

# Evaluation of Organizational Factors Affecting the Rate of Turnover in Emergency Medical Technicians in Tehran

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## Abstract

**Introduction:** Turnover imposes many costs such as employment costs, selection, and training of individuals and also causes additional workload for the remaining staff, which can reduce their satisfaction and it can ultimately hurt the quality of patient care. This study aimed to investigate the relationship between the factors affecting the turnover and the rate of turnover in emergency medical technicians in Tehran. **Methods:** The type of research is applied in terms of aim and descriptive-correlational in terms of implementation. The statistical population of this study included 136 emergency medical technicians in Tehran who had voluntarily turnover from the organization during three years of 2012-2015. Finally, 90 complete questionnaires were received from them, and using SPSS23 software, the data obtained from the questionnaires were analyzed at both descriptive and inferential levels. In this regard, the Pearson test was used to examine the correlation between the factors affecting turnover and the rate of turnover, and a multiple regression test was used to prioritize the factors. **Results:** The results showed that there is a significant relationship between turnover and all factors affecting turnover and the results of the regression test showed that organizational justice with a correlation coefficient (0.767) is the priority, work independence with a correlation coefficient (0.673) is in the second priority, which these factors with ( $p < 0.01$ ) at a level of confidence above 99% had the greatest impact on turnover of emergency medical technicians in Tehran. **Conclusion:** Since there was a significant and positive relationship between all factors affecting turnover and rate of turnover in the study population, the management of organizations should make proper and accurate planning to reduce turnover.

**Keywords:** Emergency Medical Technician, Job Satisfaction, Turnover, Organizational Factors

## INTRODUCTION

Nowadays, workforce stability is considered a strong competitive strategy and it will play a more vital role in the future. If management cannot make good use of the organization's skilled manpower, people will be frustrated, discouraged and their job satisfaction will decrease, providing the conditions for turnover and the organization will face problems in achieving its goals and the effectiveness and efficiency of the organization is minimized. Hence, conflict, dislike of work, and eventually turnover will affect many organizations' staff. Managers are always looking for the causes of these phenomena and want to know what factors provide the conditions for discouragement and alienation of staff from the organization [1]. The level of interest and job satisfaction of the staff of the departments, especially the government organizations, is one of the most important and researched issues of the organizations. Organizations must provide the conditions in which they can keep their staff satisfied in various fields. According to many experts, among all the concepts that have been studied by organizational behavior, management, and organizational and industrial psychologists in different situations, job satisfaction has been one of the most important areas of their research. Fisher and

Hannah consider job satisfaction as an internal factor and view it as a kind of emotional adaptation to the job and employment conditions, that is, if the job provides the desired satisfaction for the person, he or she is satisfied with his or her job. In contrast, if the job does not provide the desired satisfaction and pleasure to the person, he or she is not satisfied with his or her job and tries to change or leave it [2]. To achieve their goals, organizations must be able to attract, retain, and protect human resources. Turnover is among the factors that make it difficult for the organization to achieve

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these goals. Turnover is costly for the organization, because many resources are spent on training people who leave the organization, and it is also costly for the individuals themselves because they have to spend much energy finding a new job and being adapted to new job situation<sup>[3]</sup>. Turnover imposes direct and indirect costs and reduces the quality and prevents the organization to achieve the desired goals. It is also possible that people do not leave the organization but do not have a job attachment. Identifying the factors affecting the turnover intention prevents turnover and its consequences, and with positive reinforcement, it can increase job attachment and the likelihood of people staying in the organization<sup>[4]</sup>. The expectation theory states that if the goals of the organization are in line with the expectations of the staff, the effectiveness of the organization will increase. Also, the more the goals of the individual are in line with the goals of the organization, the more the staff will work with more willingness and will use their creativity and power in the organization properly. Thus, if the staffs realize that their expectations are far from the functions of the organization, they try to reduce these gaps as much as possible and bring the expectations and realities closer to each other. It is rational for an organization to hold a suitable job acquaintance program for staff and explain the position of the organization, the job, and the expectations of the organization from the individual, at the arrival of new staff in the organization.

Also, the staff must explain his / her wishes and expectations to the organization. If both sides are aware of each other's demands, the conflict between them is minimized. Otherwise, the lack of full awareness of each other's needs leads to conflict, which is an effective factor in turnover. Maintaining the existing human resources, especially skilled and active human resources, is considered one of the main and priority goals of any organization. To properly use human resources, the need to study the various and complex dimensions of individuals, including emotional, instinctive, cultural, social, occupational, and economic characteristics, is considered<sup>[3]</sup>. Emergency and pre-hospital services are one of the indicators used to measure the importance given to human resources in any society. Dawson et al (2014)<sup>[5]</sup> In a study entitled "Nursing Turnover in Australian Hospitals: Nurses' Perceptions, Suggestions, and Supportive Strategies" on 362 nurses from three Australian states .that several factors are involved in nursing turnover and poor support of managers, negative staff view, poor understanding of issues, and factors

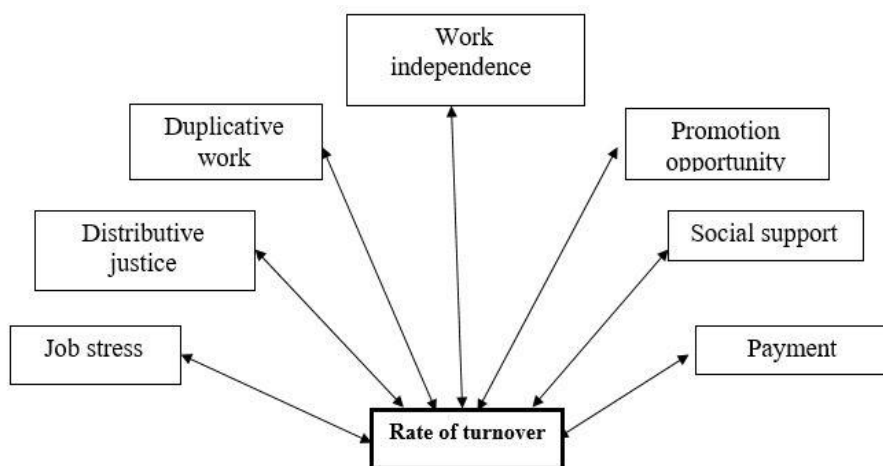
such as the insufficient ratio of nurse to patient, improper mixing of skills, increasing patient waiting for requests, poor quality of proper nursing skills can increase work volume and stress and cause the feeling of being weakened and ignored in them. They stated that positive steps that can be taken to improve working conditions and ensure the maintenance of nurses include improving performance management and job design that nursing managers do to reduce turnover. It should be noted that the turnover of educated people with experience of pre-hospital emergency and the recruitment and replacement of new and inexperienced forces in the pre-hospital emergency turns the pre-hospital emergency into a pre-hospital agency (which has no duty just to transfer patients). Considering the turnover of several pre-hospital emergency staff and the concern of senior managers of medical emergencies, finding scientific reasons for this turnover, which could be one of the current problems of the pre-hospital emergency organization, seems to be necessary. In this study, we seek to answer this question of what are the organizational factors affecting the rate of turnover of emergency medical technicians?

## METHODS

The present study is applied in terms of results and descriptive-correlational in terms of method of obtaining the needed data. The research environment of the study is pre-hospital emergency 115 in Tehran and the statistical population includes all emergency medical technicians in Tehran, who voluntarily left the pre-hospital emergency in Tehran from the beginning of the second half of 2012 to the end of the first half of 2015. After coordination with Emergency 115 Center of Tehran, the information of 136 staff, which had voluntarily left the service during the last 3 years, was provided to the researcher. The sample size included people who were eligible to participate in the study and due to the low statistical population; all emergency medical technicians in Tehran who had left the service during the past 3 years were tested.

## Conceptual Model

The conceptual model of research Adapted from the Soltani turnover model (2017) that shown in figure 1 which is adapted from Price turnover model (2001)<sup>[6, 7]</sup>



**Figure 1:** Conceptual model of study Adapted from Soltani turnover model (2017) Adapted from Price turnover model (2001)

**Data collection tools**

To collect data from the theoretical part of the research, the library method was used, and to describe the opinions of technicians, a survey method (questionnaire) was used.

The questionnaire of the factors affecting the turnover consists of 36 items scored on a five-point Likert scale (very high = 5, high = 4, somewhat = 3, low = 2 and very low = 1). This questionnaire included organizational factors (job independence, promotion opportunity, nature of the job, job support, distributive justice, payment, job stress). This questionnaire was designed by Soltani (2017) and is based on the Price (2001) model. In Soltani's (2017) research, a split-half test was used to evaluate the reliability of the instrument. The validity and reliability of the initial questionnaire were confirmed again with a correlation coefficient of Cronbach's alpha after applying minor changes with the opinions of professors and experts in the field of emergency medicine (.Cronbach's alpha).

The turnover questionnaire consists of two parts: general questions and specific questions. General questions include age, employment history, level of education, and type of employment, and specific questions based on the aim of the research include questions related to the study variables. In this questionnaire, a five-point Likert scale was used to answer the questions, ranging from very low, low, somewhat, high, very high, which a score of 1 to 5, respectively, is assigned to them.

**Procedure**

At the beginning of the work, after receiving the telephone numbers of 136 emergency medical technicians who had voluntarily left the service from Tehran Emergency during the last two and a half years (2013-2014 and the first half of 12015), they were contacted. Due to communication problems such as being mobile off, out of reach, or assigning the phone number, some phone numbers, the researcher could

distribute 95 questionnaires by fax, telegram, telephone interview, and in person. Finally, 84 questionnaires were completely returned. After collecting the questionnaires, the data were statistically analyzed. Pearson correlation test and 22 SPSS software were used to investigate the correlation between turnover and factors affecting turnover after normalization of data.

**RESULTS**

**Table 1:** Turnover of emergency medical technicians in Tehran based on age and level of education

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	7	7.8	7.8	7.8
	26-30	57	63.3	63.3	71.1
	31-35	17	18.9	18.9	90.0
	36-40	5	5.6	5.6	95.6
	41-45	2	2.2	2.2	97.8
	46-50	2	2.2	2.2	100.0
	Total	90	100.0	100.0	
		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	1	1.1	1.1	1.1
	associate	36	40.0	40.0	41.1
	bachelor	40	44.4	44.4	85.6
	master and higher	13	14.4	14.4	100.0
	Total	90	100.0	100.0	

According to Table (1), the highest rate of turnover is related to the age group of 26-30 years with (63.3%) and the lowest rate is related to the age group of 41-45 and 46-50 years with (2.2%). Also, in terms of education, the highest rate of

turnover is related to staff with a bachelor's degree (44.4%) and the lowest rate is related to staff with a diploma (1.1).

**Inferential analysis of data**

Kolmogorov-Smirnov test (K-S) was used to evaluate the normal distribution of research variables.

According to Kolmogorov-Smirnov test results, all distributions are statistically normal ( $p < 0.05$ )

Testing hypotheses:

To examine the relationship between job independence and turnover of emergency medical technicians in Tehran, the Pearson correlation test was used, the results of which are shown in Table 2.

**Table 2-** correlation between turnover and job independence

		Correlations	turnover	independence
turnover	Pearson Correlation		1	.673**
	Sig. (2-tailed)			.000
	N		90	90
independence	Pearson Correlation		.673**	1
	Sig. (2-tailed)		.000	
	N		90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0. 672. It means that there is a correlation between the two variables at the confidence level of above 95% ( $p = 0. 000$ ). Since the significant number of the test is less than the error level of one percent, the hypothesis H0 is rejected and the hypothesis H1 is approved. Therefore, a significant relationship between job independence and turnover is accepted and due to the positive correlation coefficient, there is a direct relationship between job independence and turnover.

Regarding the relationship between the promotion opportunity and turnover of emergency medical technicians in Tehran, the results are given in Table 3.

**Table 3-** Investigating the correlation between turnover and promotion

		Correlations	
		turnover	promotion
turnover	Pearson Correlation	1	.568**
	Sig. (2-tailed)		.000
	N	90	90
promotion	Pearson Correlation	.568**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.568. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between promotion and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between promotion and turnover.

Pearson test was used to investigate the relationship between duplication of work and turnover of emergency medical technicians in Tehran.

**Table 4-** investigating the correlation between turnover and job nature

		Correlations	
		turnover	job nature
turnover	Pearson Correlation	1	.531**
	Sig. (2-tailed)		.000
	N	90	90
job nature	Pearson Correlation	.531**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.531. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between job nature and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between job nature and turnover. (Table 4)

Pearson test was used to investigate the relationship between social support and turnover of emergency medical technicians in Tehran.

**Table 5-** investigating the correlation between turnover and social support

		Correlations	
		turnover	social support
Turnover r	Pearson Correlation	1	.609**
	Sig. (2-tailed)		.000
	N	90	90
social support	Pearson Correlation	.609**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.609. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between social support and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between social support and turnover.

Based on the H0 hypothesis, there is a relationship between distributive justice and the turnover of emergency medical technicians in Tehran. Table 5 shows the results of this hypothesis.

**Table 6-** Correlation between justice and turnover

Correlations			
		turnover	justice
Turnover	Pearson Correlation	1	.767**
	Sig. (2-tailed)		.000
	N	90	90
justice	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.767. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between social support and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between social support and turnover.

There is a relationship between payment and turnover of emergency medical technicians in Tehran. The results obtained from the Pearson test are according to Table 7.

**Table 7-** Investigating the correlation between payment and turnover

Correlations			
		turnover	payment
Turnover	Pearson Correlation	1	.430**
	Sig. (2-tailed)		.000
	N	90	90
Payment	Pearson Correlation	.430**	1
	Sig. (2-tailed)	.000	

N 90 90  
 \*\*. Correlation is significant at the 0.01 level (2-tailed).

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.430. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between social support and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between social support and turnover.

Finally, the results of investigating the relationship between job stress and turnover of emergency medical technicians in Tehran are presented in Table 8.

**Table 8-** Investigating the correlation between stress and turnover

Correlations			
		turnover	Stress
Turnover	Pearson Correlation	1	.412**
	Sig. (2-tailed)		.000
	N	90	90
Stress	Pearson Correlation	.412**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

After performing the Pearson correlation test, the correlation coefficient was obtained at 0.412. It means that there is a relationship between the two variables at a confidence level above 95% ( $p = 0.000$ ). Since the significant number of the test is less than the error level of one percent, the H0 hypothesis is rejected and the H1 hypothesis is approved. Hence, the significant relationship between social support and turnover is accepted, and due to the positive correlation coefficient, there is a direct relationship between social support and turnover.

**Prioritizing the factors affecting turnover**

After examining the relationship between each of the independent variables (independence at work, promotion opportunity, job nature, social support, distributive justice, payment, and job stress) and the dependent variable (turnover), this question is asked: Do independent variables have the power to predict changes in the dependent variable (turnover) and what is the priority of these changes?

To answer these questions, multiple stepwise regression test was used, the results of which are as follows.(Table 9)

**Table 9 - Ranking of factors**

	Mean Rank
independence work	3.77
Promotion	7.07
job nature	5.88
social support	9.51
distributive justice	10.55
Payment	6.60
stress	6.47

## DISCUSSION AND CONCLUSION

The present study was conducted to investigate the relationship between organizational factors affecting the turnover and the rate of turnover in emergency medical technicians in Tehran. To investigate this issue, 7 hypotheses were proposed and analyzed by statistical tests. Since there is no female staff in the pre-hospital emergency operations unit, the entire statistical population that has left the pre-hospital emergency department in Tehran is male. In terms of the frequency of education, 14.4% had a master's degree and higher, 44.4% had a bachelor's degree, 40% had an associate's degree and 1.1% had a diploma degree, which left the organization in 2012-2015. The highest frequency is related to the age group of 26-30 years with (63.3%) and the lowest rate is related to the age groups of 41-45 and 46-50 years with (2.2%).

1- There is a significant relationship between job independence and turnover in emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.673) was at a significant level ( $p < 0.05$ ). Lack of necessary freedom on the way of doing the work, lack of self-determination, lack of freedom of action in determining work schedule, were effective in the turnover of staff.

Based on these results, emergency medical technicians should increase the necessary freedom of action in missions and create job turnover among staff to increase their empowerment and work diversity and reduce job burnout and staff have freedom of action in determining monthly work schedule.

In a study conducted by [8], they concluded that job insecurity was in the priority, differences in salaries and benefits was in the second priority, lack of proper promotion was in the third priority, and reduction of organizational commitment was in the fourth priority in terms of affecting the turnover among the staffs.

2- There is a significant relationship between the promotion opportunity and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.568) was at a significant level of  $p < 0.05$ . It means that according to the questionnaire questions, lack of

appropriate promotion between competencies of staff, the impossibility of adequate job promotion, and the unfair dismissal and employment of staff were effective in the turnover of the staff. Based on these results, it is recommended that job promotion be based on academic and professional background and managers should be appointed based on organizational competencies.

3- There is a significant relationship between the job nature and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.532) was at a significant level ( $p < 0.05$ ). It means that according to the questions of the job boredom questionnaire, lack of sufficient variety in the job, not determining the job position for higher education were effective in the turnover of the staff. In a study conducted by Rastegar *et al.* (2013), they concluded that job involvement and job satisfaction have a negative and significant relationship with turnover intention [9]. Also, job involvement has a positive and significant relationship with job satisfaction. Based on the results, it is better to find a solution for unnecessary deployments of other organizations to cover sports competitions, etc. ... and transfer them to the private sector and determine a job position for higher education.

4- There is a significant relationship between social support and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.609) was at a significant level ( $p < 0.05$ ). It means that according to the questions of the questionnaire, insufficient support of the organization management from staff, lack of psychological support of the organization when problems occur, lack of material support of the organization when problems occur were effective in the turnover of staff. [10] concluded that perceived organizational support, psychological contract violation, distributive justice, job satisfaction, and emotional commitment have a significant effect on turnover intention. However, the effect of procedural justice was not significant. According to the results, 54% of the variance of the turnover intention can be attributed to these factors. On the other hand, it was found that emotional commitment and job satisfaction are two mediating variables in the relationship of other variables with the turnover intention. Based on these results, it is better to support the organization's management in case of problems such as medical errors, accidents, car breakdowns, legal issues, etc., as well as the organization's psychological support when staffs are exposed to psychological pressures, such as accidents, deaths of loved ones, and critical accidents.

5- There is a significant relationship between distributive justice and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value was (0.767) at a significant level ( $p < 0.05$ ). According to the questions of the questionnaire, the unfairness of the

monthly work time concerning the level organizations, the lack of encouragement and punishment in the job, the unfair volume of the assigned work in exchange for the received salary, the unfair ranking of the staffs were effective in turnover of staffs. <sup>[11]</sup> in their research concluded that general fairness has a significant relationship with distributive, procedural, interactive justice, turnover, job satisfaction, and materialism, but has no significant relationship with power distance. Based on these results, it is better to implement the law of labor productivity in pre-hospital emergencies and to make monthly working hours fair and in accordance with the hospital's staffs and to rank them in proportion to fair organizational competencies, because as long as there are no differences in organizational valuations, staffs will not be willing to increase organizational capabilities.

- 6- There is a significant relationship between payment and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.430) was at a significant level ( $p < 0.05$ ). That is, according to the questions of the questionnaire, unfair rewards compared to coworkers, unfair salary compared to peer organizations, the disproportion of salaries received with the abilities of the individual were effective in the turnover of staff. <sup>[12]</sup> showed in their results that the majority of staff were dissatisfied with their jobs because of their job security, social status, high workload, wages, not having a house, unpaid retirement, and lack of support of insurance of their family support. Based on these results, the payment system should be established in accordance with the workload and the scores of individuals. The total income of pre-hospital staff should be close to the hospital staff because when the income level of hospital staff is lower, the staff will transfer from emergency 115 rooms to the hospital so that a percentage of staff, who left the service in this study were working at the hospital.
- 7- There is a significant relationship between job stress and turnover of emergency medical technicians in Tehran. According to the results of the Pearson correlation coefficient test, its correlation value (0.412) was at a significant level ( $p < 0.05$ ). It means that according to the questions of the questionnaire, high job stress due to job characteristics has been effective in the turnover of staff. In a study conducted by Baribal and Kumber (2007), research findings showed that factors of job stress and leadership issues were significantly associated with job dissatisfaction and turnover, and academic achievement and payment were associated with job satisfaction but had no significant relationship with turnover. Seyed Talib Hussain *et al* (2015) from the University of Peshawar, Pakistan in their research concluded that job stress, overwork, and work pressure harm job satisfaction and work motivation factors were used as an important psychological role in the study <sup>[13]</sup>.

Based on the results, the liability insurance allowance should be given to emergency medical technicians to obtain liability insurance to reduce the patient's liability stress and worn out ambulances and modernization of the Tehran emergency 115 transport fleet to increase the quality of work and reduce life risks. In general, since different organizations have different conditions, turnover reasons are different, and since each of the organizations operates in different areas, it is not possible to compare the factors affecting the turnover with each other and each of the researchers has examined the issue of staff turnover from their point of view. Hence, the obtained factors are different. In the present study, after performing appropriate calculations and statistical tests, it was found that all factors mentioned in the research hypotheses had a significant relationship with the turnover of staff. To investigate further in this field, it is suggested that further studies be conducted to examine the relationship between management abilities and the turnover intention of emergency medical technicians as well as the relationship between job competence and the turnover intention of medical technicians.

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