

THE EFFECT OF WORKPLACE INCIVILITY ON TURNOVER INTENTION AMONG NURSES: THE CASE OF TURKEY

İsmail ÖZDEMİR¹

Dr, İstanbul Gedik University, Türkiye

Abstract:

The main aim of this study is surveying the relationship between workplace incivility and turnover intention among nurses. This study used a correlation and regression analysis to observe the relationship between workplace incivility and turnover intention. Semi-structured interview technique is used and 163 usable questionnaires were filled together with 163 volunteered nurses. The findings suggested that there is a positive and significant relationship between workplace incivility and turnover intention. The findings of this study will guide the future researchers and the managers who try to keep turnover intention under control in the healthcare industry.

Key words: Nurses, The Effect of Workplace Incivility On Turnover Intention.

 <http://dx.doi.org/10.47832/2717-8293.21.45>

¹  ismail.ozdemir@gedik.edu.tr

Introduction:

There is a shortage of nurses in the healthcare industry. Therefore healthcare managers monitor turnover intention of the nurses carefully to decrease the turnover of nurses. Turnover of nurses may cause interruptions on the health operations in some certain departments.

Turnover is a cost for an organization as it brings new hiring and training processes. Moreover, it refers to the loss of experienced employees who work more efficiently and provide a high quality service compared to the unexperienced employees. The contribution of the new employees will be limited and the teams will have a lack of members during the hiring process.

Turnover intention is the first step of turnover process. The managers can control turnover intention by using efficient policies (Huang & Lin, 2019). Workplace incivility is a significant antecedent of turnover intention (Dion, 2006). Workplace incivility refers to the incivil behaviors of the employees in an organization (Laschinger, 2012). It is difficult to determine whether such behaviors are deliberate.

Workplace incivility has a negative influence on the employees. Therefore it is accepted as a mistreatment. The aim of this study is surveying the effect of this mistreatment on turnover intention among nurses.

Conceptual Relationships and Hypothesis Development

The work environment of nurses includes interaction between the employees and the interaction between the nurses and the patients. Therefore workplace incivility in such an environment affects the nurses directly and indirectly (Blackstock, 2015). The incivility behaviors might be deliberate or not, but the results will not change as it is a behavior that is not preferred by the employees.

The incivility of employees can be monitored by the supervisors. The supervisors who are aware of the relationship between workplace incivility and turnover intention may try to decrease workplace incivility if they want to decrease the turnover intention. Because an increase on workplace incivility also increases turnover intention (Laschinger, 2012).

The turnover intention is a trouble for the healthcare institutions where there is a nurse shortage. Such institutions need a successful organizational policy to keep turnover intention under control. The studies showed that workplace incivility is a significant factor affecting turnover intention (Dion, 2006; Huang & Lin, 2019).

In light of these findings provided by the previous studies, the hypothesis below is derived:

H1: Work incivility has a positive effect on turnover intention.

Methodology

The sample is collected from private hospitals located in Istanbul. Nurses participated in this survey. 170 semi-structured interviews with nurses provided 163 usable results.

The scale of Matthews ve Ritter (2016) was used to measure workplace incivility. This scale included 4 items. 3 item scale of Bluedorn (1982) was used to measure turnover intention.

The data was used without making any change or correction. The collected results were analyzed by using IBM SPSS 22.0. The authors applied KMO analysis, confirmatory factor analysis, and linear regression analysis.

Findings:

The KMO analysis results indicated that the data is suitable for factor analysis. KMO value is .758 and it over the threshold that is .50 (Hair et al., 2010). The confirmatory factor analysis results indicated a proper allocation between the variables and it was not necessary to remove any questions. As shown in table 1, all values were over the threshold.

Table 1. Factor Analysis Results

	VARIABLE NAME	
	WORKPLACE INCIVILITY	TURNOVER INTENTION
INVLT5	,784	,213
INVLT6	,828	,045
INVLT7	,820	,162
INVLT8	,637	,167
TI9	,160	,875
TI10	,182	,914
TI11	,146	,811

The regression analysiss results are indicated in table 1. The effect of workplace incivility on turnover intention is statistically significant. The power of this effect is medium (Cohen, 1988). It is .363 and it shows a positive effect.

Table 1. Regression Analysis Results

Model	Beta (R)	R Square	F	Sig
1	.363	.132	24.468	.000

Discussion and Conclusion

The workplace incivility is a common behavior in some certain organizations. The reason of such behaviors can be the intention of mistreatment or lack of education. Gender differences can also be a reason in some cultures. All the nurses who were the participants of this research are female. Thus, their chance to confront workplace incivility due to their gender is higher compared to the male nurses.

Workplace incivility can be decreased by the managers. The attitude of the managers have a strong effect on the attitudes and behaviors of the employees (Ozkan, 2021a). The employees may prefer to keep workplace incivility under control depending on their organizational policy.

The findings of this study indicated that increasing workplace incivility also increases turnover intention of the nurses significantly. It has a medium effect on turnover intention. Consequently, the managers who are intended to keep turnover intention under control should also influence workplace incivility.

The findings of this study can be used by the managers working in the healthcare organizations. This study can also guide the future researchers who studies the variables and relationships included in this study.

Limitations and Future Research

The data is collected in Istanbul. The workplace incivility levels or their effect on turnover intention might be different in different cities in Turkey. Moreover, it is also possible to see different values in different countries. Previous meta-analysis studies showed that the effect of the antecedents of turnover intention can change from a region to the other significantly (Ozkan, 2022, 2021). Future researches can fill this gap.

References:

- Blackstock, S., Harlos, K., Macleod, M.L.P., & Hardy, C.L. (2015). The impact of organisational factors on horizontal bullying and turnover intentions in the nursing workplace. *Journal of Nursing Management*, 23, 1106–1114.
- Bluedorn, A. C. (1982). Unified model of turnover from organizations. *Human Relations*, 35(2), 135-153.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. 2. Edition. Lawrence Erlbaum Associates: Hillsdale, NJ.
- Dion, M.J. (2006). The impact of workplace incivility and occupational stress on the job satisfaction and turnover intention of acute care nurses. Doctoral dissertation. University of Connecticut: USA.
- Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2010). *Multivariate Data Analysis*. 7. Edition. Prentice Hall: Upper Saddle River, NJ.
- Huang, T., & Lin, C. (2019). Assessing ethical efficacy, workplace incivility, and turnover intention: a moderated-mediation model. *Review of Managerial Science*, 13, 33–56.
- Laschinger, H.K.S. (2012). Job and career satisfaction and turnover intentions of newly graduated nurses. *Journal of Nursing Management*, 20, 472–484.
- Matthews R.A. & Ritter K.J. (2016). A concise, content valid, gender invariant measure of workplace incivility. *Journal of Occupational Health Psychology*, 21, 352–365.
- Ozkan, A.H. (2022). Organizational justice perceptions and turnover intention: a meta-analytic review", *Kybernetes*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/K-01-2022-0119>
- Özkan, A.H. (2021). The Effect of Burnout and Its Dimensions on Turnover Intention Among Nurses: A Meta-Analytic Review, *Journal of Nursing Management*, 30(3), 660-669.
- Özkan, A.H. (2021a). Abusive Supervision Climate and Turnover Intention: Is It My Coworkers or My Supervisor Ostracizing Me?, *Journal of Nursing Management*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1111/jonm.13398>