

วัฒนธรรมองค์กรและความตั้งใจลาออก
ของพยาบาลในโรงพยาบาลมหาวิทยาลัย
เมืองกาฐมาณฑุ ประเทศเนปาล
Organizational Culture and Turnover Intention
among Nurses in University Hospitals,
Kathmandu, Nepal

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บทคัดย่อ

การลาออกของพยาบาลเป็นสาเหตุสำคัญของการขาดแคลนพยาบาล ผลการศึกษาพบว่าวัฒนธรรมองค์กรมีความสัมพันธ์กับความตั้งใจลาออกของพยาบาล การศึกษาเชิงพรรณนาคั้งนี้ มีวัตถุประสงค์เพื่อที่จะอธิบายลักษณะวัฒนธรรมองค์กร ระดับของความตั้งใจลาออก และศึกษาความสัมพันธ์ระหว่างแต่ละองค์ประกอบของวัฒนธรรมองค์กรกับความตั้งใจลาออกของพยาบาลในโรงพยาบาลมหาวิทยาลัย เมืองกาฐมาณฑุ ประเทศเนปาล กลุ่มตัวอย่างประกอบด้วยพยาบาลจำนวน 232 คน ที่กำลังปฏิบัติงานอยู่ในโรงพยาบาลมหาวิทยาลัยสองแห่งของเมืองกาฐมาณฑุ ประเทศเนปาล เครื่องมือที่ใช้ในการวิจัยประกอบด้วย แบบประเมินวัฒนธรรมองค์กร (Organizational Culture Profile: OCP) และแบบสอบถามความตั้งใจลาออก (Turnover Intention Questionnaire: TIQ) มีค่าความเชื่อมั่นสัมประสิทธิ์แอลฟาครอนบาคของแบบประเมินวัฒนธรรมองค์กรและแบบสอบถามความตั้งใจลาออกเท่ากับ 0.95 และ 0.81 ตามลำดับ การวิเคราะห์ข้อมูลใช้ใช้สถิติเชิงพรรณนาและค่าสัมประสิทธิ์สหสัมพันธ์ของสเปียร์แมน

ผลการวิจัย พบว่า

ลักษณะของวัฒนธรรมองค์กรทั้งเจ็ดองค์ประกอบมีความโดดเด่นน้อย ความตั้งใจลาออกตามการรับรู้ของพยาบาลโดยรวมอยู่ในระดับปานกลาง ความตั้งใจลาออกมีความสัมพันธ์เชิงลบกับ 3 องค์ประกอบของ

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วัฒนธรรมองค์กรได้แก่ นวัตกรรม ความมั่นคง และการเน้นการให้รางวัล ความตั้งใจลาออกไม่มีความสัมพันธ์กับ 3 องค์ประกอบของวัฒนธรรมองค์กร คือ การสนับสนุน การปฐมนิเทศการเกี่ยวกับทำงานและความรับผิดชอบ ต่อสังคม ส่วนองค์ประกอบด้านการแข่งขันมีความสัมพันธ์เชิงบวกกับความตั้งใจลาออก

ผลจากการศึกษาครั้งนี้สามารถใช้เป็นข้อมูลพื้นฐานสำหรับผู้บริหารโรงพยาบาลและผู้บริหารทางการพยาบาลในการพัฒนากลยุทธ์ที่จะปรับปรุงวัฒนธรรมองค์กรอื่นจะนำไปสู่การลดการลาออกของพยาบาลต่อไป
คำสำคัญ : ความตั้งใจลาออก วัฒนธรรมองค์กรพยาบาล โรงพยาบาลมหาวิทยาลัย

Abstract

Nursing turnover is a major cause of nursing shortage. Studies indicated that organizational culture has been related to turnover intention of nurses. The purposes of this descriptive correlational study were to describe the characteristics of organizational culture, to identify the level of turnover intention, and to explore the relationship between each dimension of organizational culture and turnover intention among nurses in university hospitals, Kathmandu, Nepal. The sample consisted of 232 nurses working in 2 university hospitals in Kathmandu, Nepal. The instruments used in this study were: the Organizational Culture Profile (OCP), and the Turnover Intention Questionnaire (TIQ). The Cronbach's alpha coefficients for the OCP and the TIQ were .95 and .81, respectively. Data were analyzed using descriptive statistics and Spearman's rank-order correlation coefficient.

The results of study

The characteristics of all seven dimensions of organizational culture were less prominent. The overall turnover intention reported by nurses was moderate. Turnover intention was negatively associated with three dimensions of organizational culture namely: innovation, stability and emphasis on rewards. There was no significant relationship between turnover intention and three dimensions of organizational culture: supportiveness, performance orientation and social responsibility. Competitiveness was positively related with turnover intention.

The results of this study could be used as baseline information for hospital administrators and nurse administrators to develop strategies to improve organizational culture in order to minimize nurse turnover in university hospitals.

Key Words : *Intend to Leave, Organizational Culture, Organizational Cultural Profile, Turnover Intention, Nepalese Nurses*

Background and Significance

Nursing shortage is the common global problem. American Association of Colleges of Nursing [AACN] (2010) stated that there was

8.1% registered nurses vacancy rate nationally. Reported that Canada will have shortage almost 60,000 full-time equivalent RNs by 2022. Global Atlas of health workforce (2006) categorized Nepal as critical shortage of health service providers. In

Nepal, the vacant post of nurses at government health facilities were 25.3% in the mountain region, 10.4% in hill region and 7.0% in terai (flat) region (Minca, 2011).

Studies found that the causes of nursing shortages were the result of aging population, wages, workload and work environment (Keenan & Kennedy, 2003), aging nursing workforce (AACN, 2010), and nurse turnover (Shader, Broome, West, & Nash, 2001). Before actual turnover, turnover is predicted by turnover intention and has a direct causal impact on turnover (Arnold & Feldman, 1982). Organizational culture influences on turnover intention of nurses (Jacobs & Roodt, 2008).

The public sector can now be characterized by vacant posts, high turnover and loss to private sector or overseas (Who Health Organization [WHO], 2007). According to WHO (2007), doctors and nurses' retention particularly in public sectors was an acute problem in Nepal. The ratio of nurses and midwives to population was 4.6:10,000 in 2010 (Global Health Workforce Alliance, 2010). In Tribhuvan University Teaching Hospital (TUTH), nurse patient ratio was 1:10 in general ward and bed occupancy rate was 91%. (Medical Record Department TUTH cited in Maskey, 2008). In National Academy of Medical Sciences (NAMS) Bir hospital, the nurse patient ratio was 1:4 in 2005 (Shrestha, 2005 cited in Subedi, 2005) but the ratio was 1:20 in 2011 (Thapa, 2011 cited in The Kathmandu Post, 2011). Canadian Health Service Research Foundation, 2005 cited in Aiken, Clarke, Sloane, Sochalski, & Silber, 2002) emphasize that the nurse/patient ratio in inpatient departments should be 1:4. Currently, nurses are challenged to perform more tasks with fewer resources, leading to decreased satisfaction

and higher turnover rates. According to Nepal Nursing Council, cited in Subedi, 2005 the trend of nurses going abroad had been started since 1999 and had increased gradually. International migration of Nepali nurses started mainly after the new millennium, there were between four to five thousand Nepali nurses that migrated to western countries, particularly the UK, US and Australia (Adhikari, 2010). Therefore, it is essential to know the characteristic of organizational culture, the level of turnover intention and the relationship between turnover intention and organizational culture. This alignment of cultural value between a nursing unit and its employee is important because it is associated with low turnover (O'Reilly, Chatman, & Caldwell, 1991). In addition, the study examined the relationship between organizational culture and turnover intention in Nepal has not been found.

Objectives

The objectives of this study were to describe the characteristics of organizational culture, to identify the level of turnover intention, and to explore the relationship between turnover intention and each dimension of organizational culture among nurses in university hospitals, Kathmandu, Nepal.

Conceptual Framework

The descriptive correlational study explored the organizational culture (OC) as perceived by nurses based on the Person Organization Fit Model (O'Reilly et al., 1991). Organizational culture composed of seven dimensions namely: supportiveness, innovation, competitiveness,

performance orientation, stability, emphasis on reward, and social responsibility. The study also explored the level of turnover intention (TI) based on Withdrawal Cognition Model (Mobley, 1977). Turnover intention includes three elements: 1) thinking of quitting, 2) intention to search and 3) intention to quit. The relationship between turnover intention and each dimension of organizational culture was tested.

Methodology

Population and Sample

This is the descriptive correlational research conducted among nurses in National Academy of Medical Sciences (NAMS) Bir hospital and Tribhuvan University Teaching hospital (TUTH), Kathmandu, Nepal in the year 2012. The subjects were registered nurses and hold license issued by Nepal Nursing Council and currently practicing in the university hospitals with at least one year experience. There were 358 nurses at TUTH and 204 nurses at NAMS. Sample size was 234. Taking into consideration the possible loss of subjects, 20% of the sample was added. Therefore, the total sample size was 280 nurses. Sample size for this study was calculated by using Yamane's (1973) formula. Proportional stratified random sampling was used to select the nurses from each hospital and from each department. The simple random sampling method was used to select nurses from the list of nurses in each department of hospitals. A total of 280 questionnaires were distributed. The response rate was 83% of 280.

Research Instrument

The instrument used in this study consisted of three parts as follows: (1) the demographic data form which was developed by the researcher to collect the subject's information including age, marital status, education level, years of working as a nurse and hospital. (2) the Organizational Culture Profile developed by Sarros, Gray, Densten, & Cooper (2005a) based on Person Organization Fit model. The OCP consisted of 28 items comprising seven dimensions: supportiveness, innovation, competitiveness, performance orientation, stability, emphasis on reward, and social responsibility. Each of the OCP items is rated on a five-point Likert scale ranging from 1= not at all, 2= minimally, 3= moderately, 4= considerably, 5= very much. The mean score of each dimension of organizational culture was interpreted by using norms (Norms are developed by Sarros et al., 2005a). Lower the score, the less prominent is that culture type which means less supportive to work in that specific organization). The norms for the seven dimensions are: supportiveness (3.70), innovation (3.37), competitiveness (3.37), performance orientation (4.02), stability (3.46), emphasis on rewards (3.61), social responsibility (3.93) (Sarros et al. 2005a). The Cronbach's alpha coefficient of OCP was 0.95 whereas the Cronbach's alpha of subscales in this study were supportiveness 0.63, innovation 0.71, competitiveness 0.68, performance orientation 0.66, stability 0.76, emphasis on rewards 0.81, social responsibility 0.81. (3) the Turnover Intention Questionnaire (TIQ) developed by Roodt (2004). The questionnaire consists of 14 items that were measured on a seven point intensity response scale (e.g. "never" 1-low intensity, to "always" 7-high intensity). The total mean score of TIQ was

classified into three level of low (1-3.00), moderate (3.01-5.00) and high (5.01-7.00). The Cronbach's alpha coefficient of TIQ in this study was 0.81. Both instruments were used after getting permission from the owners and not translated into native language as English is used in keeping documentation (recording and reporting).

Ethical Considerations

The study was approved by the Research Ethics Review Committee in Faculty of Nursing, Chiang Mai University, Thailand. Permission to collect data was obtained from the director of TUTH and NAMS hospitals. The researcher met the matrons and nurse in charges to inform about research, its purposes and benefits of the study and requested to assign a coordinator in each unit who distributed the questionnaires. Furthermore, all subjects were required to sign research consent form before collecting data. Subjects were requested to return the sealed questionnaires in the box. All questionnaires were collected by the researcher from the designated box with the seal envelopes. Moreover, this study followed the

principle of voluntariness and strict confidentiality.

Data Analysis

Data were analyzed by using statistical software. Both descriptive and inferential statistics were used. In this study, significance alpha was set at the level of 0.05. Descriptive statistics such as frequency, percentage, the mean and standard deviation were used. Spearman's rank-order correlation was used to examine the relationship between turnover intention and each dimension of organizational culture.

Results

1. Demographic Data

Among 232 subjects, the age ranged from 21-59 with an average of 30.61 years (S.D. = 7.68). Over half of the subjects were married (64.70%) and others were holding a certificate (53.90%). Their work experience ranged from 1-40 years with an average of 8.98 years (S.D. = 7.21) and majority of them (42.70%) worked less than five years. Sixty three point forty percent worked in TUTH hospital and thirty six point sixty percent worked in NAMS (Bir) hospital (Table 1).

Table 1 Frequency and Percentages of Demographic Data of the Subjects (n=232)

Demographic characteristics	Frequency (n)	Percentage (%)
Age(years)(Range=21-59) (Mean =30.61, S.D.=7.68)		
21-30	145	62.50
31-40	59	25.43
41-50	23	9.91
51-60	5	2.16
Marital status		
Married	150	64.66
Single	82	35.34

(continue) Table 1 Frequency and Percentages of Demographic Data of the Subjects (n=232)

Educational level		
Certificate	125	53.88
Bachelor degree	103	44.40
Master degree	4	1.72
Years of working as a nurse (range=1-40) (Mean =8.98, S.D.=7.21)		
1-5	99	42.67
6-10	58	25.00
11-15	34	14.66
16-20	25	10.78
21-25	8	3.45
26-30	6	2.58
More than 30	2	0.86
Hospital		
NAMS(Bir)	85	36.63
TUTH	147	63.37

2. Organizational Culture

Among the seven dimensions of organizational culture, nurses perceived less prominent in each dimensions, in other words, they perceived less supportive to work in all seven dimensions of organizational culture.

3. Turnover Intention

Overall turnover intention as perceived by the subjects was at a moderate level (Mean = 4.27, S.D. = 0.41) (Table 3).

Table 3 Mean and Standard Deviation of Overall Turnover Intention and by Each Item (n=232)

Turnover intention	Range	Mean	S.D.	Level
Overall turnover intention	3-5	4.27	0.41	Moderate
1. How often have you considered leaving your current job?	3-5	4.52	1.89	Moderate
2. How frequently do you scan newspapers for job opportunities?	3-5	4.50	1.94	Moderate
3. To what extent is your current job not addressing your personal needs?	3-5	4.12	1.66	Moderate
4. How often are opportunities to achieve your most important goals at work jeopardized?	3-5	4.09	1.35	Moderate

(continue) **Table 3** Mean and Standard Deviation of Overall Turnover Intention and by Each Item (n=232)

5. How often are your most important personal values at work compromised?	3-5	4.31	1.57	Moderate
6. How frequently are you day dreaming about a different job that will suit your personal needs?	3-5	4.68	1.74	Moderate
7. What is the probability that you will leave your job, if you get another possible offer?	5-7	5.19	1.99	High
8. How frequently do you look forward to another day at work?	3-5	4.06	1.58	Moderate
9. How often do you think about starting your own business?	3-5	3.51	1.75	Moderate
10. How often do only family responsibilities preventing you from quitting?	3-5	4.33	1.79	Moderate
11. How often do only personal vested interest (pension fund, unemployment fund, etc.) prevent you from quitting?	3-5	4.31	1.81	Moderate
12. How frequently are you emotionally agitated when arriving home after work?	3-5	4.14	1.38	Moderate
13. How often is your current job affecting on your personal well-beings?	3-5	4.30	1.49	Moderate
14. How often do the troubles associated with relocating, prevent you from quitting?	3-5	3.61	1.65	Moderate

Table 2 Mean Standard Deviation and the Characteristics of Organizational Culture as Perceived by the Subjects (n=232)

Organizational culture	Mean	S.D.	Norms	Level
Supportiveness	3.35	0.42	3.70	less prominent
Innovation	3.03	0.20	3.37	less prominent
Competitiveness	3.34	0.14	3.37	less prominent
Performance orientation	3.33	0.18	4.02	less prominent
Stability	3.27	0.19	3.46	less prominent
Emphasis of rewards	2.27	0.31	3.61	less prominent
Social responsibility	3.46	0.48	3.93	less prominent

4. Relationship between Turnover Intention and Each Dimension of Organizational Culture

Turnover intention was negatively associated with three dimensions of organizational culture namely: innovation ($r = -0.152, p < 0.01$), stability ($r = -0.264, p < 0.05$), and emphasis on rewards

($r = -0.310, p < 0.05$). There was no significant relationship between turnover intention and three dimensions of organizational culture: supportiveness, performance orientation and social responsibility. Competitiveness ($r = 0.158, p < 0.01$) was positively related with turnover intention (Table 4).

Table 4 Relationship Between Overall Turnover Intention and Each Dimension of Organizational Culture as Perceived by the Subjects (n=232)

Organizational culture	Overall turnover intention	
	r	p
Supportiveness	-0.01	0.81
Innovation	-0.15*	0.02
Competitiveness	0.15*	0.01
Performance orientation	0.09	0.15
Stability	-0.26**	0.00
Emphasis on rewards	-0.31**	0.00
Social responsibility	-0.03	0.59

** $p < 0.01$, * $p < 0.05$

Discussion

1. Organizational Culture

The result of this study showed that the mean score of each dimension of organizational culture was less prominent which means less supportive to work. This situation may be because these organizations have missions. However, hospitals personnel rarely have opportunity to participate in developing missions. So philosophy and mission have rarely been discussed among employees in these organizations. Mission provides not only purpose and meaning but also clear direction and goals that serve to define an appropriate course of action for the organization and its members (Denison, Janovics, Young, & Cho, 2006).

The possible reason for this is due to lack of support or lack of interest in doing research and lack of awareness of research among nurses. Furthermore, lack of autonomy was felt as barrier for professional development in Nepalese nurses (Shrestha, Bhandari, & Singh, 2010). Another plausible reason may be due to their lack of time in ward, personnel shortage, and ineffective legislations for continuing education as we know the nurse- patient ratio was 1:20 in those organizations. Promotion opportunities among nurses limited in hospitals and a clinical-ladder system has not yet been introduced.

2. Turnover Intention

The overall turnover intention as perceived by the subjects was at a moderate level. There are

some reasons which made nurses to leave. Firstly, the demographic characteristics which influence person decision to leave organization. In this study, most of the subjects (62.5%) were young nurses (20-30 age groups) and studies showed that younger nurses tend to leave organization (Chan, Luk, Leong, Yeung, & Van, 2008). The majorities of subjects were certificate level (53.9%) and had less than five year work experience (42.7%). Previous studies found that certificate or diploma graduates intend to leave (Tourangeau & Cranley, 2006). Secondly, the possible reason for nurse turnover intention may be the organizational or job characteristic. Studies showed that staffing, pay and benefits, and workload have influence on turnover intention (Chan et al. 2008). Nepalese nurses are frustrating day by day and motivating to go abroad because of workload. Thirdly, the professional factors that influence the decision to leave were lack of professional opportunity. Shrestha et al. (2010) found that continuing professional development was considered as one of the essential factor for professional development in Nepal. There are some reasons which made nurses to stay. Firstly, may be the married life of the nurses. 150 of subjects (64.7%) were married nurses in this study. Married nurses have responsibilities toward their families and they cannot leave their workplace. It affects their family life in terms of financial burden, relation with the family members and taking care of the children. Secondly, the recognition of the university hospitals made them stay. These university hospitals are tertiary care hospitals where cases are referred from district, zonal and regional level. Working in these hospitals means getting opportunities for continuing education

more experienced in handling complicated cases and familiar with the advanced technology. Thirdly, the provided benefits and facilities of the university hospitals. Most of government and university hospitals have permanent nursing staffs. Hospitals provide not only accommodation, bonus, health insurance but also pension after retirement (Dhakal, 2010) which made them stay in those organizations.

3. Relationship Between Turnover Intention and Each Dimension of Organizational Culture

The result of this study showed that innovation has weak negative relationship with turnover intention. The findings indicates that innovation can contribute on turnover intention ($r = -0.15$, $p = 0.01$) (Table 4). If there is high innovation in organizations, it will decrease turnover intention of nurses. This situation may be due to having only routine works which make nursing job boring and monotonous and leads to low ambition and motivation to work (McDermott et al. 1996 cited in Takase, Yamashita, & Oba, 2007).

Similarly, stability has weak negative correlation with turnover intention. Stability can contribute on turnover intention ($r = -0.26$, $p = .05$) (Table 4). The more the subjects perceive stability, the less they tend to leave the job. The findings of this study was consistent with the study conducted by Liou (1998) who found that worker's turnover intention was negatively correlated with job security. Furthermore, finding indicated that emphasis on rewards has moderate negative correlation with turnover intention ($r = -0.31$, $p = 0.05$) (Table 4). The more the subjects perceive the emphasis on rewards, the less they tend to leave the job. This result was consistent with the study of Rehman (2010) who found that reward

was negatively correlated with job turnover. However, competitiveness was positively related with turnover intention ($r = 0.15$, $p = 0.01$) (Table 4). It means the higher the level of competitiveness the higher the level of turnover intention as perceived by nurses. The reason behind this may be if there is competitive environment, nurses have to do more works to maintain high quality and more works result more exhaustion. Always the nature of people is to choose simple life. According to Nepalese culture, people prefer cooperation rather than competition. When compare with western people, Asians always prefer cooperation. This finding was inconsistent with the study of Chang, Wunn and Tseng (2011) who found that competitiveness was significantly and positively related with intent to stay among Accountants.

Conclusions

The characteristic of organizational culture as perceived by the subjects was less prominent which means less supportive to work. The overall turnover intention as perceived by the subjects was at moderate level. Turnover intention was negatively associated with three dimensions of organizational culture namely: innovation, stability and emphasis on rewards. There was no significant relationship between turnover intention and three dimensions of organizational culture: supportiveness, performance orientation and social responsibility. Competitiveness was positively related with turnover intention.

Implications

The implications for nursing administration are presented as follows.

The finding showed that organization culture perceived by subjects was less prominent. Hospital managers and nurse managers should develop strategies to enhance organizational culture in their workplaces. For example, trainings, workshops and seminars should be organized in hospitals; funding should be provided for nursing research or any innovative activities; performance appraisal system should be evaluated fairly; professional development opportunities should be provided. The result showed that emphasis on reward significantly and negatively affect on turnover intention of subjects. Nurse administrators and managers should give more rewards on good performance. For example, written and verbal acknowledgement for good work or achievements, monetary rewards etc. can be given. Findings of this study imply that innovation significantly and negatively affect on turnover intention of subjects. Therefore, organizations should provide opportunities for continuing education programs for nurses to upgrade their knowledge and skills so that they can do their job in innovative way.

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