Impact of Emotional Labor on the Turnover Intention of Medical Technology Workers in General Hospital

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Abstract

This study analyzed the relationship between emotional labor, job satisfaction, organizational commitment, and turnover intention of medical technology workers. A survey was conducted from July 01 to July 31, 2018, for 310 medical technology workers at 10 general hospitals in Korea. The average emotional labor level was 2.82±0.64, job satisfaction 3.07±0.49, organizational commitment 3.02±0.57, and turnover intention 3.23±0.68. All levels of emotional labor, job satisfaction, and organizational commitment were above average. Emotional labor has been shown to have a significantly positive (+) influence on turnover, and monthly salary, job satisfaction, and organizational commitment have a significant negative (-) influence on turnover, respectively. Therefore, hospitals need to reduce the emotional labor of their medical technology workers, thereby increasing job satisfaction and organizational commitment to decrease the turnover intention of their medical technology workers.

Keywords: Emotional labor, Turnover intention, Medical technology workers, General hospital

1. Introduction

1.1. The need for research

Recently, medical institutions have been making great efforts to improve the quality of medical services for survival and development due to changes in the domestic and overseas environment, including the increase in the diverse needs of customers, the control of medical fees, the increase in hospitals and the opening of the medical market. Accordingly, hospitals intend to strengthen and urge the stereotyped emotional expression to their staff and to control personal feelings and emotions as part of strategic efforts to enhance the quality of medical services and customer satisfaction [1].

Emotional labor refers to personal efforts to adjust emotions resulting from the difference between the emotional state experienced by them to adapt to an organization and the emotional expressions required by the organization's norms [2]. The medical technology worker's emotional labor positively affects the patient's mental and physical recovery through

forming relationships with patients. Recently, the negative aspects of emotional labor have also been emphasized, such as decreased job satisfaction and organizational commitment and increased turnover intention, which requires efforts to reduce emotional labor [3]. This study intends to analyze the influence of medical technology workers' emotional labor, job satisfaction, and organizational commitment on turnover rate and provide essential data for more efficient management of medical technology workers.

2. Research method

2.1. Research targets and data collection

The purpose of this study was explained to the medical technology workers at 100 general hospitals nationwide, and those who agreed in writing to participate in the survey were subject to this study. Data were collected for 31 days from July 01 to July 31, 2018, 310 questionnaires were distributed, and 306 copies were returned. Three hundred copies were used as the final analysis data, excluding questionnaires with insufficient contents.

2.2. Analysis method

The data collected in this study were analyzed using the SPSS Statistics 21.0 program as follows: First, the general characteristics of the research targets were analyzed, and the minimum, maximum, mean, and standard deviation were analyzed to get a handle on the degree of emotional labor, job satisfaction, organizational commitment, and turnover intention. Second, t-test and ANOVA were conducted to verify differences in emotional labor, job satisfaction, organizational commitment, and turnover intention according to the general characteristics. Third, Pearson's correlation coefficient was used to examine the relationship among emotional labor, job satisfaction, organizational commitment, and turnover intention. Finally, Hierarchical multiple linear regression was conducted to analyze the effects of general characteristics, emotional labor, job satisfaction, and organizational commitment on turnover intention.

3. Result of this study

3.1. General characteristics of research targets

The general characteristics of this study are shown in [Table 1]. The large subset was as follows; age: 147 workers from 20-29 years of age (49%), gender: 162 male workers (54%), academic background: 171 workers graduated from 4-year-course college (57%), 177 single workers (59%), 177 religious workers (59%), 81 radiologists (27%), 123 workers below 1-5 years of the work period (41%), work without shift: 255 (85%), KRW2-3 million of monthly salary: 135 (45%) and 156 workers without turnover experience (52%).

Table 1. Characteristics of the subject

Characteristics	Categories	N(%)
Age(year)	20-29	147(49)
	30-39	99(33)
	≥40	54(18)
Gender	Male	162(54)
	Female	138(46)
Education	3 yr college	84(28)
	University	171(57)
	Master	45(15)
Marital status	Not married	177(59)
	Married	123(41)
Religion	Have	177(59)
	Don't have	123(41)
Type of jobs	Radiologist	81(27)
	Medical laboratory technologist	60(20)
	Physical and occupational therapist	54(18)
	etc	105(35)
Work duration	<1	21(7)
	1-<5	123(41)
	5-<10	69(23)
	10-<15	39(13)
	≥15	48(16)
Shift work	One time	255(85)
	Two times	45(15)
Salary(10,000won)	<200	90(30)
	200-300	135(45)
	300-400	60(20)
	>500	15(5)
Experience of turnover	No	156(52)
	Yes	144(48)

3.2. Factors affecting turnover intention

The analysis results of turnover intention factors are shown in [Table 2]. Model 1 inputs age, education, marital status, religion, working period, work type, monthly salary, and turnover intention, which are the general characteristics as the independent variable. And the marital status and religion were analyzed to process as dummy variables (0. 1). Model 1 showed no significant influence on turnover intention (F=1.534, p=0.122) with a 1.6% explanatory power on turnover intention, meaning that no variables had significant influence. Model 2 added emotional labor to the independent variables of Model 1 and showed significant influence (F=18.849, p=0.000). The explanatory power of Model 2 was 35.0%, being found to be significantly influenced by monthly salary (β=-.165, p =.009) and emotional labor (β=.593, p =.000). Model 3 additionally input emotional labor and job satisfaction to the independent variables of Model 1, and showed significant influence(F=27.614, p=0.000). The explanatory power of Model 3 was 46.5%, being found to

be significantly influenced by emotional labor (β=.325, p =.000) and job satisfaction (β=-.433, p =.000). Model 4 additionally input emotional labor, job satisfaction, and organizational commitment to the independent variables of Model 1, and showed significant influence (F=34.523, p=0.000). The explanatory power of Model 4 was 54.5%, being found to be significantly influenced by emotional labor (F=.301, p=.000), job satisfaction (F=-.118, p =.048), and organizational commitment (β=-.447, p =.001).

Table 2. Hierarchical multiple regression analysis on the affecting the turnover intention

Variables	Model 1			Model 2			Model 3			Model 4		
	β	t	p	β	t	p	β	t	p	β	t	p
Age(year)	-.148	-1.458	.158	-.060	-.778	.453	-.038	-.516	.609	.046	.719	.456
Education	-.037	-.440	.678	-.007	-.095	.936	.009	.155	.879	.006	.153	.860
Marital status	-.133	-1.505	.146	-.098	-1.501	.131	-.090	-1.540	.126	-.091	-1.672	.092
Religion	.032	.382	.720	.036	.747	.463	.065	1.512	.130	.063	1.659	.086
Work duration	.112	.070	.194	.145	1.624	.117	.092	1.133	.264	.065	.901	.357
Shift work	.035	.417	.694	-.048	-.709	.484	-.069	-1.155	.247	-.074	-1.460	.133
Salary(10,000won)	-.136	-1.732	.089	-.165	-2.754	.009	-.083	-1.513	.144	-.061	-1.235	.204
Experience of turnover	.079	1.284	.211	.075	1.577	.118	.039	.844	.401	.012	.287	.772
Emotional Labor	-	-	-	.593	12.961	.000	.325	6.401	.000	.301	6.313	.000
Job Satisfaction	-	-	-	-	-	-	-.433	-8.510	.000	-.118	-1.840	.048
Organizational Commitment	-	-	-	-	-	-	-	-	-	-.447	-7.436	.001
R2	.041			.371			.488			.563		
Adjusted R2	.016			.350			.465			.545		
F	1.534			18.849			27.614			34.523		
P	0.122			0.000			0.000			0.000		

4. Implications and conclusions

It was found that monthly salary, among general characteristics, had a significant negative (+) influence on turnover intention. The result of Lee et al.'s study [4] on organizational commitment, job satisfaction, turnover intention, and customer-oriented relationships of the medical technology workers at general hospitals showed that monthly income and age significantly influenced turnover intention. Lee et al. [5], who studied medical technology workers with emotional labor, empowerment, job exhaustion, and turnover intention, presented that age, monthly income, and shift work had a significant influence on turnover intention. And the results of Wi et. Al's study [6] showed that working department and position influenced turnover intention. As a result of analyzing this study and the preceding study, it can be concluded that the general characteristic variables having a significant influence on turnover intention are monthly salary, age, shift work, and working department [7].

The medical environment has recently been exposed to the era of infinite competition, and medical technology workers, the professionals in contact with patients and caregivers at hospitals, have become an essential factor in determining the quality and competitiveness of medical services. This study showed that the emotional labor of medical technology workers reduced job satisfaction and organizational commitment and affected turnover intention.

These results provide important implications for the management of hospitals, human resources, and organizations, so further in-depth research will be continuously carried out in the future.

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