

Using Multiple Regressions to Predict (ICU) Intensive Care Unit Nurses Professional Detachment Intent, in Bangalore Multi-Specialty Hospitals, Karnataka.



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Abstract: *Background/aim:* This paper aims to determine the predictors of ICU nurses intent for professional detachment in Bangalore. It also focuses on identifying the factors which influence nurses intent to professionally detach from the organization. *Materials and methods:* A questionnaire survey of 462 nurses employing in multispecialty hospitals in Bangalore was sampled to test the hypothesis. The Health Profession Stress Inventory Scale and the Nursing Stress Scale measures the problem researched. Scale scores were analyzed statistically. *Results:* The results from Stepwise Multiple Linear Regression showed that nurse person-organization fit, conflict, responsibility & recognition for nurses predict the professional detachment intent of nurses with its standardized β coefficients ($\beta=-0.338$; $p<0.01$), ($\beta=0.142$; $p<0.05$) and ($\beta=-.173$; $p<0.01$) respectively. *Conclusion:* The present study highlights that there are many factors predicting the professional detachment intent of ICU nurses, more concerned the p-o-f of nurses largely predicts their intent to be professionally detached.

Key words: Professional detachment, hospitals, ICU nurses, turnover

I. INTRODUCTION

Human Resource Management builds the foundation of any business organization (Pragalbh Sharma, Aparna Raj., 2019). HRM plays a very core role in managing human resource, the workplace environment, and the organizational culture through its strategic activities. Considering, manpower is very essential rather than any other resources and necessary for the effective functioning of an organization.

The Professional detachment of nurses is a continuing concern for human resource management as it affects the well-being of humankind.

Healthcare sector comes under the umbrella of the service sector. Concerning healthcare industry nurses are the one who closely deals with the patients, hence they possess people-oriented profession. A report by (NSI, 2017) Nursing solution incorporated states that there is a 16.7% to 17.7% turnover in ICU settings overall in 2015 & 2016 respectively.

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The nursing profession is widely recognized as a challenging and stressful profession that leads to high level of quits. Among the healthcare professionals employing in the medical system, nurses are the most important workforce and play a vital role in delivering a good quality care (Alhamwan and Norazuwa, 2015).

The persisting economic condition is highly diffusive and there is a decline in the job satisfaction of public employees, leads to higher turnover intention rate and burnout (Matar M et al., 2019).

II. BACKGROUND

In the current scenario, medical care sector is highly demanded one, in relation to this nurses are also demanded high (Lin, 2014). Around the world, nursing shortage brought a series of challenges to hospitals (Valizadeh et al., 2015). It is predicted that the world will face a severe nursing shortage by next 20 years (Dyo et al., 2016). It seems that shortage of nurses is very high in comparison to other professions in the healthcare industry (Asegid et al., 2014).

Most of the published research work has focused generally on the nursing staff (Omar et al., 2013). However, the nurses employing in ICU are at higher risk, since they have to deal with life or death situation of patients on a regular basis (Omar et al., 2014).

The existence of detachment from job among healthcare providers varies across different specialties, whereas most often and severe in ICU workers. The idea of the research is to plug the research gap on the quit rates and turnover intention literature to add further understanding of the impact of professional detachment of nurses in ICU units.

The turbulent and unpredictable work environment leads to high turnover rate in critical care unit (Hart and Moore, 1989). (Vanessa Gibson, 1994) identified that the ICU nurses quit rate is higher than any other areas of nursing and it was supported by little statistical evidence. Hospital is a 24/7 job function sector and workforce in such industry should be aware always. The nurses at ICU should prepare always for the development of patient well-being. Normal human spent 75 percent of the money on healthcare per year (J. Arthi, 2019).

A. The Nurse Work Environment

Nursing is a complex job profile. Nurses directly deals with patient and used to spend more time with them. Considering medical organization, an ICU is the highly specialized area and the level of care is complex, intense and frequently life-sustaining as mentioned by (Size et al., 2005). Nurses serve the people in their time of need and vulnerability. (Kash, 2010) stressed that the intention to leave is one of the most realistic predictors of real staff turnover. In this research, the term intent to professional detachment literally mentions the turnover intent.

III. LITERATURE REVIEW

An ICU is a place where there is a constant monitoring of patient on one to one basis for a total care of seriously ill patients (Stryker 1981). Patient gets benefit if they have a stable and skilled workforce. (Revans, 1964) found that patient will stay in the hospital for a longer time period due to high turnover and quality also gets deteriorated due to the professional detachment of nurses (Stryker, 1981).

The Indian healthcare industry delivers world-class quality treatment which may upbeat the future hospitals in the country. Overseas Indian Facilitation Center reports that the industry will touch US\$ 280 billion by 2020. In the global healthcare system, with a total of 19.3 million nursery and midwifery personnel nurses occupies the largest group of professionals in the world, a report by WHO World Health Organization, World Health Statistics 2011 (WHO, 2008).

Though in the crucial nursing shortage globally, many nurses tend to leave their job, profession or from the nursing workforce (Flinkman et al., 2013). (Flinkman et al., 2010) report that nurses intent to leave the profession vary internationally from 4% to 54%. A study by (Rao et al., 2008), states out of the total health workforce, Indian nurses contribute 38% which is the largest share. The intent for professional detachment explains an employee perception or idea towards leaving his/her job whereas turnover indicates the act of an employee leaving his/her profession actually (Hinshaw & Atwood, 1984).

A. Role conflict

(James, 2003) defines role conflict as the ambiguity among two conflicting tasks. When job demands exceed the individual ability, employees experience stress and turnover intention (Lee C S, Park J Y., 2019).

B. Job tension

(Lawler and Porter, 1967) explains job tension as the extent to which employee is psychologically affected due to work-related issues.

C. Person-organization fit

Person-Organization Fit is the compatibility between individual employees and working organization (Kristof, 1996).

D. Professional detachment intent

Professional detachment intent is the state of being detached. Professional detachment refers to the employee's voluntary retraction from the organization and the

profession (Hart and Moore, 1989).

The turnover intention has been viewed as a notable matter for discussion and it depends on various factors. As the intent to professionally detached among the workforce increases, actual turnover expects to increase (Mohamed and Mohamed, 2013). The relationship between intent to quit and turnover is stronger than satisfaction and turnover (Price, 2001). Research on turnover identifies that the strongest precursor of turnover is turnover intention (Allen et al., and Tourangeau et al., 2003a, 2010b). Tourangeau et al., 2010, found that the relationship between intent to remain employed and retention of employees is direct and positive.

A study by (Gabrielet al., 2015) indicates that the specialty areas like ICU have the highest turnover rate of 26% and it was found by (Cho S.H et al., 2014) that shortage is most evident in critical care, emergency services, and preoperative care. Nursing working in pediatric ICU and ICU has the higher quit rate than other units (Dyo et al., 2014). Most important fact to consider is that nursing workforce in such units holds specialized knowledge, skills, and experience to deal with critically ill patients (Mohamed and Mohamed, 2013). In the medical organization, considering other professions the turnover rate of nurses is high. A report by The Bureau of Labor Statistics employment projections 2012-2022 released in Dec 2013 report that, among the top occupations Registered Nurses ranks first in terms of job growth by 2022 (BLS, 2011). The significance of nurses is undeniable as because of their service to the mankind in saving their lives. It was found that the differences between intention to leave the current workplace or to leave the profession have rarely been studied (Constanze et al., 2016). The interaction among worker's and working environment has impact on occupational stress and turnover (Thamilvanan G, Thavasumani S., 2019). Therefore the primary concern of healthcare industry is to exhaustively recognize the issue of professional detachment of ICU nurses working in multi-specialty hospitals.

IV. MATERIALS AND METHODS

A. Purpose and objectives

The purpose of this paper is threefold: first, to determine the predictors of ICU nurses intent for professional detachment in Bangalore. Second, to identify factors that influence nurses' intent to professionally detached from the organization; and third, to examine the relationship between person-organization fit and nurses' professional detachment.

B. Design and setting

The study utilized, descriptive and stratified random sampling to investigate the data collected from the respondents through survey methodology. The study was carried at the selected multispecialty hospitals, Bangalore.

C. Population and sample

Five hundred nurses were selected for this research after a pilot study. The researcher personally distributed the questionnaire to each participant and interacts with them to know the views and experience of the respondents sampled. Out of 500 questionnaires distributed, 462 (92%) were received.

The missing data are excluded and 462 questions were analyzed finally for the effective response. The response rate is 92%.

D. Instrument

Structured questionnaire was developed from the literature of previous studies on nurse's professional detachment. A literature review was conducted to identify the scale for measuring the problem studied. Finally, a closed-ended questionnaire was developed which has three sections. The measurement items are adopted from Health Profession Stress Inventory Scale and the Nursing Stress Scale (Karasek, Hu and Bentler, Nunally, Hair et al., 1979a, 1996b, 1978c, 1998d). The first part measures the socio-demographic profile of the respondents.

The second section measures the attributes of conflict, tension in work relationship, responsibility & recognition of the respondents, which is measured using five-point Likert scale consists of different anchors suitable for the items. The third part consists of the construct professional detachment intent and person-organization fit both are measured on a five-point Likert scale.

E. Hypothesis

To determine the predictors of ICU nurses intent for professional detachment in Bangalore. To identify the factors that influence nurses' intent to professionally detached from the organization. To find out is there a significant association between person-organization fit and nurses' professional detachment.

F. Procedure

The measurement items were derived from relevant literature and assessed using proper scaling. Through pilot study, the questionnaire was evaluated and the research was carried out further. IBM SPSS 20.0 version was used to analyze the collected data. Face validity was examined in order to standardize the questionnaire. Content validity was estimated by receiving comments from the hospital nursing administrator and experts in the field. Through exploratory factor analysis, construct validity was obtained. Cronbach's alpha was administered to examine the internal consistency for the scales. The respondents were sampled through the standardized questionnaire and the data were stored for the completeness manually. For the purpose of data reduction factor analysis has been explored. Descriptive statistics were employed to see the characteristics of the sample. The relationship between the scales and sub-scales to the professional detachment of nurses was employed using Pearson correlation. It helps to assess the interrelationship among quantitative variables. Multiple linear regressions with stepwise method were used to identify the most important predictor domains of professional detachment intent. The significance level for the correlation analysis was set at $P < 0.05$.

V. RESULTS

The result of the analysis is as follows and verified in this section. Initially, the descriptive statistics was run then the goodness of fit measures uses exploratory factor analysis, reliability test using Cronbach's alpha and Pearson correlation analysis was performed. Second, to test the hypothesis for direct relationship stepwise multiple regression analysis was used. Third, the relationship between the demographics and dependent variable utilizes ANOVA.

The demographic distribution of data collected was evaluated by frequencies analysis and few of them are explained here, which comprised of female respondents only. The mean age of the subjects studied is twenty-five years old. Out of the total respondents 239 were qualified bachelor's degree, 120 were GNM General nursing-midwifery, 93 were diploma holders and 10 respondents holds certificate course. Nearly 53 % of the sample has a total experience of 2 years whereas respondents with 9 years of experience were only 4%. Approximately, 82% of the respondents were unmarried. Nurses who have 1 year of experience in the same hospital is 45% and 40% possess up to 3 years of experience, only 4% of the nurses work more than 8 years in the same hospital. The continuous and interrupted working ratio is 87:13. A little more than half of the nurses 60% work for 8 hours per day and nurses who work continuously for 6 days and 7 days without taking off are 33% and 39%. A general question was asked along with the demographic section: Do you motivate others to join in this profession? 38% respondents opted yes and 62% told no. Exploratory factor analysis (EFA) using principal component analysis test the validity of construct and varimax rotation that delineated the dimension of every construct investigated in the study. The results of EFA explain each construct into a specific group. EFA showed indicators of Keiser-Meyer-Olkin, measures of sampling adequacy, variance explained and factor loading with the value of KMO = .796, Bartlett Test of Sphericity = 5988.005 & DF = 630, with .000 significance. The items that fit into a particular group was pooled using mean score computation from rotated component matrix. A total of 9 components explain 59 percent of the total variance. The entire items factor loading ranged from 0.52 to 0.83 above the cutoff value of 0.50. Meanwhile, the weak loading items were removed from the constructs.

Table 1 illustrates the results of descriptive analysis Cronbach's alpha, means, standard deviation (SD) and intercorrelation among the constructs. Cronbach's alpha was calculated for the study variable and its subscale, which is found to be an acceptable reliability of .69 and above, as suggested by (Nunnally, 1978) reliability index displayed in the below table.

Table 1: Cronbach's alpha, means, standard deviation (SD) and correlation Matrix of the study variable

S.No	Variable	Alpha	Mean	SD	1	2	3	4	5
1	PDI	0.86	3.1654	.87249	—	-.338 **	.163 **	.099 *	-.239 **
2	POF	0.86	3.4026	.84544			-.138 **	.123 **	.316 **
3	TWR	0.78	2.2900	.92185				.450 **	-.040
4	CONFLICT	0.69	2.9218	.64921					.180 **
5	RESP & RECOG	0.70	3.9759	.55615					—

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

From the Table 1, the means and standard deviations indicates that the respondents scored moderate levels of PDI, POF, RESP & RECOG, and lower levels of TWR, CONFLICT. The value of the mean was (3.16, 3.40, 3.97, 2.29, 2.92) respectively. The results showed there is a quite narrow dispersion in the responses explained in the value of smaller standard deviation. All Standard Deviations were less than 1.

Correlation was performed to measure the strength and direction of the linear relationship between the variables. The zero-order correlation matrix, among the constructs of professional detachment intent, person-organization fit, tension in work relationship, conflict and responsibility & recognition was shown in Table 1. The r value explains the significant relationship between the studied variables except for TWR and RESP&RECOG with its value (r = -.040). Further, it reveals that there was a statistically negative correlation between the variables PDI and POF(r = -.338), TWR and POF(r = -.138), PDI and

RESP&RECOG (r = -.239). The relationships between all the other constructs were statistically positively correlated with its coefficient value. The result from correlation coefficient proves the data were free from multicollinearity since it is less than .90 (Hair, Anderson, Tatham & Black, 1998). In order to identify the predictors of ICU nurses professional detachment intent and the relationship between dependent and independent variable, the researcher conducted a stepwise multiple regression analysis. To measure the extent to which the combination of independent variables chosen in the study predict the dependent one, utilizes multiple correlations (R), the squared multiple regression (R²), along with the adjusted squared multiple regression (R²adj).

Table 2 presents to what extent the regression model fits the dimensions of ICU nurses professional detachment. The F-ratio in all models shows that the study predictors significantly predict the measured variables. Thus, it can be concluded that the studied model fit the data well.

Table - 2 Regression model fit statistics

	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Measures	a. Predictors: (Constant), POF	b. Predictors: (Constant), POF, CONFLICT	c. Predictors: (Constant), POF, CONFLICT, RESP & RECOG
R	.338 ^a	.366 ^b	.401 ^c
R²	.114	.134	.161
F	59.359	35.583	29.197
P Value	.000 ^b	.000 ^c	.000 ^d
Durbin-Watson			1.712

d. Dependant Variable PDI p* < 0.05

The findings indicated that the constructs in the research model explained a total of 16% of the variance in professional detachment of ICU nurses. However, considering the stepwise regression model as a whole person-organization fit alone explained 11% of the variance in nurse's turnover intention.

Table 3: Co-efficient table

Model	Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.353	.159		27.416	.000
	POF	-.349	.045	-.338*	-7.704	.000
2	(Constant)	3.855	.219		17.583	.000
	POF	-.367	.045	-.356*	-8.125	.000
	CONFLICT	.191	.059	.142**	3.251	.001
	(Constant)	4.655	.302		15.406	.000
3	POF	-.314	.047	-.304*	-6.717	.000
	CONFLICT	.225	.059	.167*	3.829	.000
	RESP & RECOG	-.271	.072	-.173*	-3.789	.000

Dependent Variable: PDI * p < 0.05. ** p < 0.001

Only significant coefficients dimensions are presented in this table.

The results of Stepwise Multiple Linear Regression showed that nurse person- organization fit, conflict, responsibility and recognition for nurses predict the professional detachment intent of nurses with its standardized β coefficients ($\beta=-0.338$; $p<0.01$), ($\beta=0.142$; $p<0.05$) and ($\beta=-.173$; $p<0.01$) respectively. The person-organization fit dimension includes seven items makes the strongest unique contribution in explaining professional detachment intent, followed by the conflict, responsibility & recognition, respectively.

The model analysis included the four independent variables such as tension in work relationship, person-organization fit, conflict and responsibility & recognition. The linear combination of the three independent variables was significantly related to the dependent variable (professional detachment intent), $R^2 = .16$, $F=29.197$, $P=.000$. The variable TWR was excluded from the analysis because it is not significant. It explains 40% variance of the professional detachment intent can relate the linear combination of predictors, person-organization fit, conflict, responsibility & recognition.

Findings from the regression equation for the standardized variables are given as: Predicted professional detachment intent score = $4.655 + -.314$ (POF) + $.225$ (CONFLICT) + $-.271$ (RESP & RECOG).

To examine the relationship between professional detachment intent and the socio- demographic variables, ANOVA was run. The result of the analysis reveals that the demographic characteristics such as the age of the respondents, nurses marital status, parental status, employment pattern, number of dependent in their family, educational qualification were not associated significantly with professional detachment intent. The age of the employees' significantly correlated with emotional intelligence and intent to quit (Joiceswarnalatha R, V. Murali Krishna., 2019). The outcome of eta squared test for these variables represents minimum to medium size effect of variation in the scores of professional detachment intent. The socio- demographic characteristics such as total nursing experience were significant with professional detachment intent. The results are as shown in the below Table 4.

Table 4: Displays the output of independent t-test and Analysis of variance (ANOVA)

Variable	Mean	SD	F-value	P-value
Respondents age				
<25	3.1710	.87882	2.028	.133
26-30	3.2174	.79028		
>30	2.8117	1.12173		
Marital status				
Single	3.1691	.87276	.038	.845
Married	3.1481	.87640		
Employment Pattern				
Continuous	3.1725	.86634	.195	.659



Interrupted	3.1198	.91718		
Educational Qualification				
Certificate Course	2.9000	.77386	1.881	.113
Diploma Course	3.3779	.80362		
General Nursing Midwifery	3.0202	.87678		
B.Sc Degree	3.1668	.88690		
Total Nursing Experience				
<2	3.1377	.87944	2.514	.041
3-4	3.2573	.87849		
5-6	3.2408	.65901		
7-8	3.2755	.95497		
>9	2.6286	.87623		

VI.DISCUSSIONS

Health is wealth. Nursing is an art with heart. Caring is nursing. ICU nurses can be mentally and physically demanding with long hours, extensive patient handling and high-pressure conditions. ICU nurses had a greater intention to detach from their job (Guetal., 2006). The estimated shortage of specialized nurses in ICUs threatens the level of service in ICUs.

The present study was an effort to examine the predictor of professional detachment intent among the ICU nurses employing at the multi-specialty hospital. It also assesses the relationship between the constructs conflict, responsibility & recognition, tension in work relationship and person-organization fit with professional detachment intent using data collected from nursing employees working in hospitals. The findings of the present study indicate that the participant nurses have generally high score for intent to professionally detach from their job if they don't feel fit well with the organization.

The model is tested through stepwise multiple linear regression which measures three hypotheses. The results of the stepwise multiple linear regression analysis signify that to measure ICU nurses professional detachment intent among the multispecialty hospitals the constructed model is convincing. The model fits the data well and demonstrates the results using three major determinants person-organization fit responsibility & recognition and conflict.

It was found that three of the constructs person-organization fit, conflict, responsibility & recognition significantly influences nurses intention to professionally detached. The constructs person-organization fit and respect & recognition score has significant negative influence on nurses intention to quit whereas person-organization fit predicts largely the professional detachment intent of nurses. In line with the findings of (Zionia E.A, Sathyapriya.J, 2019), there is a linear relationship exist between talent retention and employee engagement with $r = 0.862$. The construct conflict positively influences turnover intention of the nurse, which explains lower the conflict lower the number of quits. Among those, the construct tension in work relationship has no influence on the professional detachment intent of nurses. This study proves that the person-organization fit had a greater negative significant influence with the scores of

professional detachment intent, indicates that nurses who have a higher score for person-organization fit, their intention for professionally detached will be less.

The result of this study is in line with the findings of (Mossholder et al., 2005) reveals that age, experience, job satisfaction, commitment, tension in workplace and conflict were the predictors of turnover intention. It was identified that younger nurses had a higher level of turnover intention by (El-Jardali et al., Simon et al., 2011a, 2010b). In addition to the findings of (Mcknight et al., 2009) workplace characteristics such as professional responsibility, respect & recognition of an organization greatly influence turnover intention. Hence these finding underscores that job conflict, workplace tension, responsibility in the job, job demand were the vital predictor of nurse's intent to stay.

A study by (Sabanciogullari and Dogan, 2015) concluded that nurse's intention to leave the job was greater with low professional identity. There was a statistically negative correlation between professional identity and intent to quit among the nursing workforce in different sectors. Job conflict had a significant correlation with the scores of retention of job and profession. Job demand had a significant effect on the intention to stay (Shin et al., 2013)

In general professional detachment intent has the possibility of negative effects on nurse's life, careers, patients, healthcare organizations and the society. The findings of (Cortese, 2012) mentioned that intention to leave the nursing profession is influenced, besides organizational policies, by professional status, and by pay. Consistent with the findings of (Larrabee et al., 2003) and (Flinkman M et al., 2008) reported positive relationships between nurses turnover intention and autonomy, responsibility and career development opportunities. In a long-term mental health turnover among nurses is a direct determinant of intention to quit (Alexander et al., 1998). A study by (Sonnentag et al., 2013) supports that as predicted; psychological detachment from work has a negative relation between relationship conflicts and well-being.



The P-O fit was inversely related to turnover intention (standardized β -0.186) as identified by Zhang et al., 2017). Associated with the findings of (Valizadehet al., 2015) the person-organization fit is a predictor of turnover and retention factor of employees in the organization to avoid leaving the profession. P-O fit has a negative effect on participant turnover intention in line with the findings of (Penget al.,2014).

Therefore, it results that person-organization fit is one of the important factor influencing the professional detachment intent of nurses. In the era of increasing turnover rates of nursing employees, it is highly important to analyze and understand the reason for RNs leaving healthcare organizations or the profession altogether. As of now, one of the prime concerns in the healthcare sector is the turnover intention of nurses. Regard to this, researchers observed most important factors that induce nurses' decision to quit their profession.

The findings demonstrated that person-organization fit among nurses at ICU statistically predicts their intent to professionally detach from the organization. Hence, when their P- O fit is good they feel happy and comfortable with their present employment.

Though other factors such as role conflict, interpersonal family conflict, patient care responsibility & professional recognition also predict nurses intent to quit but its comparatively lower than the P-O fit, henceforth as of any job has to be concerned an individually should fit with the organization for better result. Considering hospital environment to obtain a sustained quality care for the patient, healthcare organizations should make their employees feel fit closely with their employing organization starting from R-R recruitment to retaining. Person-organization fit and responsibility & recognition constructs are significantly associated and show a negative correlation with professional detachment intent. The results of the research illustrated that person- organization fit predicts the greater of ICU nurses intent to professionally detach from the organization. ICU nurses have the desire to stay when they fit more closely with the organization, henceforth higher the person-organization fit lowers the professional detachment intent and finer the quality care.

VII. STUDY LIMITATIONS AND FUTURE IMPLICATIONS

This research has identified certain limitations to be considered. The complexity of this problem requires further research to explore additional antecedents and predictors of professional detachment (Peng et al., 2014). The study merely investigated few predictors and may not explore certain unknown facts predicting nurse's intent to professionally detach from their job and hence, we are unable to draw conclusion related to other factors of ICU nurse's professional detachment intent.

The result of the survey is subject to various factors which may cause variations in the results. Hence there might be response bias from the subjects because of their difference in perception.

Since we sampled medical institution there are certain boundaries with the study subjects too and this study was examined during a particular time period. Hence the research cannot be extended for long-term.

The turnover intention has been viewed as a notable

matter for discussion and it depends on various factors. Happier the people are with their job, more comfortable the patient is in the hospital. Nurses are essential to the healthcare delivery system especially to meet the health-related millennium development goals (Trevor and Nyberg, 2008). Promoting nursing retention help to enhance quality of patient care and services (Blot et al., Brock et al., Cobum et al., Courtenay et al., 2014a, 2013b, 2011c, 2013d) organizational efficiency and increased performance and productivity (North et al., North et al., 2013a, 2012b). Considering more about this, future research needs to identify deeper the other core factors inducing and predicting nurses intent to quit their jobs.

VIII. CONCLUSION

In general Intensive Care Unit nurses fulfill an essential role and contribute for a better clinical outcome (Dyo M et al., 2016). The role of ICU nurses are vital because they closely interact with patients, their family and cooperate with physicians and colleagues (Lee et al., 2013). It suffices to say that, to enhance the healthcare services and in developing the industry as a whole nurses are the base as mentioned by (Alhamwanetal., 2015). In finer grain, nurses care for patients wholeheartedly and have a longer stay with their concern when they are happy with their job (Al-Homayan, 2013). Precisely, as by the results of the research indicates that having a good person- organization fit paves way for their inner happiness and by the way, rest may occur. As stated by (Epps, 2012) the reason for higher turnover is poor remuneration, lack of autonomy, lack of respect in the workplace, death, over work, lack of organization fit and burnout. The results of the investigations showed that person-organization fit is a predictor of professional detachment intent among ICU nurses in the hospital. Providing a better working environment may increase their inner happiness and their care will be effective. There is clear evidence from the study that person-organization fit has a higher score in predicting the intention to quit of nurses, and other factors such as conflict, responsibility & recognition have comparatively lower scores in predicting the turnover intention of nurses. ICU nurses attached more provided if the hospitals provide a better P-O fit rather than considering other related factors in the workplace environment. In particular, hospitals should try to integrate nurse's personal and organizational expectations. The rate of nursing shortage impacts overtime work and irregular unpredictable schedules. In particular the professional detachment of ICU nurses has greater consequences because of their specialized training and additional challenges than other units (Tao et al, 2015).

Notably, nurses whose person-organization fit are low tend to distance themselves from the organization. Though there are numerous predictors of turnover intention of employees, this study reveals and supported that, in hospitals, the person-organization fit exist among nursing workforce is one of the positive determinants of their intent to quit.

Underlining the high nurse's turnover rates, hospital and nursing administrators should prepare for its negative effect on patient outcomes as given by (Parketal.,2014).



The unique technical working conditions and handling seriously ill patients makes ICU nurses highly specialized. Modification of working environment and group cohesion helps to retain nurses in an organization (Asegid, 2014). (Kudoetal., 2006) mentioned that to reduce turnover rate among nurses the medical organizations should provide a better working environment and stability of life. If a negative environment does not distract an employee they seem to be more focused and happy which gains better performance as stated by (Chrysoulaetal.,2011). To provide an effective quality care in the workplace organization should put their effort to promote nurses retention across all generation. To deliver an effective service and good patient care, there is need for stable, highly trained and fully engaged nursing staff (Al-Homayan, 2013). Employee, who run consistently long-term with the organization ensure high quality of nursing care which paves a way for its growth and sustainability. The heart of any healthcare system is nursing and keeping them remain stable is a challenge for nursing administrators. (De Grande et al., 2018) Consequently, sustainable nursing care provides the higher quality of care. ICU nurses who have a sustainable stay with the organization will function more effectively at the highest scope of their clinical practice.

P-O fit predicts the turnover intention of nurses. Nurses whose P-O Fit is higher, they will have a longer stay. Thus promoting safe practice and a higher quality of care can be obtained in the healthcare industry.

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