, the questions were as follows: (1) "Most days I am enthusiastic about my job", (2) "I find real enjoyment in my job", (3) "I consider my job to be rather unpleasant" and (4) "Overall I feel fairly satisfied with my present job". Participants had to indicate how well each statement described them. Response options were on a five-point Likert scale (1 = Very much, 2 = Much, 3 = Neutral, 4 = Little, 5 = Very little). All four items were combined into one scale for job satisfaction. Lowest possible score was 1, which indicated very little job satisfaction, and 5 was the highest possible score which indicated very much job satisfaction. Before all items were combined together, the question "I consider my job to be rather unpleasant" was reverse-coded, so higher scores from the scale would represent very much job satisfaction.

Positivity. The measurement for participant's positivity consisted of four self-reported items modified from Kristbergisdóttir et al. (2008). Translated from Icelandic the items were as follows: (1) "I can find the positive in what seems negative to others", (2) "I remain hopeful despite challenges", (3) "I will succeed with the goals I set for myself" and (4) "I think about what is good in my life when I feel down".

Participants had to indicate how well each statement described them when given answer possibilities on a five-point Likert scale (1=Never, 2 = Not often, 3 = Sometimes, 4 = Almost always, 5 = Always). All above-mentioned items were combined together where the highest possible score was 5, which indicated very positive and the lowest possible score was 1, which indicated not positive.

Training. Training was determined with three questions (see appendix B). The question used as an independent variable translated from Icelandic: “How much time did you think was spent in training?” and response options were on five-point Likert scale (1 = Too little, 2 = Little, 3 = Neutral, 4 = Much, 5 =Too much).

Good salary. Participants were asked about whether they considered “Good salary” a part of their work environment (Kristbergisdóttir et al., 2008). “Good salary”, response options ranging from 1 (strongly disagree) to 10 (strongly agree).

Dependent variable

Turnover intention. Three questions were asked about the vision of future (see appendix B). The question used as an outcome variable translated from Icelandic was, “How likely or unlikely is that you quit your job at current workplace next twelve months?” Response possibilities ranged from “very unlikely” to “very likely”.

Procedure

The questionnaire from Kristbergisdóttir et al. (2008) was sent via email to all employees currently working in a specific healthcare organization in Iceland in March 2016. A researcher sent a letter to the CEO of the healthcare organization containing a form of consent to get permission for the research (see Appendix A). Information about this study along with contact information was posted on the employees’ body Facebook pages. Moreover, a form of consent was also sent to employees via email to get permission to participate, along with the questionnaire. A human resources

manager from the healthcare organization sent the above-mentioned email to all employees currently working for the organization. Participants were told that the study was anonymous and they were allowed to quit their participation at any time. If participants had any questions or thoughts concerning the questionnaire they could contact the researcher of the study.

Ethical issues

This study included personal questions regarding to mental wellbeing, attitudes towards their workplace and co-workers, attitudes that could lead employees to think and feel problems or feel discomfort themselves. Participants have potentially not realized or thought about some of the items asked before and this could consequently lead them to contemplate something they were unaware of. The researcher of the current study was an employee at the healthcare organization, which is an ethical concern. However, participants were aware that their answers were untraceable and if any question had made them feel very uncomfortable or upset, they could skip the question or withdraw themselves from answering the survey.

Data Analyses

Data was analyzed in the statistical program *SPSS* and figures and tables were designed in Word and Excel. Descriptive statistics were conducted to assemble information about participants as well as to see the mean, standard deviations and number of participants. Simple linear regression was employed where the outcome variable was turnover intention (“How likely or unlikely is that you quit your job at current workplace next twelve months?”). The predictive variables were job satisfaction, positivity, training for the job, quality of training, time spent in training, support from co-workers, shared experience to co-workers, do you share your knowledge to other co-workers and good salary. The predictive variable job

satisfaction was combined from four questions because the Cronbach's Alpha value was 0.872, the same procedure was made for predictive variable optimism where the Cronbach's Alpha value was 0.771.

Results

Descriptive analyses

The descriptive statistics for the variables used in the study are shown in Table 1. The table shows the number of participants, minimum and maximum value, mean score, and standard deviation for all variables of the study. Note that there was a lot of missing values in the sample. Job satisfaction ($M = 4.025$, $SD = 0.877$) with a range from 1.25 to 5.0 (higher score equals higher job satisfaction), on average job satisfaction was rather high among employees. Support from co-workers ranged from 3 to 5 and the mean was 4.53 with a standard deviation 0.601 indicating that employees were willing to help and support their co-workers. Good salary measures ranged from 0 to 10 (low scored indicating not good salary and high scores indicating good salary) and had mean of 4.89 with a standard deviation of 3.206.

Table 1

Descriptive Statistics Showing Number of Participants, Minimum and Maximum Value, Mean, and Standard Deviation for the Major Study Variables

Variable	<i>n</i>	Min.	Max.	<i>M</i>	<i>SD</i>
Job satisfaction	60	1.25	5	4.025	0.877
Positivity	57	3	5	4.181	0.538
Training for job	59	1	2	1.71	0.457
Quality of training	45	1	5	3.16	0.796
Time spent training	37	1	4	2.57	0.899
Support from co-workers	57	3	5	4.53	0.601
Shared experience from co-workers	58	2	5	4.62	0.644
Your shared experience to co-workers	57	1	5	3.89	1.235
Good salary	56	0	10	4.89	3.206

Figure 2 shows the distribution of turnover intention. Employees were asked, “How likely or unlikely is that you quit your current job within next 12 months?”. Overall 90.6% ($n = 58$) answered this question, where 23.4% ($n = 15$) of employees stated that it was very unlikely that they would quit their job within 12 months. A total of 12.5% ($n = 8$) of employees answered that they were very likely to quit their job within next 12 months.

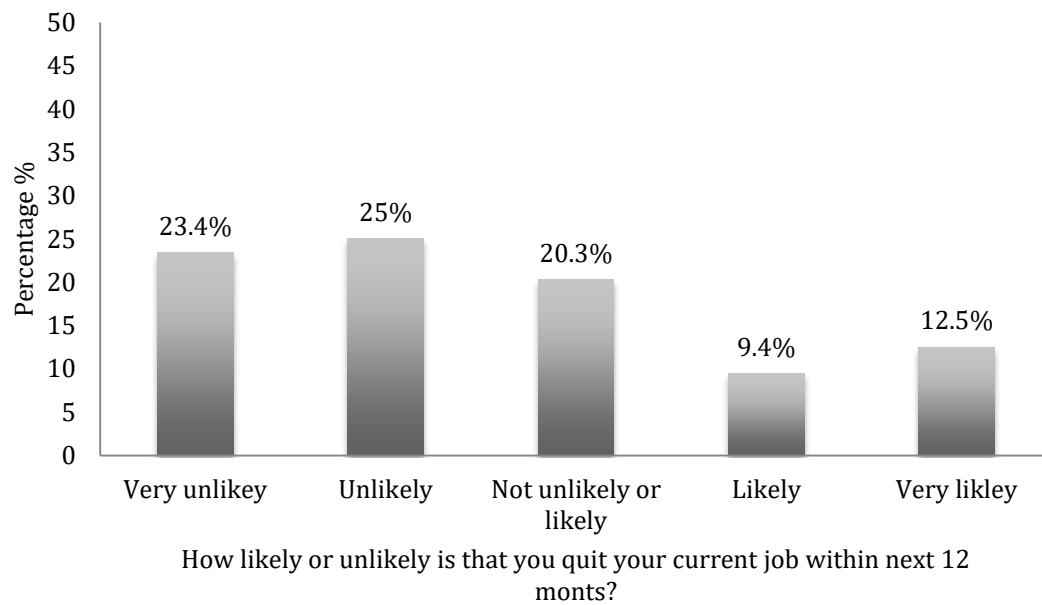


Figure 1. Distribution of employees' turnover intention

As seen in Table 2, four predictive variables were significantly correlated with the outcome variable. Five predictive variables were not significantly correlated with the outcome variable and the weakest correlation was between shared experiences from co-workers and turnover intention ($r = -.030$). The strongest correlation was between job satisfaction and turnover intention ($r = -.446$). The four significant correlated variables with the outcome variable were used in a regression model.

Table 2

Pearson Correlation between the Predictive Variables and Outcome Variables

	Turnover intention
Turnover intention	1
Positivity	-.413**
Job satisfaction	-.446**
Good salary	-.386**
Training for job	.241
Quality of training	.240
Time spent training	-.400*
Support from co-workers	-.139
Shared experience from co-workers	-.030
Your shared experience to co-workers	-.183

Note. Statistical significance: * $p < .05$ ** $p < .001$

Outcome measures

To test all hypotheses a linear regression was calculated to predict the effects of turnover intention based on the significant predictor variables: job satisfaction, positivity, good salary and time spent training (table 3). The predictive variables, job satisfaction, positivity, good salary and time spent training, explained about 46% ($R^2 = .461$) of turnover intention's distribution in the data.

A significant regression equation was found ($F(4,33) = 6.202, p < 0.01$), with an R^2 of .461. Job satisfaction decreased on average about -.291 on turnover intention scale, indicating that if job satisfaction decreases employees are more likely to quit their job. However the affects were not significant. Positivity was the single significant predictive variable in the regression model and decreased the most, on

average about -.929 on a turnover intention scale, suggesting that the more positive mindset an employee possesses the less likely they are to quit. Good salary and time spent training decreased, however in job satisfaction they were both not significant.

Positivity had the strongest association with turnover intention ($\beta = -.358$), negative association was between the variables which indicates that less positivity leads to more turnover intention. Job satisfaction had the weakest association with turnover intention ($\beta = -.177$) of the predictive variables. The associations were negative suggesting that the lower the job satisfaction, the more turnover intention. All predictive variables had negative association with turnover intention, which indicates that the more job satisfaction, positivity, good salary and time spent training, the less turnover intention.

Table 3

Linear Regression Model for Variables Predicting Turnover Intention

Variables	<i>B</i>	<i>SE B</i>	β
Job satisfaction	-.291	.250	-.177
Positivity	-.929	.365	-.358*
Good salary	-.112	.066	-.261
Time spent training	-.375	.220	-.244
R^2		0.461	
F		6.202**	

Note. Statistical significance: * $p < .05$ ** $p < .001$

Discussion

The present study attempted to offer insight to the potential influences of job satisfaction, positive mindset (positivity), training and salary on turnover intention. The main purpose of this study was to examine if job satisfaction reduced turnover intention. The secondary purpose was to investigate if positive mindset more specifically positivity had affirmative influence on turnover intention as in reducing it.

The findings of the current study did not support the first hypothesis that job satisfaction reduces turnover intention. A significant correlation between job satisfaction and turnover intention whenas results from the linear regression revealed that there was not a significant association between job satisfaction and turnover intention, which is oppositional with the majority of previous findings that researches have revealed (Albizu-García et al., 2004; Applebaum et al., 2010; Borda & Norman, 1997; Collini et al., 2015; Coomber & Louise Barriball, 2007; De Gieter et al., 2011; Shader et al., 2001; Sveinsdottir et al., 2006),. In a De Gieter et al. (2011) study made among nurses it was stated that the more nurses are satisfied with their job, the less likely they are to leave it and in Borda & Norman's (1997) study they also found an association between job satisfaction and turnover intention.

The current study did find a relationship between positive mindset, positivity, and turnover intention, which supports the second hypothesis of this study. A significant correlation was found and with linear regression a significant relationship was found indicating that positivity reduces turnover intentions. These findings are inconsistent with Dole & Schroeder's (2001) but there they did not find a significant relationship between positivity and turnover intention. However, Zimmerman (2008) revealed that a personality with a low emotional stability tends to quit their job for

different reasons than employees with low job satisfaction, which is in accordance with findings from the current study. Avey et al. (2009) indicated that employees with a positive mindset are less likely to quit their job, which is consistent with results of the present study.

With the Pearson correlation, a significant correlation was found between time spent training and turnover intention. On the other hand there was no significant relationship found with linear regression. These findings are not in accordance to previous researches, according to (Memon et al., 2014) training reduced voluntary turnover and had a positive influence regarding to help reduce turnover intention (Arthur, 1994).

Satisfaction with salary had a significant correlation with turnover intention but there was no significant association among these components with linear regression. The findings of the current study are inconsistent with Lum et al. (1998) where they indicated that satisfaction with salary had both a direct and an indirect impact on turnover intention. It was also noted in the Singh & Loncar (2010) study that satisfaction with salary affects turnover intention.

Overall, the results of the current study demonstrated that job satisfaction did not have a significant impact on turnover intention. However, positivity did have a significant affect on turnover intention that also makes positivity the strongest predictor of the four variables in the regression model.

Limitations

The present study was not without limitations. First, the sample size of the study was small which makes it difficult to superimpose results to cohort in healthcare. In future studies, researcher may concern to precede the research to further similar firms in healthcare. Secondly, there were many missing values in the data and

therefore could have biased the results. Reasons for that could be that the questionnaire conjured up unpleasant feelings among participants, a lack of time, discomfort knowing that the researcher was a co-worker or something else. Thirdly, the questionnaire used was self-reported which raises the question upon response bias and if all participants answered the question truthfully, in future studies researchers may consider obtaining answers in a different way such as, from employers and from co-workers over a period of time. Fourthly, results from the linear regression model showed that positivity, which was at the same time only a personalized variable in the model, was the one who had significant influence on turnover intention. An explanation for this could be that positivity was the only independent predictive factor, other factors such as job satisfaction, training and salary were possibly explaining the same. Finally, most of the previous literature examined nurses in healthcare, which is not exactly the same as the sample in the present study and could therefore have some diverse impact from the nursing profession. The current study's questionnaire did not include questions regarding levels of education. It would be interesting in future studies to see if there is a difference between employees by level of education. These results indicate that the model was rather weak, as in the predictors had a weak effect on the outcome variable.

Strengths

The strength of the study was the experimental survey design, as well as that many experimental variables were tested. Also, that positivity, in previous literature has not been examined much which adds a new angle to this field of study. In addition, the most interesting results from this study indicate that positivity has a positive influence on turnover intention. Surprisingly job satisfaction, training and salary did not which is the opposite of previous findings. Based on these findings,

further research on this subject is, however, needed, in view of studies that have been focusing on components such as job satisfaction and organizational commitment but results of the current study indicate the need to examine other factors from positive psychology in this perspective.

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Appendix A
Constant letter to CEO

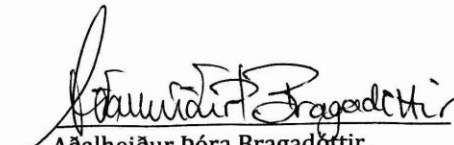
Samstarfsyfirlýsing framkvæmdastjóra

**Samstarfsyfirlýsing vegna rannsóknarinnar:
Starfsmannavelta í Vinakoti ehf.**

Ábyrgðarmaður rannsóknar: Ástrós Lea Guðlaugsdóttir, sálfræðinemi
Háskólinn í Reykjavík, sími: 866-5093

Undirrituð, Aðalheiður Þóra Bragadóttir framkvæmdastjóri Vinakots ehf., lýsi hér með yfir vilja til samstarfs við ofangreinan aðila vegna lokaverkefnis Ástrósar Leu Guðlaugsdóttur til BS prófs í sálfræði við Háskólann í Reykjavík. Samstarfið felst í því að gefa leyfi fyrir fyrirhugaðri rannsókn með þátttöku starfsmanna Vinakots. Á sama hátt veita Ástrósu Leu aðgang að netföngum starfsmanna svo fyrirlögn geti farið fram.

04.03.2016 Kópavogur
Staður og dagsetning


Aðalheiður Þóra Bragadóttir,
framkvæmdastjóri Vinakots ehf.

Appendix B

Questionnaire

Rannsókn: Starfsmannavelta í Vinakoti ehf.

Ábyrgðarmaður rannsóknar: Ástrós Lea Guðlaugsdóttir, Sálfræðideild
Háskólinn í Reykjavík, sími: 866-5093

Tilgangur þessa eyðublaðs er að tryggja að þátttakandi skilji bæði tilgang rannsóknarinnar og hvert hans hlutverk er í rannsókninni. Eyðublað þetta verður að veita nægar upplýsingar svo þátttakandi geti tekið upplýsta ákvörðun um þátttöku sína í rannsókninni. Vinsamlegast leitið til rannsakandans ef einhverjar spurningar vakna eftir lestur þessa eyðublaðs.

Tilgangur þessarar rannsóknar er að skoða starfsmannaveltu í Vinakoti og athuga hvaða þættir reynast verndandi og geta dregið úr veltunni. Í þessari rannsókn verður þú beðin(n) um að svara spurningalista er innihalda spurningar sem varða líðan þína í vinnunni og viðhorf í garð Vinakots. Þátttaka í rannsókninni mun taka u.þ.b. 5 mín. og fer fram rafrænt. Það er engin áhætta fyrir hendi í þessari rannsókn. Ef þú finnur fyrir kvíða eða óþægindum á meðan á rannsókn stendur er þér bent á að senda póst á rannsakanda: astros13@ru.is. Þú átt fullan rétt á því að hætta þátttöku í þessari rannsókn hvenær sem er. Algerrar nafnleyndar og trúnaðar er gætt varðandi hlut þátttakenda í þessari rannsókn. Þær upplýsingar sem fengnar eru verður farið með sem trúnaðarmál og aðeins notað af rannsakendum sem tengjast þessari rannsókn.

Ég hef lesið ofantalda lýsingu á rannsókninni. Ég samþykki hér með að taka þátt í rannsókn eins og henni er lýst: Mér er frjálst að hætta þátttöku á hvaða stigi sem er.

○

Spurningalisti

Starfsánægja

1. Flesta daga er ég spennt(ur) fyrir starfi mínu.
2. Ég fæ mikla ánægju úr starfi mínu.
3. Ég álít starf mitt vera frekar óspennandi
4. Á heildina litið er ég ánægð (ur) í starfi mínu.
 - a. Mjög sammála

- b. Frekar sammála
- c. Hvorki né
- d. Frekar ósammála
- e. Mjög ósammála

Þjálfun

5. Þegar þú hófst störf fékkstu þá þjálfun í starfið?
 - a. Já
 - b. Nei
6. Ef svarið er já, hversu miklum tíma fannst þér varið í þjálfunina?
 - a. Of litlum
 - b. Litlum
 - c. Hvorki of litlum né miklum
 - d. Miklum
 - e. Of miklum
7. Hversu ánægð(ur) eða óánægð(ur) varst þú með þá þjálfun?
 - a. Mjög ánægð(ur)
 - b. Ánægð(ur)
 - c. Hvorki ánægð(ur) né óánægð(ur)
 - d. Óánægð(ur)
 - e. Mjög óánægð(ur)

Samstarfsmenn

8. Hversu mikið eða lítið gastu nýtt þér aðstoð samstarfsmanna?
 - a. Mjög lítið
 - b. Lítið
 - c. Hvorki lítið né mikið
 - d. Mikið
 - e. Mjög mikið
9. Miðlar þú þinni reynslu meðal samstarfsmanna?
 - a. Nánast aldrei
 - b. Sjaldan
 - c. Hvorki sjaldan né oft
 - d. Oft
 - e. Nánast alltaf
10. Eru samstarfsmenn fúsir til að deila þekkingu meðal annarra starfsmanna?
 - a. Nánast aldrei
 - b. Sjaldan
 - c. Hvorki oft né sjaldan
 - d. Oft
 - e. Nánast alltaf

Framtíð

11. Sérðu fyrir þér að þú starfir í Vinakoti næstu? (3 mánuði, 6 mán..)
 - a. 3 mánuði
 - b. 6 mánuði
 - c. 12 mánuði
 - d. 2 ár
 - e. 3 ár

12. Hversu líklegt er að þú hættir störfum hjá Vinakoti á næstu tólf mánuðum?

- a. Mjög ólíklegt
- b. Ólíklegt
- c. Hvorki ólíklegt né líklegt
- d. Líklegt
- e. Mjög líklegt

13. Ef svo er, hver er ástæða fyrir að hætta?

- a. Launakjör
- b. Vinnuaðstaða
- c. Menntun nýtist ekki í starfi
- d. Ekki næg tækifæri til starfsþróunar
- e. Annað

Bjartsýni

14. Ég get fundið jákvæðar hliðar á því sem öðrum sýnist neikvætt.

15. Ég held áfram að vera vongóður þrátt fyrir áskoranir/erfiðleika.

16. Ég mun ná þeim markmiðum sem ég set mér.

17. Ég lít á björtu hliðarnar.

- a. Nánast aldrei
- b. Sjaldan
- c. Stundum
- d. Oftast
- e. Nánast alltaf

18. Hversu mikið eru eftirfarandi þættir til staðar í starfsumhverfi þínu?

0-10 skali

- a. Tækifæri til vaxtar og þróunar
- b. Starfsöryggi
- c. Sanngjarnt og gegnsætt frammistöðumat
- d. Að vinnuframlag sé metið að verðleikum
- e. Stuðningur og skilingur á persónulegum aðstæðum
- f. Áhugaverð verkefni/störf
- g. Að starfsfólk upplifi að það sé haft með ráðum/viti hvað er í gangi
- h. Góð laun
- i. Góðar starfsaðstæður
- j. Góð samskipti við næsta yfirmann
 - i. 0 = mjög ósammála
 - ii. 10 = mjög sammála

19. Hvert er kyn þitt?

- a. Karlkyn
- b. Kvenkyn

20. Á hvaða aldri ert þú?

- a. 20 ára eða yngri
- b. 21 til 25 ára
- c. 26 til 30 ára
- d. 31 til 35 ára
- e. 36 ára eða eldri

21. Hve lengi hefur þú starfað hjá fyrirtækinu?

- a. 1 ár eða minna
- b. 2 til 3 ár
- c. 4 til 5 ár
- d. Lengur en 5 ár

22. Hve margar stundir vinnur þú að jafnaði á viku? (vinsamlegast skráðu tölugildi)

a.