Factors underlying the behavior of Saudi female nurses towards turnover at AL-Iman General Hospital

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Abstract

Statement of the problem:
Nurse turnover rates and reasons within hospital observed vary significantly. In addition the researcher assumed the turnover of Saudi female nurses in AL-Iman General Hospital, which causes an increase in the nurses shortage. Subsequently, lead to an overload work for the remaining staff, burnout, dissatisfaction of nurses and compromised standards of patient care. The current study aimed to investigate factors underlying the behavior of Saudi female nurses towards turnover at AL-Iman General Hospital.

Methods:
The researcher used quantitative descriptive methodology in this study. A total of study participants are 123 Saudi female nurses in ALIman hospital 89 completed the questionnaire, SPSS v17 was applied for analysis.

Result:
This section directly addresses and discusses the research question the investigate factors underlying the behavior of Saudi female nurses towards turnover at AL-Iman General Hospital. The findings of this analysis indicate that individuals, job and organizational have a very deep influence on the Saudi nurses. In addition, individual represents 4.08, job represents 3.48 and organizational represents 3.44.

Conclusion:
In conclusion, the individual, job and organizational factors are suitable for this kind of jobs. The nurses in AL-Iman General Hospital have positive behavior toward them which decrease the turnover. However, if these factors not available will help to increase turnover rate in this hospital.

Keywords: Nurse turnover rates, Saudi Arabia
1. Introduction

Staff turnover refers to the number of workers who go through work position within an institution, or who leave the institution within a specific period of time (Anselmi & Gomes 1997:44). It is a serious topic and interesting to discuss by all academicians and practitioners compare with another issues because of the detrimental effect of turnover in every organization, especially health care organization can impact negatively on a hospital’s capacity to meet patient needs and the quality of services and care provided by this hospital. And can sometimes measure the turnover by percentage of worker who voluntarily or involuntarily quit the work in comparison with the percentage of worker who stay in the work.

Staff turnover is high in the hospitality industry Abreu and Valle (2000:275), anyone considering a management positions within this segment should tries to determine the reasons people leave their job whether positive or negative including inflexible supervision, non-competitive salary levels, threatened job security, imbalance between work and personal life, poor working conditions, unsatisfactory work culture and environment, no guarantees of future advancement and dissatisfaction interpersonal relations with supervisors and colleagues.

High staff turnover chiefly nurses hurts the health care organization and its related to decrease retention and worker dissatisfaction in the workplace. Also can lead to more issues such as reduce organization productivity, less than adequate provision of health care, understaffing associate with transfer worker to another organization or leaving like their peers and deal with shortage of worker and will put the remaining worker under pressure linked to cover the gaps until a new workers are hired, low morale, poor customer services, high cost, time and resources spend to fill the position and training the new worker. Chiavenato (1997:150-151) Aco (1998:131-138).

In light of this, nurses turnover has become a major challenge for managers, worker and many health care organization. Moreover, hospital managers try to keep nurses turnover an eye on throughout the year, and improve their retention by finding solutions as understand why worker leave, increase focus in job training and customer services strategies, benchmark hospital with another hospital standards and geographical location, set clear promotion and development guidelines that are transparent and fair, develop effective workplace policies and nurture a positive culture finally understanding the needs for worker to meet basic living costs and allowing for flexible scheduling.

Inasmuch, nurses turnover is of increasing importance to both the developed and developing country caused by many factors which are slightly different from country to country based on job, individual and organizational factors.

Saudi Arabia is one of the developing countries which is currently suffering from nurses turnover and can lead to nurses shortage which in turn leads to high dependency of foreign nurses in health sector in Saudi Arabia, because of the official language in Saudi Arabia is Arabic, Saudi patients prefer Saudi female nurses who can explain and clarify instructions of doctors on drug prescription and their required dosage, but absence of Saudi female nurses it will be difficult for patients to communicate with doctors who don’t speak Arabic. Finally, with the increase in Saudi’s nurses turnover, this can lead to undesirable situation whereby nursing profession is no longer a preferred career choice among younger generation Saudi Arabia in future.

So, this research will focus on the factors that may cause nurses turnover in Saudi Arabia and its effects.
Background of the study

Nursing in Islam:

Is a healthcare services related to caring patient, individual, family and community as manifestation of love for Allah and the Prophet Muhammad. The nurses profession start during the time of our prophet for helping Muslims armies during the war. In fact, it is attributive to sympathy and responsibility towards the concerned in need. This undertaking had started during the development of Islam as a religion, a culture, and civilization (Hussein, Rassool, 2000).

The first professional nurse in the history of Islam is a woman named, Rufaidah bint Sa’ad, from the Bani Aslam tribe in Medina (Kasule, Omar Hasan Sr, November 1998) She lived at the time of Muhammed and was among the first people in Medina to accept Islam (Kasule, Omar Hasan Sr, November 1998). Rufaidah received her training and knowledge in medicine from her father, a physician, whom she assisted regularly (Kasule, Omar Hasan Sr, November 1998). After the Muslim state was established in Medina, she would treat the ill in her tent set up outside the mosque. (Kasule, Omar Hasan Sr, 2008). During times of war, she would lead a group of volunteers to the battlefield and would treat casualties and injured soldiers (Kasule, Omar Hasan Sr, 2008).

Rufaidah is described as a woman possessing the qualities of an ideal nurse: compassionate, empathetic, good leader and a great teacher, passing on her clinical knowledge to others she trained (Kasule, Omar Hasan Sr, November 1998). Furthermore, Rufaidah activities as someone greatly involved in the community, in helping those at the more disadvantaged portions of society (Kasule, Omar Hasan Sr, November 1998) epitomize the ethos of care identified above. This is an example of nurse in early day of Islam. Nursing activities continued in the peacetime when women served as midwives and treated the sick (Jan, 1996). In the early period of Islam, the female nurse was known as “Alsiyah” derived from a verb “aasa” which means curing the wounds (Tumulty, 2001). The current Arabic translation of nurse “maumarrida” was not used until much latter (Al Osimy, 1994).

History of nursing in Saudi Arabia:

The first formal training for nurses was established at a health institute in Riyadh, the Saudi capital, in 1958 as a collaborative effort between the Ministry of Health and the World Health Organization (Tumulty, 2001). Only 15 students, all men were admitted to a one-year program known as the Health Institute Program (Tumulty, 2001). Later nursing education for female started with the opening of two institute programs in Riyadh and Jeddah; these programs initially used the curriculum of fifth and sixth grade levels. In 1981, the Gulf countries agreed to accept students after intermediate school ninth grade, and the curriculum was extended for three years (Al Osimy, 1994). In 1976 a Bachelor of Science in Nursing (BSN) program was established in the program in 1987 (Tumulty, 2001). Subsequently, BSN program started in Jeddah and Dammam. The entrance requirements for BSN program are twelve grade and all university programs are limited to female students (Berhie, 1991).

According to nurses, there are 37,302 female nurses in the Ministry of Health, of which 30% of them are Saudi and 13,886 men nurses and 2,612 of them are non-Saudi, while 11,274 are Saudi. In a private sector there are 21,085 nurses only, of which 3.6% are Saudi, while 21,462 nurses are in other government sectors 17.2% of them are Saudi (see Table 1).
Statement of the problem:

Nurse turnover rates and reasons within hospital observed vary significantly. In addition the researcher assumed the turnover of Saudi female nurses in ALIman public hospital, which causes an increase in the nurses shortage. Subsequently, lead to work overload for the remaining staff, burnout, dissatisfaction of nurses and compromised standards of patient care. The current study aimed to investigate factors underlying the behavior of Saudi female nurses towards turnover at ALIman public hospital.

Objectives of the study:

- Identify individual factors associated with Saudi female nurses turnover.
- Identify job factors associated with Saudi female nurses turnover.
- Identify organizational factors associated with Saudi female nurses turnover.

Significance of the study:

The significant of a study raised through the importance of its topic and specifically to the study sitting:

- Identify the impact of individual, job and organizational factors on nurses turnover.
- Specify the factors contributing to increase future nurses turnover for another health organization.
- Assist nursing management in understanding the causes of turnover among nurses at the hospital.
- Patients, nurses, society and health care organizations will potentially benefit from the knowledge derived from the study.

Delimitations of the study:

Delimitations are those characteristics that limit the scope and define the boundaries of your study. The delimitations are in your control. Delimiting factors include the choice of objectives, the research questions, variables of interest, theoretical perspectives that you adopted (as opposed to what could have been adopted), and the population you choose to investigate. (Leedy, P.D. & Ormrod, J. E. 2010)

Elaborate this study in ALIman public hospital result of the Saudi female nurses higher than others.

Al-Iman General Hospital is an outstanding medical center where specialized health care is provided in all specialties. It is being managed under the supervision of the Ministry of Health in the Kingdom of Saudi Arabia. The hospital provides high quality services in Medicine, Surgery, Pediatrics, Urology, Neurology, OB & Gyne, ENT, Dental, Nutrition, Ophthalmology, Physiotherapy, Pediatric surgery, in addition to AKU (artificial kidney unit). It also provides health care for all the institutes related to the hospital in the Kingdom through educational programs, health care programs, lectures, continuous medical training seminars, training programs for patients, staff, and resident physicians. Al-Iman General Hospital is

Table 1: Nurses in Saudi Arabia in 2008.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percent Saudi</th>
<th>Total Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health</td>
<td>48%</td>
<td>51188</td>
</tr>
<tr>
<td>Private</td>
<td>3.6%</td>
<td>21085</td>
</tr>
<tr>
<td>Other government sector</td>
<td>17.2%</td>
<td>21462</td>
</tr>
</tbody>
</table>

known through many years for providing health care and the ambition for continuous improvement for both the departments, and the medical and administrative staff. New departments and specialties had been initiated such as; cardiovascular surgery, obese medicine, psychotherapy, dental braces, and chest surgery.

Nurses: is a profession within the health care sector focused on the care of individuals, families and communities so they may maintain optimal health and quality of care in addition help the physicians in practices.

Turnover: number of nurses go through the various work posts within hospital during specific time due to resignation, ill health or retirement.

2. Theoretical and literature review

Introduction:

This chapter a theoretical overview of staff turnover. Attention was focused on what staff turnover, the reason for a high turnover of nursing staff and overview of factors that influences staff turnover, also the literature review represented the impact of the individual, job and organizational factors on staff turnover.

Reason for a high turnover of nursing staff:

In a study in São Paulo, Brazil, Anselmi and Angerami (2005:2) found the following reasons for a high turnover of nursing staff:

Family reasons, separation from the family to work in a city or town far from the family and the family not being able to move with them

Transfer to other institutions

Searching for better professional prospects, such as training and on-going development.

Having to work a great deal of overtime

Non-remuneration for extra hours worked

Insufficient or inadequate working instruments

Delayed relief from duty by other teams

Better opportunities in other institutions

Personal reasons, including to look after the children, a sick or disabled spouse, or sickly or disabled parents Spouse having been transferred.

Factors influencing turnover among Saudi’s female nurses:

Most studies on employee turnover suggest that worker turnover is a “hidden” cost for most organizations as additional recruitment and training is very costly (Lam et al., 2001). Therefore, turnover has become a major concern to an organization due to its negative consequences. Although this
behavior has been studied widely all over the world, little has been done to examine turnover among Saudi’s female nurses. Saudi Arabia, like any other countries is no exception to this issue. It is and has been suffering from nurses’ turnover which is proven by nurses’ high turnover rate and resignation (Alhossaini, 2006). Saeed (1995) conducted a study on factors which influence nurses’ intention of leaving the hospital, in Riyadh in Saudi Arabia, with the focus on socio-demographic and work-related variables. 488 nurses were surveyed in the study and data were collected via self-administrated questionnaire. Findings of this study revealed that 213 nurses (43.65%) intended to stay, while the other 275 (56.35%) intended to leave. With respect to socio-demographic variables, the study found that the nurses who intended to leave were significantly different from those who intended to stay in terms of the impact of living with spouse, educational level, and salary. With regard to work-related variables, the most common factors by those who intended to leave were poor administration, job dissatisfaction, work overload, poor fringe benefits, lack of respect, lack of professional growth, personal and family reasons, and low salary. This study did not focus on female Saudi nurses; it also included non-Saudi nurses. In addition to this, Al-Omar (2004) conducted his study on high school students’ perception of nursing as a job in Saudi Arabia. He found that public image or social perception, family disagreement, cultural values, long working hours, mingling with men, and the dilemma/fear/worry of not getting married were the main factors why Saudi female did not choose nursing as a career. Despite concentrating on students’ perception of nursing, this study gave the impressions about the factors which contributed to high nurses’ turnover. El-Sanabary (1993) indicated that pressure to get married, work conditions, mingling with men, and public negative image of nurse, were the factors that can affect turnover among Saudi’s female nurses. According to Mebrouk (2008), there are several factors that affect Saudi’s female nurse such as lack of gender segregation, negative views of the society, family’s acceptance, and work condition. As mentioned above, there is a lack of studies on nurses’ turnover in Saudi Arabia.

**Individual factors:**

Individual factors that have an effect on staff turnover are age, length of service, background, and personality (Grobler et al, 2006; Nel et al, 2003, p. 505; Van der Merwe & Miller, 1993, p. 74).

**Age:**

Grobler et al (2006, p.126) stated that employees with a propensity to quit are young employees with little seniority who are dissatisfied with their jobs.

**Length of stay:**

A large percentage of voluntary turnover occurs in the first few months of employment when a person is still new in the organization (Grobler et al, 2006, p.126).

According to Van Der Merwe and Miller (1993, p.70) it is not only the length of service which affect employee stability but factors such as the formation of group ties, essence of familiarity with the job situation, and other tangible and intangible benefits which are likely to arise from long service. Nel et al (2003, p. 85) also state that employees sometimes remain in an organization for a long period because they have built up a good relationship with their coworkers.

**Personality:**

Personality is the dynamic organization within the individual of those psycho-social factors that determine the person’s unique adjustment to his or her environment (Alberts & Motlatla, 1998, p.11).
Trait affectivity, for example, may influence the perception of the work environment and lead people to believe a job has negative or positive qualities that would not be present in other jobs (Timmerman, 2006).

**Job factors:**

Job factors that influence staff turnover include workload, meaningful work, working conditions, remuneration, relationship with supervisor, relationship with co-workers, empowerment and autonomy (Sindiwsa V.M, 2009).

**Workload:**

Consistently heavy workload increases job tension and decreases job satisfaction, which in turn, increases the likelihood of turnover (Hayes et al, 2006). Empirical evidence suggests that, for each additional patient, a nurse experiences a 23 per cent increase in burnout and a 15 per cent increase in job dissatisfaction (Aiken et al, 2002).

Cartledge (2001) conducted work-related stress to be a major contributor to turnover among nurses and doctors in critical care units. Using a convenience sample in a study on stress among oncology nurses, it was found that nearly 40 per cent of nurses were dealing with excessive workloads, 48 per cent were dissatisfied with their pay, 70 per cent experienced emotional exhaustion and 48 per cent could not commit to remaining in that specialty area for a further twelve months (Hayes et al, 2006).

Cameron, Horsburgh and Armstrong-Stassen (1994) did a comparative analysis by unit type and concluded that nurses and doctors in psychiatric departments were least satisfied with their jobs, more likely to leave their positions and reported more burnout than those in other departments. Evers, Tomic and Brouwers (2002), by means of hierarchical regression analysis, determined that physical and psychological aggression and number of weekly working hours had a significant relationship with emotional exhaustion, while psychological aggression had a significant relationship with depersonalization.

**Meaningful work:**

Some of the most important ingredients of a satisfying job, uncovered by surveys, include interesting and challenging work, work that is not boring and a job that provides status (Nel et al, 2008, p. 553).

**Working conditions:**

If working conditions are good (clean, attractive) employees will find it easier to carry out their jobs. If working conditions are poor (hot, noisy) personnel will find it more difficult to get things done (Nel et al, 2008, p. 553).

**Remuneration:**

People perceive their remuneration as an indication of what they are worth to the organization (Nel et al, 2008, p.552).

Fringe benefits are also important but they are not as influential because employees normally do not know how much they are receiving in benefits (Luthans, F. 1998, p.121).
Relationship with supervisors:

participation or influence, as illustrated by managers who allow their employees to participate in decisions that affect their job (Luthans, F. 1998, p. 121).

Relationship with co-workers:

A good work group makes the job more enjoyable (Luthans, F.1998, p.122). People with strong career orientation may place less emphasis on social relations (Nel et al, 2008, p.553).

Empowerment and autonomy:

Structural employment is the presence or absence of empowering conditions in the workplace while psychological empowerment is the employees’ psychological interpretation or reaction to these conditions (Adjei-Appiah, 2008).

Larnabee, Ostriow, Withraw, Hobbs and Burant (2003) stated that job satisfaction is a major predictor of the intention to leave while psychological empowerment is a major predictor of job satisfaction.

Organizational factors:

Organizational factors that can potentially impact on staff turnover include the organizational culture, organizational climate, communication, empowerment, promotional opportunities, corporate management, geographical location, training and development and organizational commitment (Sindiwsa V.M,2009).

Organizational culture:

Culture represents a key element of the work environment in which employees perform their jobs (Newstrom & Davis, 1997, p. 102).

Organizational culture is made up of a number of inter-related components: artifacts, behaviors, espoused values and core values (Nguwi, 2004).

According to Jooste (2003, pp. 181- 182) organizational culture serves to integrate organizational members so that they know how to relate to one another and to adapt to the environment.

Organizational climate:

Climate is influenced by different styles of management, work pressure and the availability of resources (Fielding, 2001, p. 37).

Organizational climate describes the present trend of opinion, attitudes and feelings in an organization (Jooste, 2003, p. 296). Meudell and Callen (1996, p. 168) indicated that organizational climate is about employees perceptions of what the organization is about and subsequently affect morale and attitudes.

Organizational Communication

Communication is an exchange, not just a giving action, as all parties must participate to complete the information exchange (Bennis, 2002, p. 2). Due to abnormal circumstances in which healthcare services are sometimes delivered, there can be many barriers to communication (Jooste, 2003, p.
Employees feel comfortable to stay in positions longer where they are involved in some level of the decision-making process, but in the absence of openness in sharing information, the chances of continuity of employees are minimal (Ongori, 2007). A lack of communication produces a high level of voluntary turnover (Jooste, 2003, p. 204). If workers feel that there are too many restrictions placed on them, they do not participate in decision making or their opinions are not considered, the potential to leave increases (Cumper, 2000, p. 51).

Training and development:

well-thought-out strategies and human resource planning, recruitment and selection initially provide an organization with the required workforce, additional training is normally necessary to provide employees with job-specific skills which enable the employees to survive over time (Swanepoel, Erasmus, Van Wyk & Schenk 2003, p. 450). One point of view states that high staff turnover reduce the return on investment in human capital and, as a result discourages that investment (Forrier & Sels, 2003). Therefore organizations can recoup their investment in specific training and they will be willing to share some or all of the costs of specific training rather than of general training (Forrier & Sels, 2003).

Empowerment:

Empowerment refers to the use of a person’s potential and competencies, the discovery of new expertise and the creation of new opportunities to apply such competencies (Jooste, 2003, p. 227). According to Newstrom and Davis (1993, p.246), empowerment is the process of identifying and removing the conditions that causes powerlessness while enhancing feelings of self-efficiency. There is a positive correlation between the job level of employees and staff turnover, with the later reaching its peak when the level of employee empowerment is the lowest (Burns, 2007). This indicates that an employee who feels empowered and perceive to have autonomy in performing a job will be more likely to be satisfied with the job and less likely to quit the job and vice versa (Ontorio, 2008). In the public health industry, empowerment can be used as a strategy to improve services (Cumper, 2000, p. 41).

Geographical location:

According to Lehmann, Dieleman and Martineau (2008) geographical location is a main determinant of staff turnover. Lack of housing and schools are quoted as reasons why health staff members in remote areas leave their jobs.

Promotional opportunities:

Career development and lifelong learning activities promote job satisfaction for doctors and nurses, increase the retention of nurses and enable continued provision of high quality care (Heyes et al, 2000). Promotion can contribute to retaining employees and motivating them to perform, thus reducing costs of training, recruitment and turnover (Saporta & Farjoun, 2003). Dissatisfaction with promotional opportunities has shown to have a stronger relationship with turnover among nurses than workload or pay (Shield & Ward, 2001). In a longitudinal survey conducted among nurses in one hospital, a multivariate analysis of data indicated that perception of few promotional opportunities, high reutilization opportunities, low decision making latitude and poor communication were predictors of intent to leave (Davison et al, 1997).

Management style:
Todd (2002) reports that in a study conducted at Space Coast Credit Union, employees indicated that they left because they could not stand their bosses. Auckland University staff reported frustration with incompetent management as a consistent factor that influenced them to leave (Gardiner & Parata, 1998, p. 32). According to Jooste (2003, p.27) the main aim of the manager is to maximize output of the organization through administrative implementation. According to Nandi (2002) when there is a high degree of participation, integration and commitment in the primary work group, staff turnover will be lower.

Organizational commitment:

Organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers (Ontario, 2008). Organizational commitment is defined as the degree to which the employee feels dedicated to the organization (Spector, 2000). Organizations expect their employees to accept the goals allocated to them and to be motivated to achieve these goals (Grobler, Horn & Gaetner, 2006). Both effective and continuance commitment is negatively associated with turnover intention (Meyer & Stanley, 2002).

3. Methodology

Introduction:

This chapter illustrates the methodology used and it determines the population and the study, description the design, and it provides illustration for showing how the researcher form the study tool and being sure from validity and reliability of the study tool (questionnaire), and it provides techniques used for statistical processing used in analyzing statistical data.

Nature of the study:

In this study, the researcher used a quantitative approach because it is ideal when choosing a large number of participants to give the analysis more statistical power, it is number–based and can be valid, reliable and more objective. According to Shields(1999) the "Quantitative research usually contains numbers, proportions and statistics, for measuring people's attitudes, their emotional and behavioral states and their ways of thinking"(para.3).

In addition, The researcher used analytic descriptive methodology, which suits this kind of studies that is based on phenomena study, as it is found in reality to care with description phenomena accurately and it express in quantitative or quantity manner, as the quantitative variable to describe the phenomena with illustrating its characteristics. The quantity variable gives us numerical description to show the amount and size of the phenomena and degree of its relation with other phenomena (Ads et all, 2003, P. 191), and Alasaf 2003 describes the descriptive methodology as it is a modern phenomenon for interpreting and describing it.

Population:

Burns and Grove (2001, p.83) define population as a group of people who share common traits or attributes of interest to the researcher. The specification of the population to which the enquiry is addressed affects decisions that researchers must make both about sampling and resources. In this study the population consisted of all Saudi female nurses permanently employed at ALIman public hospital 123
Saudi nurse,. Among them ,11 copies were cancelled because they were not completed; only 89 of them made it to be the study participants.

**Material:**

The researcher used questionnaire instrument , this instrument is described in the following parts .For this stage , employed the (SPSS v .17) (Statistical package for the social science) to determine the statistical analysis.

**Questionnaire:**

Questionnaire can used in a wide range of setting to collect as much information as the researcher can about the opinions, attitudes perspectives and behavior of participants (Williams,2003). A well-constructed questionnaire is reliable and valid if the related phases of the research are executed well.The researcher adapted this questionnaire from another study is (STAFF TURNOVER AT SELECTED GOVERNMENT HOSPITALS) by SINDIWSA VICTORIA MDINDELA in 2009.

This questionnaire to be formed into two parts:

At the beginning , the researcher used a demographic questionnaire that included the age, position rank, social situation, level of education, functional area, years of working at this hospital.

The variables in this questionnaire were statements about the nurses opinion and the researcher aimed here to collect information about participants' prior experience in hospital.

The second questionnaire used in this study was a 5-point Likert scale questionnaire (strongly agree, agree, unsure, disagree and strongly disagree) and asked the participants about their opinion-attitude .

The questionnaire for this study was, namely:

Section A: Demographic data.

Section B: Individual factors.

Section C: Job factors.

Section D : Organizational factors. (appendix .A)

**Design:**

This design is to enable the researcher to collect the basic individual information of Saudi female nurses in ALIman public hospital based on their opinion about turnover factors.

**Procedure:**

The questionnaire was delivered to ALIman public hospital and distributed to the respondents included in the sample during the 1435H.. The researcher handed these questionnaires manually. She explained the purpose of the questionnaire to the nurses and answered the questions.
Data collection:

According to Kumar (1996), there are two major approaches for gathering information about a situation, person, problem or phenomenon. Required information is sometimes already available. Yin (1994) stated, "A major strength of case study data collection is the opportunity to use many different sources of evidence" (p.91).

Permission to conduct the study:

The researcher requested permission to conduct the study from the director of the department of hospital and health administration. The researcher submitted requesting permission with the questionnaire to the director of ALIman public hospital. (Appendix 2)

Reliability:

The reliability of the questionnaire was tested to ensure that the collected data is meaningful and authentic, as with any other branch of science (Williams, A.2003). Internal consistency involves correlating the responses to each question in the questionnaire with responses to other questions. After administering the questionnaire used in this study, the responses from Sections B to D were statistically tested for internal consistency. The Cronbach alphas for each sub-scale were determined. Reliability is determined by comparing responses to alternative forms of the same question or group of questions (Zikmud, 2000, p.280). Section C obtained a Cronbach alpha of 0.54 (Sindiwsa V.M,2009).

Validity:

In 2005, Siniscalco and Auriat stated "Validity concerns the degree to which a question measures what it was intended to measure" (p.76). William (2006) mentions that measuring the reliability of the tool leads to valid conclusion or that a sample enables valid inferences and so on. The researcher selected the participants from the appropriate population and assigned them to their groups.

In this study, a thorough theoretical study of staff turnover was conducted and factors that influence staff turnover were identified. These factors were then converted into test items. Content validity can be determined by expert judgment(Sindiwsa V.M,2009).

4. Data analysis and Result

This chapter presents results, and an analysis through showing responses of participants upon questionnaire.

Data analysis:

The researcher gathered the data from the survey were encoded and inputted into Statistical Package for the Social Sciences Version 17 (SPSS). Data entry revised to ensure the correctness of each entry. To determine the length of the cells of the scale Quintet (lower and upper limits) used in the axes of the study, was calculated term (4=1-5), and then dividing by the number of cells measure to get the length of the cell proper (0.80=5/4) was then add this value to the lowest value in the scale (or the beginning of the scale, a single correct) in order to determine the upper limit of the cell, and thus became the length of the cells as follows:
- From 1 to 1.79, it represents the response degree (strongly disagree) toward every sentence according to difference of the measured axis.

- From 1.80 to 2.59, it represents the response degree (disagree) toward every sentence according to difference of the measured axis.

- From 2.60 to 3.39, it represents the response degree (unsure) toward every sentence according to difference of the measured axis.

- From 3.40 to 4.19, it represents the response degree (agree) toward every sentence according to difference of the measured axis.

- From 4.20 to 5.0, it represents the response degree (strongly agree) toward every sentence according to difference of the measured axis.

**Results:**

This section directly addresses participants' answers on two part of questionnaires.
**First part:** Demographic data

Table no. 2  Sample distribution according to demographic data

<table>
<thead>
<tr>
<th>Position rank</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing manager</td>
<td>15</td>
<td>16.9</td>
</tr>
<tr>
<td>Assistant manager</td>
<td>13</td>
<td>14.6</td>
</tr>
<tr>
<td>Practical instructor nurse</td>
<td>6</td>
<td>6.7</td>
</tr>
<tr>
<td>senior nurse</td>
<td>22</td>
<td>24.7</td>
</tr>
<tr>
<td>junior nurse</td>
<td>33</td>
<td>37.1</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29 years old</td>
<td>54</td>
<td>60.7</td>
</tr>
<tr>
<td>30-39 years old</td>
<td>35</td>
<td>39.3</td>
</tr>
<tr>
<td><strong>Social situation</strong></td>
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<td></td>
</tr>
<tr>
<td>Married</td>
<td>30</td>
<td>33.7</td>
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<tr>
<td>Single</td>
<td>47</td>
<td>52.8</td>
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<tr>
<td>Divorced</td>
<td>10</td>
<td>11.2</td>
</tr>
<tr>
<td>Widowed</td>
<td>2</td>
<td>2.2</td>
</tr>
<tr>
<td><strong>level of education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>50</td>
<td>56.2</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>34</td>
<td>38.2</td>
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<tr>
<td>Master's degree</td>
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<td>5.6</td>
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<tr>
<td><strong>functional area</strong></td>
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</tr>
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<td>ICU</td>
<td>10</td>
<td>11.2</td>
</tr>
<tr>
<td>Cardiology</td>
<td>9</td>
<td>10.1</td>
</tr>
<tr>
<td>Maternity</td>
<td>22</td>
<td>24.7</td>
</tr>
<tr>
<td>Radiology</td>
<td>10</td>
<td>11.2</td>
</tr>
<tr>
<td>Medical and Surgical</td>
<td>38</td>
<td>42.7</td>
</tr>
<tr>
<td><strong>years working at this hospital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 5 years</td>
<td>51</td>
<td>57.3</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>36</td>
<td>40.4</td>
</tr>
<tr>
<td>10 - 14 years</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>15 - 19 years</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>89</td>
<td>100.0</td>
</tr>
</tbody>
</table>
From table no. 2 it shows the following:

Firstly: position rank

It is clear that the biggest number of sample with 33 nurses with 37.1% is junior nurses, but 22 nurses with 24.7% are senior nurse. But there are 15 nurses with 16.9% are nursing manager, in addition to that there are 13 nurses with 14.6% are assistant manager, lastly, there are 16 nurses with 6.7% are practical instructor nurse.

![Figure no.1](image1)

Secondly: age

From the above mentioned table no.1, the biggest number of sample 54 nurses with 6.70% are aged between 29-20 year, but there are 35 nurses with 39.3 aged between 30-39 year.

![Figure no.2](image2)
Thirdly: social situation

The above mentioned results in table no.1 showed that half of sample with 47 nurses to be 52.8% are single, whereas 30 nurses with 33.7% are married. In addition to that, there are 10 nurses with percentage 11.2% are divorced, lastly, there are two samples with 2.2 % are widowed.

![Figure no.3](image)

Fourthly: level of education

The results revealed in Table (1) that more than half of the study sample (50) nurse representing a rate of (56.2%) has diploma, while there are (34) nurse, representing a rate of (38.2%) has Bachelor, and in the last (5) Nurses represent a rate of (5.6%) has a master degree.

![Figure no.4](image)
Fifthly: functional area

From the above mentioned table no.1, it is clear that the biggest amount of sample are 38 nurses with 42.7% has field of medical and surgical, whereas there are 22 nurses with 24.7% has maternity, but there are 10 nurses with 11.2% has Radiology, ICU, lastly, there are 9 of sample with 10.1% has field of cardiology.

![Figure no.5](image)

Sixthly: years of working in the hospital

It is clear in the table no. 1, that biggest number of sample with 51 nurses with 57.3% has years of working in the hospital to be less than five years, but 36 nurses with 40.4% has working years between 5-9 years, lastly, there are one nurse with 1.1% for both classes of years to be 14-19 year.

![Figure no.6](image)
Second part:

First question: what are individual factors associated with Saudi female nurses turnover in ALIman public hospital?

To answer upon the previous question, the researcher calculated frequencies, percentages, mean, and standard deviation for sample responses toward individual factors associated with Saudi female nurses turnover, whereas statements were ordered according to mean for both, to be like the following:

Table no. 3 Frequencies, percentages, means, standard deviation for sample responses toward individual factors associated with Saudi female nurses turnover.

<table>
<thead>
<tr>
<th>No</th>
<th>Items</th>
<th>Approval degree</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>S. agree</td>
<td>agree</td>
<td>Unsure</td>
<td>Disagree</td>
<td>disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I see my job as a calling</td>
<td>30</td>
<td>33.7</td>
<td>46</td>
<td>51.7</td>
<td>6</td>
<td>6.7</td>
<td>3</td>
<td>3.4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>I consider my personality as suitable for the medical profession</td>
<td>30</td>
<td>33.7</td>
<td>42</td>
<td>47.2</td>
<td>14</td>
<td>15.7</td>
<td>2</td>
<td>2.2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>It is important to me personally that I do my job very well</td>
<td>32</td>
<td>36.0</td>
<td>41</td>
<td>46.1</td>
<td>15</td>
<td>16.9</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>I feel I am making a valuable contribution to the life of people who</td>
<td>25</td>
<td>28.1</td>
<td>43</td>
<td>48.3</td>
<td>19</td>
<td>21.3</td>
<td>2</td>
<td>2.2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>live in this area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I am known as an employee who is organized, on time and reliable</td>
<td>32</td>
<td>36.0</td>
<td>35</td>
<td>39.3</td>
<td>18</td>
<td>20.2</td>
<td>3</td>
<td>3.4</td>
<td>1</td>
</tr>
</tbody>
</table>

Overall Mean 4.08 0.56 -

From table no. 3, it shows that:

Item of individual factors associated with Saudi female nurses turnover is formed of five factors, whereas it came with agree, as the mean are between 4.16, 4.02, as these mean are in fourth class between fifth gradual measurement are between 3.40 to 4.19, in the same side, the previous result refers to convergence of responses.
Statement no. 1 which is It is important to me personally that I do my job very well are in the first rank with mean (4.16 ± 0.78), to refer to that there is severely approval between samples upon necessity to do their work very well
Statement no. 2 which is I consider my personality as suitable for the medical profession are in the second rank with mean (4.10 ± 0.83), to refer to that there is severely approval between samples upon consideration that they have suitable personality for this job
Statement no. 3 which is I see my job as a calling are in the third rank with mean (4.07 ± 0.97), to refer to that there is severely approval between samples upon consideration that they see my job as a calling
Statement no. 4 which is I am known as an employee who is organized, on time and reliable are in the fourth rank with mean (4.06 ± 0.90), to refer to that there is severely approval between samples upon consideration that they are known as an employee who is organized, on time and reliable
Statement no. 5 which is I feel I am making a valuable contribution to the life of people who live in this area are in the fifth rank with mean (4.02 ± 0.77) to refer to that there is severely approval between samples upon consideration that they feel that they are making a valuable contribution to the life of people who live in this area.
Second question: what are job factors associated with Saudi female nurses turnover in ALIman public hospital?

Table no.4 Frequencies, percentages, means, standard deviation for sample responses toward Job factors associated with Saudi female nurses turnover.

<table>
<thead>
<tr>
<th>No</th>
<th>Items</th>
<th>Approval degree</th>
<th>Approval degree</th>
<th>Approval degree</th>
<th>Approval degree</th>
<th>Approval degree</th>
<th>Approval degree</th>
<th>Mean</th>
<th>SD</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>S-agree F %</td>
<td>agree F %</td>
<td>Unsure F %</td>
<td>Disagree F %</td>
<td>disagree F %</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I am paid fairly for the work I perform</td>
<td>8 9.1 52 59.1</td>
<td>15 17.0 7 8.0</td>
<td>6 6.8</td>
<td>3.56 1.21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>My manager discusses my performance with me</td>
<td>12 13.5 63 70.8</td>
<td>9 10.1 4 4.5</td>
<td>1 1.1</td>
<td>3.91 0.92</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>I am clear of what is expected of me</td>
<td>10 11.4 58 65.9</td>
<td>13 14.8 6 6.8</td>
<td>1 1.1</td>
<td>3.80 0.86</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>My manager motivates me to do a good job</td>
<td>12 13.5 55 61.8</td>
<td>14 15.7 6 6.7</td>
<td>2 2.2</td>
<td>3.78 1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>I cope well with my workload</td>
<td>12 13.5 53 59.6</td>
<td>14 15.7 6 6.7</td>
<td>4 4.5</td>
<td>3.71 1.06</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>I understand how my job contributes to the achievement of the organization's goal</td>
<td>12 13.5 50 56.2</td>
<td>18 20.2 5 5.6</td>
<td>4 4.5</td>
<td>3.69 1.06</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>My needs are taken into consideration at work</td>
<td>10 11.2 34 38.2</td>
<td>23 25.8 18 20.2</td>
<td>4 4.5</td>
<td>3.31 1.11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Statement</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<td>--------------------------------------------------------------------------</td>
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<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>13</td>
<td>The work that I do is challenging</td>
<td>9</td>
<td>10.1</td>
<td>50</td>
<td>56.2</td>
<td>20</td>
<td>22.5</td>
<td>7</td>
<td>7.9</td>
<td>3</td>
</tr>
<tr>
<td>14</td>
<td>The physical working conditions are conducive to achievement</td>
<td>5</td>
<td>5.6</td>
<td>53</td>
<td>59.6</td>
<td>13</td>
<td>14.6</td>
<td>10</td>
<td>11.2</td>
<td>8</td>
</tr>
<tr>
<td>15</td>
<td>I am provided with the necessary resources to complete my task successfully</td>
<td>7</td>
<td>7.9</td>
<td>42</td>
<td>47.2</td>
<td>19</td>
<td>21.3</td>
<td>10</td>
<td>11.2</td>
<td>11</td>
</tr>
<tr>
<td>16</td>
<td>I get recognition for my performance</td>
<td>12</td>
<td>13.5</td>
<td>34</td>
<td>38.2</td>
<td>28</td>
<td>31.5</td>
<td>9</td>
<td>10.1</td>
<td>6</td>
</tr>
<tr>
<td>17</td>
<td>My job entails a variety of tasks and are therefore interesting</td>
<td>11</td>
<td>12.4</td>
<td>40</td>
<td>44.9</td>
<td>15</td>
<td>16.9</td>
<td>13</td>
<td>14.6</td>
<td>10</td>
</tr>
<tr>
<td>18</td>
<td>I am responsible for making important decisions in my job</td>
<td>8</td>
<td>9.0</td>
<td>52</td>
<td>58.4</td>
<td>16</td>
<td>18.0</td>
<td>7</td>
<td>7.9</td>
<td>6</td>
</tr>
<tr>
<td>19</td>
<td>I have job security</td>
<td>8</td>
<td>8.8</td>
<td>36</td>
<td>39.6</td>
<td>30</td>
<td>33.0</td>
<td>14</td>
<td>15.4</td>
<td>3</td>
</tr>
<tr>
<td>20</td>
<td>My colleagues are supportive</td>
<td>8</td>
<td>9.0</td>
<td>56</td>
<td>62.9</td>
<td>12</td>
<td>13.5</td>
<td>8</td>
<td>9.0</td>
<td>5</td>
</tr>
<tr>
<td>21</td>
<td>My department is adequately staffed</td>
<td>13</td>
<td>14.6</td>
<td>46</td>
<td>51.7</td>
<td>15</td>
<td>16.9</td>
<td>9</td>
<td>10.1</td>
<td>6</td>
</tr>
<tr>
<td>22</td>
<td>My job allows me to grow professionally</td>
<td>8</td>
<td>9.0</td>
<td>50</td>
<td>56.2</td>
<td>12</td>
<td>13.5</td>
<td>11</td>
<td>12.4</td>
<td>8</td>
</tr>
<tr>
<td>23</td>
<td>Organizational policies related to my job are adequately communicated to me</td>
<td>5</td>
<td>5.6</td>
<td>45</td>
<td>50.6</td>
<td>17</td>
<td>19.1</td>
<td>12</td>
<td>13.5</td>
<td>10</td>
</tr>
</tbody>
</table>
From table no. 4 it shows that:

Item of job factors associated with Saudi female nurses turnover is formed of 21 statements, whereas it came with agree, as the mean are between 3.42 , 3.91, as these mean are in fourth class between fifth gradual measurement are between 3.40 to 4.19, in the same side, the statement no. 8 came with unsure degree in these statement no. 17-19-26-24-25-23-15-12, as it the mean between them are 3.17, 3.35, as the averages are filled between the third class from the fifth gradual scale to be between 2.60 to 3.39, as the previous results refer to variance in points of view for samples toward job factors that is related to work turnover for Saudi female nurses.

The most important factors regarding to jobs and which is related to work turnover for Saudi female nurses were in agree degree to be represented in 21-20-13-11-10-8-7-9, as its order came in the following order according to mean.

Statement no. 7 which My manager discusses my performance with me are in the first rank with mean (0.92 ± 3.91) to refer to that there is severely approval between samples upon My manager discusses my performance with me.
Statement no. 8 which I am clear of what is expected of me are in the two rank with mean (0.86± 3.80) to refer to that there is severely approval between samples upon I am clear of what is expected of me.

Statement no. 9 which My manager motivates me to do a good job are in the third rank with mean (1.0± 3.78) to refer to that there is severely approval between samples upon his manager motivates me to do a good job.

Statement no. 10 which I cope well with my workload are in the fourth rank with mean (1.0± 3.71) to refer to that there is severely approval between samples upon they cope well with my workload.

Statement no. 11 which I understand how my job contributes to the achievement of the organization's goal are in the fifth rank with mean (1.06± 3.69) to refer to that there is severely approval between samples upon they understand how my job contributes to the achievement of the organization's goal.

Statement no. 13 which the work that I do is challenging are in the sixth rank with mean (1.18± 3.62) to refer to that there is severely approval between samples upon work that I do is challenging.

Statement no. 20 which the work that My colleagues are supportive are in the seven rank with mean (1.18± 3.61) to refer to that there is severely approval between samples upon work that my colleagues are supportive.

Statement no. 21 which the work that My department is adequately staffed are in the eight rank with mean (1.24 ±3.57) to refer to that there is severely approval between samples upon work that my department is adequately staffed.

The most important factors regarding to jobs and which is related to work turnover for Saudi nurses were in unsure degree to be represented in 15-24-25-23-26, as its order came in the following order, according to mean:

Statement no. 21 which are the work that I am provided with the necessary resources to complete my task successfully are in the seventeenth rank with mean (1.29 ± 3.27) to refer to that there is severely approval between samples upon work that I am provided with the necessary resources to complete my task successfully.

Statement no. 23 which are the work that organizational policies related to my job are adequately communicated to me are in the eighteenth rank with mean (1.18± 3.26) to refer to that there is severely approval between samples upon work that organizational policies related to my job are adequately communicated to me.

Statement no. 25 which are Employees attend conferences and meetings (local, regional and national) organized by professional associations are in the nineteenth rank with mean (1.29± 3.20) to refer to that there is severely approval between samples upon work that employees attend conferences and meetings (local, regional and national) organized by professional associations.

Statement no. 23 which are The organization is doing a good job of ensuring that its employees are members of a relevant professional association are in the twenty rank with mean (1.20± 3.18) to refer to that there is severely approval between samples upon organization is doing a good job of ensuring that its employees are members of a relevant professional association.

Statement no. 26 which are employees are encouraged to occupy official positions such as being a committee member (office bearer) in professional associations are in the eleventh rank with mean (3.07 ± 1.15) to refer to that there is severely approval between samples upon employees are encouraged to occupy official positions such as being a committee member (office bearer) in professional associations.
Third question: what are organizational factors associated with Saudi female nurses turnover in ALIman public hospital?

Table no. 5 Frequencies, percentages, means, standard deviation for sample responses toward organizational factors associated with Saudi female nurses turnover.

<table>
<thead>
<tr>
<th>No</th>
<th>Items</th>
<th>Approval degree</th>
<th></th>
<th></th>
<th></th>
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<th>SD</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>S .agree</td>
<td>S .agree</td>
<td>Unsure</td>
<td>Disagree</td>
<td>.disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>The culture of the organization encourages nurses to be committed to the organization</td>
<td>13 14.6</td>
<td>47 52.8</td>
<td>14 15.7</td>
<td>7 7.9</td>
<td>8 9.0</td>
<td>3.56</td>
<td>1.15</td>
</tr>
<tr>
<td>28</td>
<td>Organizational leaders build a multicultural climate that welcomes and accommodate people of different backgrounds</td>
<td>7 7.8</td>
<td>55 61.1</td>
<td>13 14.4</td>
<td>8 8.9</td>
<td>7 7.8</td>
<td>3.52</td>
<td>1.12</td>
</tr>
<tr>
<td>29</td>
<td>My manager encourages team work</td>
<td>11 12.4</td>
<td>51 57.3</td>
<td>15 16.9</td>
<td>8 9.0</td>
<td>4 4.5</td>
<td>3.64</td>
<td>1.11</td>
</tr>
<tr>
<td>30</td>
<td>There is open communication in the organization</td>
<td>12 13.5</td>
<td>42 47.2</td>
<td>19 21.3</td>
<td>9 10.1</td>
<td>7 7.9</td>
<td>3.48</td>
<td>1.15</td>
</tr>
<tr>
<td>31</td>
<td>There is a feeling of trust among organizational members</td>
<td>11 12.4</td>
<td>41 46.1</td>
<td>19 21.3</td>
<td>10 11.2</td>
<td>8 9.0</td>
<td>3.42</td>
<td>1.20</td>
</tr>
<tr>
<td>32</td>
<td>I feel committed to the hospital</td>
<td>14 15.7</td>
<td>44 49.4</td>
<td>10 11.2</td>
<td>11 12.4</td>
<td>10 11.2</td>
<td>3.46</td>
<td>1.24</td>
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</table>
where I am working

<table>
<thead>
<tr>
<th>Item</th>
<th>Agreement</th>
<th>Disagreement</th>
<th>Total</th>
<th>Agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Agree</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>I find that my personal values and the values of the hospital values are very similar</td>
<td>14</td>
<td>15.7</td>
<td>43</td>
<td>48.3</td>
<td>15</td>
<td>16.9</td>
<td>8</td>
<td>9.0</td>
<td>9</td>
<td>10.1</td>
<td>3.51</td>
</tr>
<tr>
<td>34</td>
<td>I feel proud work at this hospital</td>
<td>10</td>
<td>11.1</td>
<td>41</td>
<td>45.6</td>
<td>17</td>
<td>18.9</td>
<td>10</td>
<td>11.1</td>
<td>12</td>
<td>13.3</td>
<td>3.30</td>
</tr>
<tr>
<td>35</td>
<td>I give a positive view of the hospital to outsiders</td>
<td>7</td>
<td>7.9</td>
<td>47</td>
<td>52.8</td>
<td>16</td>
<td>18.0</td>
<td>9</td>
<td>10.1</td>
<td>10</td>
<td>11.2</td>
<td>3.36</td>
</tr>
<tr>
<td>36</td>
<td>There is a high morale among members of the organization</td>
<td>11</td>
<td>12.4</td>
<td>43</td>
<td>48.3</td>
<td>19</td>
<td>21.3</td>
<td>6</td>
<td>6.7</td>
<td>10</td>
<td>11.2</td>
<td>3.44</td>
</tr>
<tr>
<td>37</td>
<td>I believe that the management of the hospital is doing their best to manage the hospital well</td>
<td>9</td>
<td>10.2</td>
<td>35</td>
<td>39.8</td>
<td>19</td>
<td>21.6</td>
<td>15</td>
<td>17.0</td>
<td>10</td>
<td>11.4</td>
<td>3.20</td>
</tr>
</tbody>
</table>

Overall Mean | 3.44 | 0.93 |

From table no.5 it is clear that:

Item of organizational factors associated with Saudi female nurses turnover is formed of 11 statements, whereas eight articles came with agree, as the mean are between 3.42, 3.64, as these mean are in fourth class between fifth gradual measurement are between 3.40 to 4.19, in the same side, the 3 statements came with unsure degree in these statements no. 37, 35, 34, as it the mean between them are 3.36, 3.20 as the averages are filled between the third class from the fifth gradual scale to be between 2.60 to 3.39, as the previous results refer to variance in points of view for samples toward organizational factors that is related to work turnover for Saudi female nurses.

Statement no. 29 which my manager encourages team work are in the first rank with mean (1.11 ± 3.64) to refer to that there is severely approval between samples upon my manager encourages .team work

Statement no. 27 which the culture of the organization encourages nurses to be committed to the organization are in the second rank with mean (1.15 ± 3.56) to refer to that the culture of the .organization encourages nurses to be committed to the organization
Statement no. 28 which the organizational leaders build a multicultural climate that welcomes and accommodate people of different backgrounds are in the third rank with mean (1.12 ± 3.52) to refer to that Organizational leaders build a multicultural climate that welcomes and accommodate people of different backgrounds.

Statement no. 33 which I find that my personal values and the values of the hospital values are very similar is in the fourth rank with mean (1.23 ± 3.51) to refer to that I find that my personal values and the values of the hospital values are very similar.

Statement no. 30 which there is open communication in the organization are very similar is in the fifth rank with mean (1.15 ± 3.48) to refer to that There is open communication in the organization.

Statement no. 23 which I feel committed to the hospital where I am working are in the sixth rank with mean (1.24 ± 3.46) to refer to that I feel committed to the hospital where they are working.

Statement no. 36 which there is a high morale among members of the organization is in the seventh rank with mean (1.30 ± 3.44) to refer to that there is a high morale among members of the organization.

Statement no. 31 which there is a feeling of trust among organizational members is in the eighth rank with mean (1.20 ± 3.42) to refer to that there is a feeling of trust among organizational members.

Statement no. 35 which I give a positive view of the hospital to outsiders is in the ninth rank with mean (1.33 ± 3.36) to refer to that I give a positive view of the hospital to outsiders.

Statement no. 34 which I feel proud work at this hospital is in the tenth rank with mean (1.29 ± 3.30) to refer to that I feel proud work at this hospital.

Statement no. 34 which I believe that the management of the hospital is doing their best to manage the hospital well is in the eleventh rank with mean (1.27 ± 3.20) to refer to that I believe that the management of the hospital is doing their best to manage the hospital well.
5. Discussion, Recommendations and Conclusion

Introduction:

This final chapter discuss the result from the researcher point of view, the recommendation for further the study and the final conclusion.

Discussion:

This study is restricted in one hospital, the researcher can't generalize results on another hospitals. The factors the researcher depended on through her study are:

Individual factors for the participants responded to the questionnaire (i see my job as a calling, in addition, I consider my personality as suitable for the medical profession, whereas It is important to my personally that i do my job very well) and the overall mean was in agree degree equal 4.08.

Job factors for the participants responded to the questionnaire (discussion with manager toward their performance, clarity of nurses regarding to what is expected from manager to continuous motivation for nurses and ability to undertake work burdens,, identify upon their job participation in doing jobs, in addition to the colleagues support for them and the department contains suitable employees) and the overall mean was in agree degree equal 3.48.

Also, the organizational factors for the participants responded to the questionnaire (manager encourages team work, and culture of the organization encourages nurses to be committed to the organization, in addition, organizational leaders build a multicultural climate that welcomes and accommodate people of different backgrounds, and my personal values and the values of the hospital values are very similar, in the same time, there is a high morale among members of the organization) and the overall mean was in agree degree equal 3.44.

The results represents a high positive behavior for the Saudi female nurses in AL-Iman General Hospital towards individual factors rather than job and organizational factors. Also, it represents the influence of these factors on the reduction of turnover of the participants.

Recommendation:

The researcher recommend the followings:

To make a new study about male nurses.

To do a comparison between a private and governmental hospitals.

To specify a study about a certain age, department and education.

To compare between the Saudi and foreign nurses.

To found a study for another hospitals.

Depending upon what researcher deducted from the results of this study, the researcher recommends the following:

Encouraging nurses upon getting formal jobs like work committee membership.
Nurses are participated in training courses that increase their performance at work.

Necessity of listening for nurses complain and working to solve it.

Providing good job environment, regarding to cleanliness, ventilation, and lightening.

Conclusion:

Individual factors for sample from Saudi female nurses to be suitable completely for this kind of jobs, the most important factors are;

They have complete perception as it is necessary they do their job on complete manner.

They consider that their personality is suitable for the medical profession.

They see that their job is mere calling.

They know that they are employees with self-dependence.

Saudi female nurses in ALIman public hospital has positive attitudes toward their job, as;

Discussing manager regarding to their performance.

Manager motivates them with what is expected.

Ability to undertake work burdens.

Identify upon their participation and their role in achieving the organization objectives.

Supporting colleagues in work and getting suitable employees in the department.

Saudi female nurses in ALIman public hospital has positive situation toward their organizational factors that helped in that;

Manager encourages them to work in group.

Organizational culture of nurses encourage upon sincerity toward organization.

Organizational leaders build a multicultural climate that welcomes and accommodate people of different backgrounds.

Similarity of personal values with hospital values in a great manner.

There are high similarities between organization members.

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Dedication
To my beloved parents, who love me and care for me unconditionally.
To my professors in King Saud University.
To my family who showed me kindness, warmth and generosity.
To everyone who fights their road to success.
In may not be enough to contain the words of thanksgiving; it may not capture the endearing love that I have for all of you. I pray to ALLAH to bless you all

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