

**Research Article****RELATIONSHIP BETWEEN JOB EMBEDDEDNESS, ETHICAL CLIMATE WITH NURSES' TURNOVER: THE MODERATING ROLE OF LOCUS OF CONTROL AND PERCEIVED EMPLOYMENT ALTERNATIVES*****1 Saqib Yaqoob Malik | *2 Waheed-ur-Rehman**^{*1}Preston university, Islamabad, Pakistan

Email: malikhashir58@yahoo.com

^{*2}Capital University of Science & Technology, Islamabad, Pakistan

Email: waheed222@hotmail.com

CorrespondenceSaqib Yaqoob Malik ¹Preston university, Islamabad, Pakistan

Email: malikhashir58@yahoo.com

Citation

Malik SY, Rehman W, Relationship between job embeddedness, ethical climate with nurses' turnover: The moderating role of locus of control and perceived employment alternatives. Health Sciences Journal, 2023; 1(2): 85-92.

This is an open access article distributed under the terms of

[Creative Commons Attribution License \(CC BY\)](https://creativecommons.org/licenses/by/4.0/).

The use, reproduction, distributions and use in other forums is permitted provided copyright owner(s) and original author(s) are credited and that the original publication in this journal is cited. No use, distribution or reproduction is permitted which does not comply with these terms

ABSTRACT:**Aim:** The aim of current study is to investigate the moderating effects of Locus of control and perceived employment alternatives among Job embeddedness ethical climate with turnover intention**Background:** Quality care and health services are based on the diligence of health workforce. As per the report of WHO Pakistan is also one of the countries having shortage of workforce especially paramedical staff.**Material and Methods:** This is a quantitative study. Survey based approach was used. Self-administered questionnaire was used. 242 completed questionnaires were received and used in the statistical analyses.**Results:** Results elaborated that there is significant relationship among job embeddedness, ethical climate, and turnover intention, ethical climate, LOC, and turnover, PAEO, LOC and turnover. LOC does act as a moderator on JE, and turnover while PAEO does not act as moderator on JE and turnover, on the contrary LOC and PAEO does not moderate on JE and EC and turnover intention. The future researchers can explore the concept in depth to keep employees stick to their jobs.**Conclusion:** Nurses work in a stressful environment in the healthcare organizations it is therefore essential for the healthcare organizations to retain the nurses for long time and reduce turnover intention.**Practical Implications:** Ministry of Health (MoH) Pakistan and healthcare professionals, hospitals' administration can take benefit and formulate policies to increase the job satisfaction of nurses and reduce turnover intention. Turnover incurs direct and indirect cost and healthcare organizations' cannot afford high turnover intention of the nurses as there is already shortage of health workforce in Pakistan.**KEYWORDS**

Job Embeddedness, Ethical Climate, Locus of Control, Turnover Intention, perceived Employment opportunities

1 | INTRODUCTION

Health workers are characterized as medicinal specialists, midwives and nurses¹. The achievement of any health system (wellbeing) framework generally relies on accessibility of adequate quantities of health workers; having suitable instruction, preparing and aptitudes; enough sent; and working in a helpful domain that rouses and draws in them. Health workers are critical for propelling the general soundness of the populace and enhancing the nature of human services. In this way, to fortify health frameworks to be proficient and convey quality administrations and to accomplish significant health and improvement objectives, a productive and powerful health workforce is required with the important abilities, skills and inspiration.

As per the report of Ministry of Health and Director General Health there is shortage of nursing staff in government hospitals and mismanagement in their distributions in all provinces². As per the World Bank's 'World Development Report: Investing in Health' (1993) and PHRHA 2009, the nurses to doctors ratio as a rule of thumb is to be 2:1. On the other hand, WHO claimed in their reports that cost can be reduced by having 4:1³, contrary to this Pakistan have 1:3.5 which indicate worst position⁴, however this nurses to doctors position is better in Punjab and Gilgit-Baltistan as compare to the rest of the provinces². Shortage as well as turnover of nurses is becoming a nightmare for the hospitals as it increases their expenses on recruitment, training and maintenance of new employees along with this it affects the reputation of the hospital⁵.

According to Ministry of Health, Nursing Advisor and Government of Pakistan stated that there are 100 School of Midwifery, 17 Colleges of Nursing and 126 schools of nursing providing health education to nurses. There are 54,987 registered nurses (RN) under the umbrella of Pakistan Nursing Council. Every year Pakistan produce 5000 nurses who is very low figure as compared to the demand in the country. Migrations to big cities and even developed countries have shaped this problem as more drastic. As cited by PDSSP & TAMA⁴ Health Ministry has conferred 1916 NOCs upon nurses to join hospitals abroad since 2004. This brain drain has caused various problems not only for their employers, community and government as well, since it results in wastage of investment in the form of training and development and also affects health services adversely.

2 | LITERATURE REVIEW

2.1 | Job Embeddedness

The focus of their study is why employees wish to continue their jobs as compared to leaving their jobs in an organization. The important characteristics of embeddedness are: degree to which people are appropriate for an organization and community in which they reside; the level of relations which these people developed in organization and society and the loss or benefits that are assumed when they are going to quit a job. There is significant relationship between voluntary turnover, HR practices and job embeddedness. The standardized HR practices enable the workers to fit in the organization and implant into those organizations and it will ultimately refrains them to quit their jobs and search for new one⁶. Mitchel et al⁷ elaborated that with the increase in job embeddedness there are few chances of planned or actual turnover. Mallol, Holtom, & Lee⁸ did research on job embeddedness and voluntary turnover found that job embeddedness is the significant predictor of turnover among Hispanics and Caucasians races respondents in USA. As per Gong et al⁹ the regional differences among employees should be minimized by organizations at the time of designing HR practices and focus should be on firming job embeddedness and dipping turnover. Bergiel et al⁶ did research on relationship between HR practices and turnover intention with the mediating effect of job embeddedness and found strong relationship. It is also found that both the job embeddedness and HR practices are strongly correlated with turnover intention.

H₁: There is direct relation between JE and TOI.

2.2 | Ethical Climate

Job attitudes are positively affected by ethical climate which reduces the level of stress and ultimately decreases the turnover intention. According to Tsai & Huang¹⁰ positive ethical climate (caring, independence, law & code, rules and instrumental) of hospitals can improve the employee's organizational commitment and job satisfaction. Hart¹¹ elaborated that workers (nurses) experience proper guidance and counseling regarding ethical behavior having more

intention to stay at job. There are numerous variables due to which nurses can leave their profession but ethical climate is one of the major factor. So it is concluded that administration should give proper attention to the ethical climate provided to nurses in order to retain them. On the basis of above reasoning following hypothesis needs to be tested.

H₂: ToI is directly related with EC.

2.3 | Locus of Control

Employees who are good in locus of control can get more resources, and build more social relationships in the society. If these type of employees left job they have to pay the cost for switching the job.

2.4 | Perceived Alternative Employment Opportunities

It is also called or same like turnover intention. If employees have other opportunities then they will like to change or switch the jobs.

H₇: Perceived Employment Opportunity moderated JE and ToI.

H₈: PAEO moderates EC and TOI.

H₉: PAEO moderates OCB and TOI.

2.5 | Turnover Intention

It is also called intention to quit, switching, lay off, resignation, retirement, discharge or leaving the job. It has many theories like exit voice theory, job matching theory, and social learning theory. It has two types one is voluntary and involuntary⁵.

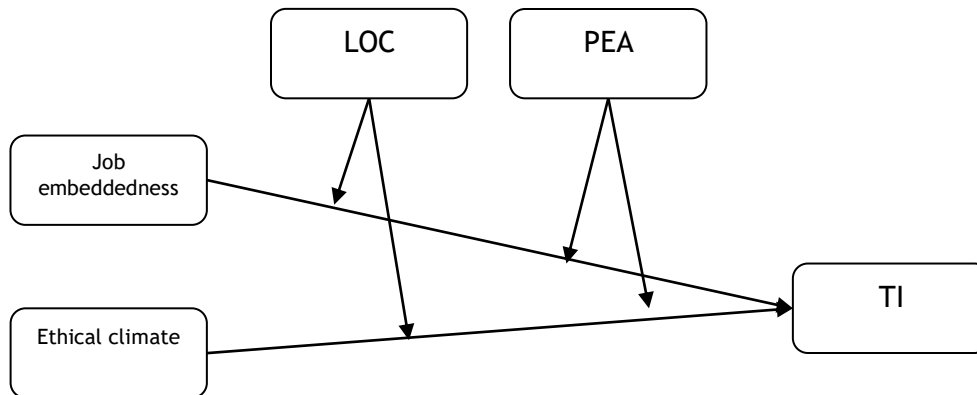


Figure 1: Research Framework

3 | MATERIAL AND METHODS

3.1 | Research Design and Sampling

Population of the current study was the nurses working in government hospitals of Pakistan. The sample size taken from this population was (n = 242) it contains both male and female registered nurses of three main hospital operating in Islamabad Federal Government Polyclinic, PIMS and NIRM The sampling technique used in the current research was convenient sampling. Administered structured questionnaire was used for the collection of data. Researchers distribute 345 questionnaires in nursing superintendants offices in the above mentioned hospitals and 242 completed received.

3.2 | Instrument and Measures

The questionnaire contains 53 items it also include demographic characteristics. The personal respondents' characteristics were measured by using fill in the blanks. For the purpose of clear understanding the instrument was decoded into Urdu language for better understanding and then reread by experts in order to avoid any divergence from original version. Victor and Cullen¹² developed the instrument that is used to measure the ethical climate in and job embeddedness current study. It contains five dimensions. These dimensions are law and code, rules, caring, independent and instrumental. These five dimensions are covered by 14 items in the questionnaire. This instrument was also scaled on five point Likert scale extended from "strongly disagree" = "1" to "strongly agree" = "5". The Steel and Griffeth¹³ scale for PAEO and Spector¹⁴ for LOC and for turnover¹⁵ was adopted.

3.3 | Data Analysis

To test the hypotheses correlation and hierarchical multiple regression were run in SPSS.

4 | RESULTS

The Pearson correlation moment between JE and Turnover Intention is recorded negative i.e. $r = -.393$, $p=0.000$ further examination of results revealed that correlation moment between EC and turnover intention is also recorded as negative i.e. $r = -.157$, $p<0.05$, further examination of results revealed that PAE and turnover intention is $r = 0.267$, $p= 0.000$ while LOC and TI is not significant i.e. $r = 0.008$, $p>0.05$. Negative relationship shows that when JE, EC and PAEO will increase there will be decrease in TI.

Table 1 Correlation

Variables	1	2	3	4	5
1.Job Embeddedness	1				
2.Ethical Climate	.447**	1			
3.Perceived Alternative Employment	-.138*	.122	1		
4.Locus of Control	.063	.326**	.184**	1	
5.Turnover Intention	-.393**	-.157*	.267**	.008	1

For nurses concerning job embeddedness and turnover intention JE shows variance upon turnover in model 1 $R^2 = 0.155$ it means that 15.5% variance shows by JE. In model 2 $R^2 = 0.156$ while in model 3 $R^2 = 0.170$ it means that with inclusion of moderator r square changes and when interaction term was added in the model it also changes the r square and beta value is also found significant $b = -.124$, $p=0.043$ it means that moderator locus of control does act as moderator in the relationship between JE and turnover intention. Further Examination of the results is explained by plotting graph of moderation using Dawson¹⁵ formula. All the Unstandardised regression coefficients were used for plotting graph. It is plotted one S.D above mean and on S.D below mean. It can be seen that high locus of control has strong moderating effect upon JE and turnover intention as compared to low locus of control. So it means that moderation exists in this model hence hypotheses accepted.

Table 2 Moderation Job Embeddedness, Locus of Control and Turnover Intention

DV	IV	R	R ²	Adj R ²	B	Sig
TI	Constant	.393	.155	.151		.000
	JE				-.393	.000
TI	Constant	.395	.156	.149	-.395	.000
	JE				.033	.580
	LOC					
TI	Constant	.413	.170	.160		.000
	JE				-.374	.000
	LOC				.009	.877
	Interaction				-.124	.043

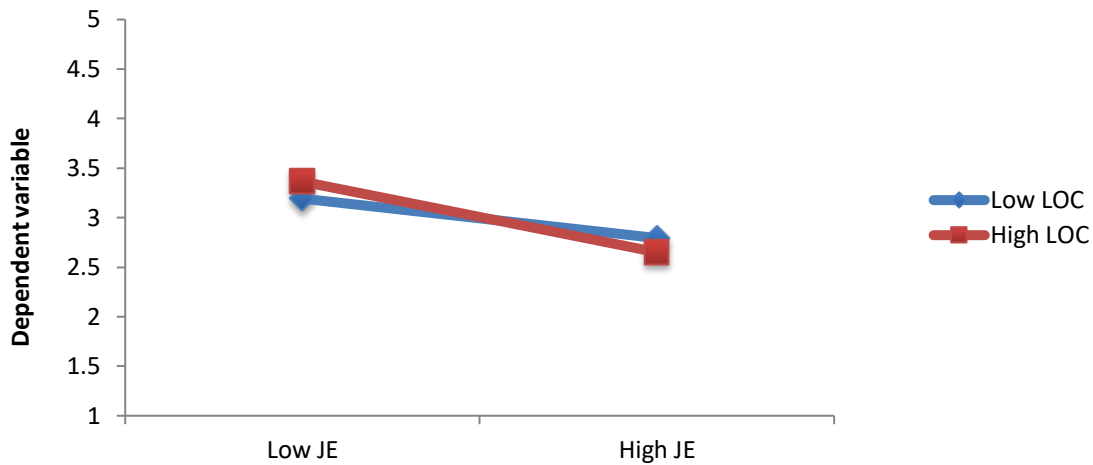


Figure 2: Moderation Graph

For nurses concerning job embeddedness and turnover intention JE shows variance upon turnover in model 1 $R^2 = 0.155$ it means that 15.5% variance shows by JE. In model 2 $R^2 = 0.201$ while in model 3 $R^2 = 0.204$ it means that with inclusion of moderator r square changes and when interaction term was added in the model it also changes the r square and beta value is found insignificant $b = .059, p=0.309$ it means that moderator locus of control does not act as moderator in the relationship between JE and turnover intention. Further examination of results of moderation are plotted in the graph it is clear that there is no moderation or interaction between the JE and Ti by PEA. So this hypothesis is rejected and a null hypothesis is accepted.

Table 3 Moderation Job Embeddedness PEA and Turnover Intention

DV	IV	R	R ²	Adj R ²	B	Sig
TI	Constant	.393	.155	.151		.000
	JE				-.393	.000
TI	Constant	.448	.201	.194		.000
	JE				-.363	.000
	PEA				.217	.000
TI	Constant	.452	.204	.194		.000
	JE				-.363	.000
	PEA				.220	.000
	Interaction				.059	.309

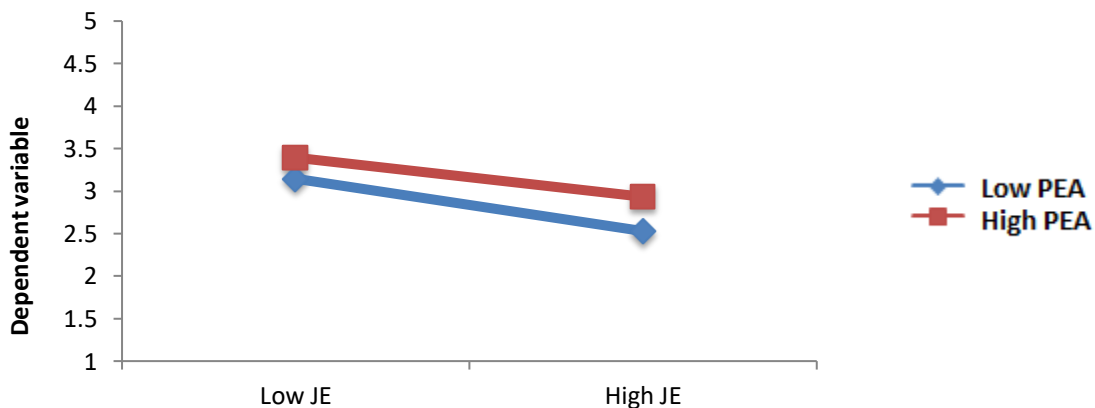
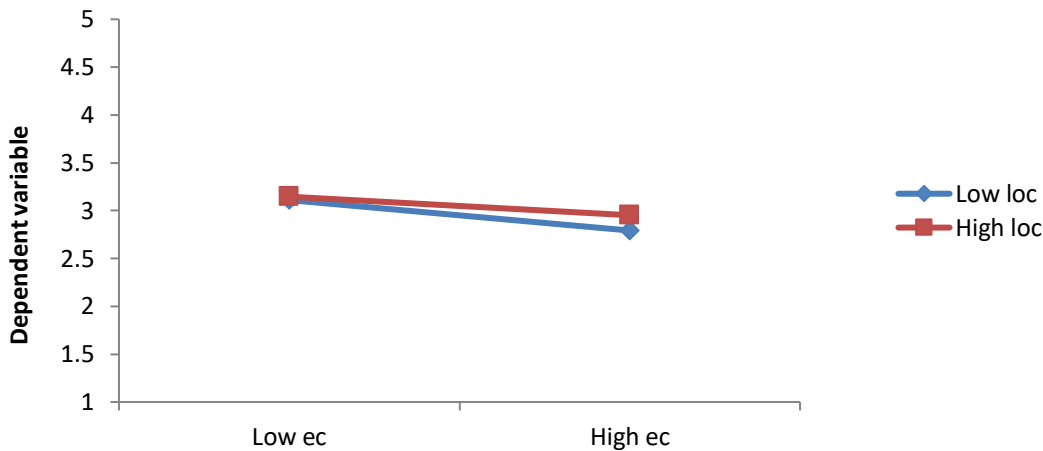


Figure 3: Moderation Graph

For nurses concerning ethical climate and turnover intention EC shows variance upon turnover in model 1 $R^2 = 0.025$ it means that 2.5% variance shows by EC. In model 2 $R^2 = 0.029$ while in model 3 $R^2 = 0.031$ it means that with inclusion of moderator r square changes and when interaction term was added in the model it also changes the r square and beta value is found insignificant $b = .045, p=0.488$ it means that moderator locus of control does not act as moderator in the relationship between EC and turnover intention. Further examination of results of moderation are plotted in the graph it is clear that there is no moderation or interaction between the EC and Ti by LOC. So this hypothesis is rejected and a null hypothesis is accepted.

Table 4 Moderation Ethical Climate Locus of Control

DV	IV	R	R ²	Adj R ²	B	Sig
TI	Constant	.157	.025	.021		.000
	EC				-.157	.014
TI	Constant	.169	.029	.020		.009
	EC				-.179	.009
	LOC				.066	.329
TI	Constant	.175	.031	.018		.012
	EC				-.172	.012
	LOC				.067	.325
	Interaction				.045	.488


Figure 4: Moderation Graph

For nurses concerning ethical climate and turnover intention EC shows variance upon turnover in model 1 $R^2 = 0.025$ it means that 2.5% variance shows by EC. In model 2 $R^2 = 0.108$ while in model 3 $R^2 = 0.109$ it means that with inclusion of moderator r square changes and when interaction term was added in the model it also changes the r square and beta value is found insignificant $b = .036, p=0.558$ it means that moderator PEA does not act as moderator in the relationship between EC and turnover intention. Further examination of results of moderation are plotted in the graph it is clear that there is no moderation or interaction between the EC and Ti by PEA. So this hypotheses is rejected and null hypotheses is accepted

Table 5 Moderation Ethical Climate PEA and Turnover

DV	IV	R	R ²	Adj R ²	B	Sig
TI	Constant	.157	.025	.021		.000
	EC				-.157	.014
TI	Constant	.328	.108	.100		.002
	EC				-.193	.002
	PEA				.290	.000
TI	Constant	.330	.109	.098		.002
	EC				-.195	.002
	PEA				.289	.000
	Interaction				.036	.558

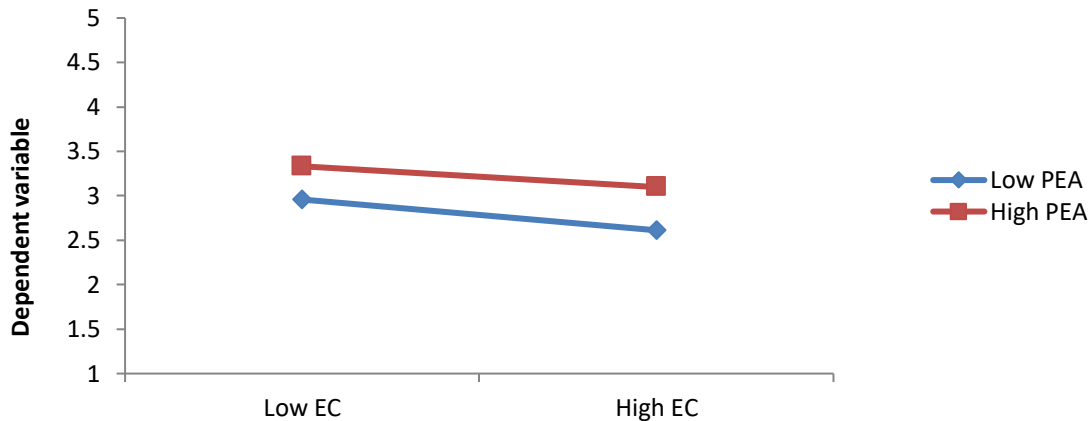


Figure 5: Moderation Graph

5 | DISCUSSION

From the results it is shown that all the variables have relationship between each other. Results of hierarchical multiple regression show that only locus of control does acts as moderator on job embeddedness and turnover intention. Remaining all other variables and their interaction terms are not significant. According to Aiken and West¹⁷ if the interaction term is not significant then it means there is no moderation. But according to Carte and Russell¹⁸ if the interaction term is not significant but there is change in r square it also does acts as moderator. So in that case there is moderation occurs in some cases.

6 | CONCLUSION

Nurses work under great pressure and stress. After pandemic there is already shortage of health workforce. it is concluded that by providing ethical climate and focusing on job embeddedness, locus of control and perceived alternative employment opportunities healthcare organizations can control turnover.

7 | PRACTICAL IMPLICAITONS

Ministry of Health, policy makers and hospital administration cannot afford high turnover because it incurs direct and indirect cost. Hiring new nurses and train the nurse involve huge cost therefore it is better to formulate such policies which help hospitals to retain nurses for long time.

8 | LIMITATIONS AND FUTURE DIRECTIONS

The current study is cross-sectional in nature which may lead to biasness, because the data collected from nurses at one point of time and it is considered as source of common method bias and common variance biasness. It is therefore recommended for future studies of support quantitative findings with qualitative data. Moreover, this study has used two moderators it is recommended that in today's competitive environment the situations at workplace are getting more difficult, it is better to add mediators in the framework in order to get in depth understanding of the subject matter.

Conflict of Interests

Authors declare no competing interest

REFERENCES

1. Verboom P, Edejer TT, & Evans D. (n.d.). Retrieved July 15, 2011, from http://www.who.int/choice/publications/d_human_resources.pdf
2. WHO GHWA USAID. Pakistan Human Resource for Health Assessment 2009. 2010. Islamabad.
3. WHO. *Working together for health. The World Health Report*, World Health Organization, Geneva, 2006.

4. PDSSP TAMA. Induction and retention of nurses; resolving the planning mismatch. . Lahore: Health Department, Government of Punjab. 2010
5. Contino DS, How to slash costly turnover. *Nursing Management*, 2002; 33(2): 10–13.
6. Bergiel EB, Nguyen VQ, Clenney BF, and Taylor GS. Human resource practices, job embeddedness and intention to quit. *Management Research News*, 2009; 32(3): 205-219
7. Mitchell TR, Holtom BC, Lee TW, Sablinski CJ, & Erez M. Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 2001; 44: 1102-1121.
8. Mallol C M, Holtom BC, & Lee TW. Job Embeddedness in a Culturally Diverse Environment. *Journal of Business Psychology*, 2007; 22: 35–44.
9. Gong Y, Chow IH, & Ahlstrom D. Cultural diversity in China: Dialect, job embeddedness, and turnover. *Asia Pacific Journal of Management*, 2011; 28:221–238.
10. Tsai Y. & Wu SW. The relationships between organizational citizenship behavior, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 2010; 19: 3564–3574.
11. Hart SE. Hospital ethical climates and registered nurses turnover intention. *Journal of nursing scholarship*, 2004; 37: 2, 173-177.
12. Victor B, & Cullen JB, The organizational bases of ethical work climates. *Administrative Science Quarterly*, 1988; 33(1): 101–125.
13. Steel RP, & Griffeth RW, The elusive relationship between perceived employment opportunity and turnover behavior: A methodological or conceptual artifact? *Journal of Applied Psychology*, 1989; 74(6): 846–854. <https://doi.org/10.1037/0021-9010.74.6.846>
14. Spector PE, Development of the Work Locus of Control Scale. *Journal of Occupational Psychology*, 1988; 61: 335-340. <https://doi.org/10.1111/j.2044-8325.1988.tb00470.x>
15. Busari AH., Mughal YH., Khan SN., Rasool S. & Kiyani, A.A. Analytical cognitive style moderation on promotion and turnover intention", *Journal of Management Development*, 2017; 36(3):438-464. <https://doi.org/10.1108/JMD-12-2015-0184>
16. Dawson JF. Moderation in Management Research: What, Why, When, and How. *J Bus Psychol*, 29, 1–19 (2014). <https://doi.org/10.1007/s10869-013-9308-7>
17. Aiken LS, & West SG, *Multiple regression: Testing and interpreting interactions*. 1991, Sage Publications, Inc.
18. Carte TA, & Russell CJ, In Pursuit of Moderation: Nine Common Errors and Their Solutions. *MIS Quarterly*, 2003; 27(3): 479–501. <https://doi.org/10.2307/30036541>