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Psychosocial predictors of actual turnover among Belgian health care workers

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Background

Turnover of nursing staff is a major challenge for healthcare settings and for healthcare in general, urging the need to improve retention.

Aim

The aim was to explore the prospective relations between personal and psychosocial work-related factors and actual turnover among Belgian healthcare workers.

Methods

Predictors of actual turnover were assessed using the longitudinal Belgian data from the Nurses Early Exit Study (NEXT). Two self-administered questionnaires with a time lag of one year were distributed, covering physical and psychosocial work-related factors, private life, turnover intentions and future perspectives. During follow-up, 90 employees who left the organization voluntary (leavers) and who had a complete data set were identified.

These subjects were each matched with two stayers based on gender, age and organization type. Multiple logistic analyses were performed.

Results

The first model adjusting for education level showed that quantitative job demands, job satisfaction, burnout, work-home interference, commitment to the institution, pay satisfaction, effort-reward imbalance and intent to leave the organization were significantly associated with actual turnover. When additionally adjusting for intent to leave the organization, job satisfaction (OR 0.29; 95% CI 0.13-0.62) and work-home interference (OR 1.35; 95% CI 1.00-1.81) were found to be the most important independent predictors of turnover.

Conclusion

To tackle turnover, special attention should be given to turnover intention, work-home interference and job satisfaction because these risk factors were found to be the strongest predictors of actual turnover among nurses and nursing aids.