



REFLECTIONS OF QUALIFIED PERSONNEL TURNOVER TO THE MINISTRY OF HEALTH OF THE REPUBLIC OF TURKEY: A PHENOMENOLOGICAL RESEARCH

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ABSTRACT

Qualified personnel turnover means the loss of qualified personnel by organizations. Losing qualified personnel is risky especially for labor-intensive organizations such as the health sector. This research has been conducted to discover the results of the qualified personnel turnover at the Ministry of Health of the Republic of Turkey. In order to fulfill this aim, qualitative research method and phenomenological design have been used. The participants of the research consist of twenty personnel with a postgraduate degree who have begun to work for other institutions upon leaving the Ministry of Health in the last ten years and have participated in the research voluntarily. The data was collected by meeting with every participant face-to-face and using a tape recorder. At the end of the research, the thoughts of the participants on the reflections of qualified personnel turnover to the Ministry of Health have been grouped under two themes as “effects on the institution” and “effects on the remaining personnel”. No study has been carried out on this subject at the Ministry of Health and it is aimed to fill this gap in the literature with this research.

Keywords: Qualified personnel, personnel turnover, ministry of health, qualitative research, phenomenological design.

JEL Classification: J24, J62, J63, I18

1. INTRODUCTION

Personnel turnover, which means that leaving of employees from their workplaces due to various reasons, has utmost importance for organizations. Organizations with high personnel turnover have to go through problems such as cost increases, the decline in efficiency and performance. Finding a new qualified employee for the personnel who left, guiding and training this employee and ensuring that this employee stays at the organizations is not usually possible or takes an extended period of time. As a result, it leads to numerous losses for the organization (Yılmaz and Halıcı, 2010). According to the calculations of the United States Department of Labor, one-third of the annual salary of a new employee is spent as replacement cost (Michaud, 2000). Personnel turnover decreases the morale and motivation of the remaining personnel in individual terms as well and leads to the decrease in job satisfaction and work performance (Yılmaz and Halıcı, 2010).

Personnel turnover has a critical importance in the health sector among all the other sectors. Its reason is that health institutions are among the labor-intensive organizations. In other words, most of the activities within the process at health institutions are carried out through the common and harmonized work of professionalized groups. Therefore, the success of health institutions is ensured by keeping hold of their qualified human resources and mobilizing them willingly in line with the objectives of the institution (Karahana, 2008). Qualified personnel are required to improve the quality of service, to ensure patient satisfaction and provide effective, efficient and productive service (Özata, 2015). Another important issue about the importance of personnel turnover in health institutions is that it can affect the quality and cost of care. Personnel turnover

decreases the quality of the services rendered at health institutions and increases direct and indirect costs (Freville, 2009).

Even though the damages personnel turnover causes in health institutions are sizable, there are many study findings in the literature that indicate that personnel turnover rates in health services are high. Regardless of their size, geographical location and mission, institutions rendering health services are faced with the risk of losing their qualified personnel. Furthermore, as the career opportunity perception is diminished in health services and other sectors offer attractive opportunities in terms of job satisfaction, salary, and promotion, it is observed that employee leaving rates in health services are on the rise (Gelinas, 2003). Great difficulties have been already experienced in Turkey due to an insufficient number of personnel such as physician, nurse, health technician etc. in most healthcare organizations (Özata, 2004).

Due to the aforementioned reasons, it is utmost important that health institutions keep their personnel turnover rate at normal levels and not lose their qualified personnel. In order to achieve this, every institution must be informed about the negative situations which they would be faced with in the case of losing their qualified personnel; that is, they must gain awareness about the reflections of qualified personnel turnover. This study has been carried out to establish the reflections of qualified personnel turnover at the Ministry of Health of the Republic of Turkey. Qualitative research method and phenomenological design have been utilized to fulfill this aim. In the first section of the study, the conceptual framework of the subject has been addressed and the concept of personnel turnover has been explained. In the second section, the research method has been discussed and the findings, which were obtained as a result of the data analysis, have been presented in the following section. The results of the study have been addressed in general terms in the last section and these emergent results have been discussed based on the existing literature.

2. LITERATURE REVIEW

With the acceptance that workers are not simple production factors and the organizations' consideration of the human factor as the most important instrument in succeeding in the long-term and competing with their rivals, the need for qualified personnel has increased. This increase has led to the emergence of new problems in organizations. Ensuring the commitment of the qualified personnel to their organizations ranks among these. The reason of this is that as the qualities of the personnel increase, it becomes more difficult to keep them in the organization (Kök, 2006). From this perspective, personnel turnover is a concept which has gained importance for organizations.

It is quite difficult to make a definition for personnel turnover which covers all of its aspects. Since personnel turnover is very broad in scope and can only be explained through an interdisciplinary approach rather than one discipline. For instance, those who are interested in psychology have focused on personnel turnover's relationship with job satisfaction, commitment, personality, emotions, ability, etc. while economists have focused on the organizational consequences of personnel turnover and its effect on unemployment rates (Muchinsky and Morrow, 1980).

Some researchers have defined this concept as the employees' leave of employment from the organization that they work in. For instance VHA (2002), has defined personnel turnover as "the rate of the employees who have left their jobs due to any reason within a span of one year. In a similar vein, Şimşek et al (2001) have described it as "the total number of employees who have left their jobs in a certain period". Some researchers have included the personnel who have started working recently as well as the personnel who left the organization in their definitions. Aswathappa (2007) has also made a definition accordingly and described personnel turnover as "the process of the employees' leave of employment and employing new personnel in their place". According to Denvir and McMahon (1992) who have made a definition along these lines, personnel turnover is "the personnel flow related to the employment of individuals by being hired to the organization and their exclusion from employment within the scope of an organization". In the literature, this concept is mostly used in the sense of an organization's losing of its personnel in an unplanned manner and in line with the wishes of its employees (Frank et al., 2004). In other words, the organization does not want to leave of its employee from their employment in this case.

Personnel turnover has different definitions along with different grouping. The most frequent groupings in the literature are voluntary and involuntary personnel turnover (West, 2007; Timmerman, 2008). Voluntary personnel turnover is employees' leave of their employment of their own accord. Leave of employment and resignation are the most frequently used concepts to indicate personnel turnover (Peters, 1986; Ukwendu, 1998). Involuntary personnel turnover involves the employees' leave of their organizations due to reasons such as death, obligatory retirement unwillingly or their dismissal (Deb, 2009; Peters, 1986).

Regardless of its type, every personnel who leave the organization have various effects on the organization. These effects of personnel turnover are rarely positive (Kavuncubaşı and Yıldırım, 2010) and generally has negative consequences. Economic costs rank first among these negative consequences (Elliott, 2001). Permanent leave of any personnel from the organization has more or less impact on the organization's balance sheets. According to the calculations of the United States Department of Labor, 1/3 of the annual salary of a new employee is spent as replacement cost (Michaud, 2000).

A cost related to personnel turnover is classified in numerous ways. According to Abbasi and Hollman (cited from 2000 in Elliott, 2001), costs of personnel turnover can be analyzed in two ways as visible and hidden costs. Visible costs involve leave of employment costs and costs such as advertisements, assessment and selection of the candidate, recruitment, personnel hiring, orientation, other trainings and sign-on bonuses, whereas hidden costs involve the costs which are caused by the deterioration of customer relations, personnel deficit, disruption in the workflow and dispiritedness of the remaining personnel. Freville (2009) has classified costs of personnel turnover as direct and indirect costs and, accordingly, considered separation, vacancy, replacement, training-orientation and costs arising from the increase in work accidents as direct costs while considering decrease in productivity, decrease in service quality, decrease in customer income, tarnishing of the organization's image, deterioration of organizational culture and decrease in the employees' motivation as indirect costs.

Even though there is no comprehensive study aimed towards measuring the cost of personnel turnover in the Turkish literature, it is observed that numerous studies have been carried out on this issue in the foreign literature. According to a study, replacement costs of a 180-bed hospital's 141 employees are above 4 million \$ and this hospital made an expenditure at the rate of 22% of the annual total personnel payments (cited by Gelinas, 2003). In a study conducted by Waldman et. al (2004) which aims to determine the costs of personnel turnover at a university hospital, the costs in question have been grouped as the replacement, training and production loss, accounting records have been used to determine these costs and cost estimates have been made in some cases. According to the findings of the study, the personnel replacement costs per capita vary between 36.743\$ (doctors) and 276\$ (executives).

The aforementioned negative effects of personnel turnover are common consequences which apply to all organizations. In addition, more specific consequences which are exclusive to the institution/sector, which were analyzed, have been established in various studies. According to a research conducted by First Consulting Group (FCG, 2001) that is related to this issue, the negative effects of personnel turnover on the function of health institutions are overcrowding, closure of some hospital units or reducing the number of beds, increase in the hospital stay durations of the patients, increase in appointment periods, plans' failure to achieve success, not keeping up with new technologies and decrease in the service expansion opportunities.

3. DATA AND METHODOLOGY

3.1. Research Design

The phenomenological design has been utilized in this study within the framework of the qualitative research approach in order to establish the consequence of qualified personnel turnover at Ministry of Health of the Republic of Turkey. Phenomenology is a qualitative research design which is utilized to collect comprehensive information on the perceptions of participants about a certain phenomenon. This design focuses on personal experiences (Lester, 1999).

3.2. Participants

Multiple sampling methods have been used in order to determine the participants to be included in the study. The first of these is the criterion-based sampling that is one of the purposeful sampling methods. As the negative effects of the qualified personnel turnover on the Ministry of Health are in focus in this study; interviews with the qualified personnel who has left the Ministry in the last ten years have been planned and “having left the Ministry of Health in the last ten years” has been established as a criterion. When the literature is analyzed, it is observed that having an undergraduate or postgraduate degree is associated with qualified personnel. Therefore, “having a postgraduate degree” has become another criterion used in the selection of research participants.

The second sampling method used in the research is snowball sampling. In the research process, twenty people who fulfill these criteria and have accepted to participate in this study were reached through the snowball sampling method after determining the criteria which have been developed for the selection of participants. 15 of the qualified personnel are men while 5 of them are women. Among these, 11 participants have transferred to a university as academic personnel, 6 have transferred to another Ministry while 3 participants transferred to a university as administrative personnel. 3 of the participants have a doctoral degree, 13 are doctoral students and 4 have master’s degree.

3.3.Data Collection

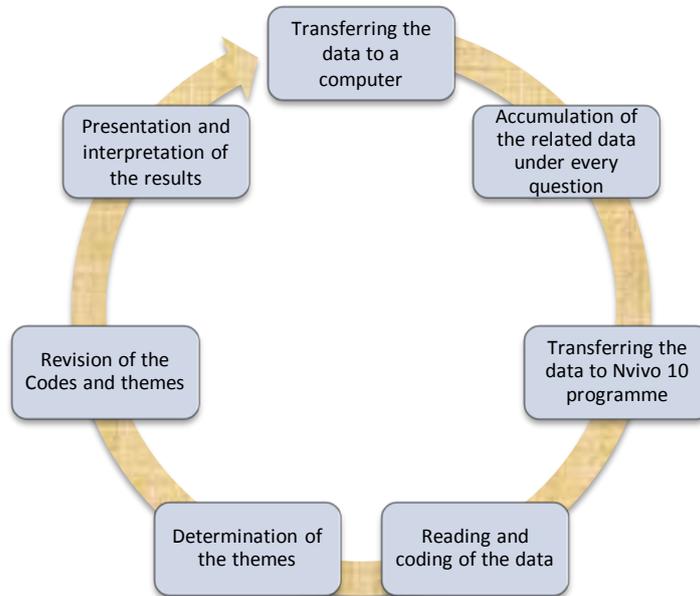
The interview is one of the primary data collection instruments used in qualitative research. How people perceive, give meaning and define phenomena can be easily understood through this method (Punch, 2005). The data of this phenomenological research has been collected through the interview method as well. All participants were contacted via telephone and an interview was requested after giving information about the subject, importance and content of the research. Face to face introduction meetings were conducted with some of the participants.

A total of 25 interviews were conducted with 20 participants in the research process. Taking the preferences of the participants into consideration, 15 of the interviews were held at the office, 9 at a restaurant and 1 at the home of the participant. Interviews were conducted face to face with each participant and tape recorder was used to record the data. Every participant was given the code names that they determined.

3.4.Data Analysis

The thematic analysis which is a qualitative data analysis method and the “Nvivo 10” program which is a qualitative data analysis program have been utilized in the analysis of the research data. In the thematic analysis method, researcher focuses on the common codes and themes in the data he/she has obtained. In the case of its realization, how the codes and themes are represented by phenomena shall be established (Gibbs, 2007).

Figure 1: Stages to be Followed in Data Analysis

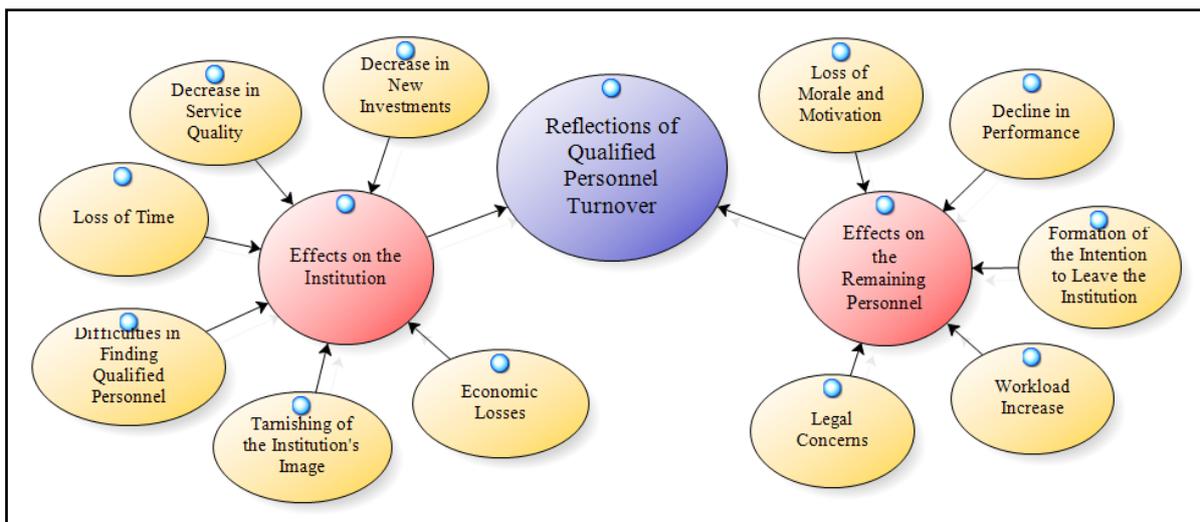


The data of this study has been analyzed in seven steps and the stages in question have been presented in Figure 1. The codes and themes that were created as a result of the conducted analyses were examined by a research assistant and two teaching assistants and have been agreed on. Lastly, they were presented to the opinion of two academicians, one of whom is a specialist on qualitative studies, the necessary changes were made and the themes were given their last shapes.

4. FINDINGS

Views of the participants on the “reflections of qualified personnel turnover to the Ministry of Health” have been grouped under two themes as “effects on the institution” and “effects on the remaining personnel” (Figure 2).

Figure 2: Reflections of Qualified Personnel Turnover



Effects on the Institution

According to analysis results, qualified personnel turnover has very important effects on the institution. These effects have been coded as economic losses, the tarnishing of the institution's image, difficulties in finding qualified personnel, loss of time, the decrease in service quality and the decrease in new investments.

Economic losses are the leading negative effect of losing qualified personnel for an institution. The statements below can be given as examples to the participants' views on this issue:

Mr. Bilge's team took over the quality function at the Ministry after the change of government in 2003. He made his team undergo training when he took over. He called on consultancy firms. They received information on quality. They have gone to the United States regularly. This is an important financial expenditure. Then, they signed an agreement for five hundred, six hundred liras. Then, they went and a new team came. This new team had none of their knowledge. In turn, they transferred funds from the European Union projects to develop themselves, they trained themselves again, spent additional money, and so on... (Mr. Ali)

As I am an economist, I will discuss costs first of all. Training, developing new personnel for the personnel who have left is a considerable cost. We already know that (Ms. Ayşe).

Ministry of Health will try to acquire new personnel from outside via consultancy or contract to replace the personnel who has left. It will cost much more in financial terms (Ms. Ayşe).

The institutions with needs did not know how to provide these materials inexpensively and easily. The institutions with surpluses did not know where to give the materials, how to sell these off or how to use them before they were spoiled or expire. This arises from the lack of qualified personnel. Institutions can experience economic losses due to the non-use of these products (Mr. Selim).

... ultimately, those with more experience will make less financial errors (Mr. Cemil).

... in a tender, in the construction of a hospital, creation of only the inner structure of a hospital bed, an intensive care unit. As a think-tank is gone suddenly, the losses will surely reach millions, maybe billions (Mr. Bilal).

The common ground of the aforementioned views is the fact that qualified personnel turnover has an important financial effect on the emigrant institution. These effects occur in different ways. For instance, for the participants in the study, Mr. Ali has focused on the wasting of the trainings personnel received before leaving and of the money spent for these trainings in terms of costs; Ms. Ayşe has focused on the costs borne for the training of the new personnel and the payments made to the consultants from outside the institutions due to impending needs; Mr. Selim has focused on the occurrence material waste due to insufficiency of quality; Mr. Bilal has focused on the probability that unqualified executives can lead to financial losses in tenders. Mr. Cemil has succinctly summarized the issue by indicating that those with more experience make less financial errors.

Another negative effect of losing qualified personnel on the institution is the tarnishing of the organization's image. By expressing his opinion on this issue, Mr. Kemal said, *"If the rate of personnel leaving an institution is high, the image of that institution for other institutions is close to zero. The opportunity of receiving immigration from these institutions is, of course, lost. I have never seen any qualified personnel transfer to the Ministry of Health except for doctors"* and indicated that personnel loss tarnishes the image of the institution.

The difficulty of finding qualified personnel is one of the important effects mentioned in the interviews. Regarding this issue, some of the participants have expressed they experience personnel problems specific to certain fields. Prominent fields among these are purchasing, health economics, and management of human resources, stock management, accounting, and foreign languages. Participant's statements on these opinions are as follows:

... it is so bad, there is no one who can carry out purchasing. After I left, they assigned someone who is a distant training graduate from the medical secretary ship staff for the administration of the billing unit. In other words, they gave this person the responsibility of revenue realization (Ms. Emine).

Is there anyone in health economics? No. Is there anyone in the management of human resources? No. The Ministry has serious personnel shortage in calculation, policy-making and planning in these fields. It had personnel who could work on these areas but lost them too. I was called many times after I left the Ministry. I am still being called by people who ask if I could help on something. It is evident that they still problems on this issue (Ms. Ayşe).

I observe that difficulties are experienced particularly in the administrative personnel, especially in financial issues. There are no qualified personnel in fields such as purchasing, stock management, accounting (Mr. Selim).

In the simplest term, if you receive a document in English, you would be in for quite an effort to find someone who can translate it (Mr. İbrahim).

Some of the participants have considered the effects of personnel turnover on the emigrant institution as "loss of time". The statements of Mr. Uğur as *"for instance, a person to work in patient rights must only watch and learn for six months. This person must also have a command of health legislation and operation for another six months so that he/she can solve the problems he/she will face"*, Ms. Ayşe as *"This is a loss of time for the Ministry. You have to teach the new personnel from scratch when a trained personnel leaves"* and Mr. Halil as *"As gaining experience is a phenomenon which does not occur overnight and is rather attained by living, the separation of these people from this institution is, first of all, a loss of time"* support this view.

The probability that service quality of the institution may fall due to personnel turnover is one of the issues expressed in the interviews. The fact that personnel turnover decreases the rendered services has been summarized by Ms. Elif who stated *"people who do not love this job, do not believe this occupation progresses even one step, experiences burnout and has negative family and social lives are the ones who remain. This decreases the quality of the service. Even though people who have specialized in specific fields can carry out the job in a more organized and high-quality manner, they lose the job to other institutions"*. Accordingly Mr. Selim has indicated that the service quality has fallen by stating *"... It will decrease both the quantity and the quality of the services rendered by the Ministry of Health..."*

Another effect of personnel turnover on the institution is the decrease in the institution's new investments. Mr.İsmail's statement that *"The remaining staff can only salvage the day. This surely affects the Ministry's structure, future investments, growth potential"* supports this view.

Effects on the Remaining Personnel

The leaving of the qualified personnel affects the institutions as well as the remaining personnel. Among these effects is "loss of morale and motivation", "decline in performance", "formation of the intention to leave the institution", "workload increase" and "legal concerns".

According to the results of the study, the remaining personnel experience loss of morale and motivation due to the leave of the qualified personnel from the Ministry of Health to work for another institution. The interviewed participants associate this with the desire of the remaining personnel to leave the institution, their colleagues' assignment to upper positions and their receipt of much higher salaries, the tarnishing of the institution's image for the personnel due to the separations from the institutions, and the fact that some of the remaining personnel do not have the opportunity of changing their institution. The personnel who have left made definitions related to the mood of the remaining personnel during the interviews and used expressions such as disappointment, anxious, unhappy, negative atmosphere, hurtful, disillusionment, and discouragement to describe these views. The examples from the related people have been presented below:

Job satisfaction falls. Motivation falls. Productivity decreases. Regardless of what happens. Its reason is that the goal becomes different. The thought of working at someplace else sets in (Ms. Ayşe).

Motivation definitely falls. Since I suddenly start to receive more than 1500, 2000 TLs than my colleague who I worked with only yesterday. As they continue their lives as civil servants, I suddenly become an executive. This creates disappointment for them. They may be happy for me but it is definitely disillusionment for them (Mr. Ali).

If separations start from somewhere, this creates a negative atmosphere. They may think there is a problem as to the question of why all these people are leaving (Mr. Süleyman).

If the remaining staff has no way of leaving, this becomes a huge problem for them. Each person who leaves is hurtful to the ones who remain (Mr. İbrahim).

If one person of a team of five leaves, the remaining people are anxious, unhappy... (Mr. Bilal).

The remaining personnel may surely experience disillusionment (Mr. İsmail).

It is a source of demotivation. Why are there no good examples? When there are no good examples, they are discouraged from embracing their jobs or carrying out their duties (Mr. Mehmet).

The fact that separation of qualified personnel from the institution leads to a decrease in the performance of the remaining personnel is another finding obtained as a result of the conducted interviews. Accordingly, the personnel who left decrease the performances of the remaining personnel in different ways. For instance, Ms. Ayşe mentioned the existence of the opportunity of leaving the institution for the remaining personnel; Mr. İsmail mentioned the loss of hope for the remaining personnel; Mr. Halil mentioned the separation of the supervisors whose employees complied with the orders of their qualified supervisors from the institution; Mr. Selim mentioned the fact that the performances of the remaining personnel fall due to the separation of the qualified personnel, who affect the performances of their friends positively, from the institution. Excerpts from the views of the participants in question are as follows:

Those who remain think that they, too, can leave if they wish. They do not have to try so hard (Ms. Ayşe).

They can lower their performances by thinking "The Ministry does not provide us with this opportunity, we do not have a connection with another Ministry and we do not have anyone to hire us. So, why do I work or why do I make such extra effort?" (Mr. İsmail).

The supervisors with experience and knowledge are taken more seriously by their subordinates (Mr. Halil).

... Since qualified personnel at an institution contributes to his/her colleagues. Above all, he/she can teach them new things. He/she can facilitate some of the activities at the institution via the methods he/she may find. He/she may create more service. The separation of these people, qualified personnel will decrease productivity within these personnel (Mr. Selim).

The fact that qualified personnel turnover increases the remaining personnel's intentions of leaving the institution is one of the issues highlighted by the participants. According to the summary of the interviews conducted on this issue, the personnel who left encourages the remaining personnel to leave the institution, the remaining personnel holds those who left as an example and do not wish to be parted from them due to team spirit. In addition, they fall into despair since they have seen the problems the personnel who have left experienced during their time at the Ministry and attempt to leave the institution themselves. The example statements of the participants on this issue are as follows:

When I was working at the Ministry, those who left encouraged us to do the same. You say “if I have the opportunity of leaving, I can leave too”. You can study without any sleep after a 24-hour shift just to transfer to another institution. I am telling you all these as a person who actually lived through it (Mr. İbrahim).

Those remain will say so the way they went is right, so this is not how it is done; we will shift to another field if that’s the case (Ms. Ayşe).

The majority of my colleagues at my unit in the Ministry of Health called me to ask if I could find them a place too after I left (Mr. Bilal).

The personnel, who remain at the institution, will, of course, be affected by this situation negatively. That is to say, they know in which areas their colleagues had difficulties and why they left at first hand. Therefore, they will be affected by this situation as well and they will be in search of leaving the institution one day. They will see that my friend had these problems as well and that is why he/she left. I am having these problems right now, why should I stay? So he/she will leave too (Mr. Serdar).

The separation of qualified personnel from the institution leads to the transfer of the duties they carried out at the Ministry to the remaining personnel and, hence, to the increase in the workload of the remaining personnel. Mr. Bilal stated *“Each of the personnel who left had a task. A task, an organ is gone, just like that. The others will either try to make up for it or will train someone else, it is quite difficult...”* and it summarizes this view.

The fact that remaining personnel experiences legal concerns is an important consequence of personnel turnover. Some of the participants have expressed views which indicate that employees may get mixed in corruption due to their lack of education and mostly without noticing, they may experience legal concerns in subsequent processes and some personnel even resigns from administration duties so as not to have difficulties regarding these issues. For instance, statements of Mr. Uğur *“I witnessed most of these at the Ministry, believe me. I had some colleagues whom I observed. The ignorance was rife. I know them personally. Someone gets mixed up in corruption and their financial status improves, they derive a profit. These people have nothing going for them. Why do you even try it then? Ignorance, that is why”*, Mr. Cemil *“There may be some concerns related to courts later, some problems may occur in the future”* and Mr. Kenan *“People avoid being in administration so that they do not work in purchasing or finances”* support this view.

5. DISCUSSION AND CONCLUSION

According to the information obtained from those who participated in the study, qualified personnel turnover has effects on the institution and the personnel who remain at the workplace. Institutional effects exhibit themselves as economic losses, the tarnishing of the institution’s image, difficulties in finding qualified personnel, loss of time, the decrease in service quality and the decrease in new investments.

Economic losses consists of the waste of the trainings personnel received before leaving and the money spent for these trainings, costs borne for the training of the new personnel, the payments made as a result of finding consultants outside the institution due to impending needs, emergence of material wastes due to lack of quality and the financial losses of unqualified executives in tenders. In a study carried out by Gelinis and Bohlen (quoted from 2002, Gelinis, 2003) on a 180-bed hospital in the United States, 22% of the annual total personnel payments have been calculated to be made for personnel replacement. In a study carried out by Waldman et al (2004) on a university hospital to determine the cost of personnel turnover, the personnel replacement cost per capita has been identified to vary between 36.743\$ (doctors) and 276\$ (executives). In addition, numerous studies (Roche et al., 2015; Duffield et al., 2014; Gray et al., 1996; Waldman et al., 2004; Jones and Gates, 2007) have established that personnel turnover has important financial effects.

Tarnishing of the institution’s image is another negative effect of personnel turnover on the institution. According to the participants, exceeding number of personnel who leaves the institution leads to the negative conception of that institution from the outside. This also affects the personnel replacement process negatively.

Another institutional effect caused by personnel turnover is the difficulties in finding qualified personnel. The training of the qualified personnel takes a lot of time and corporate organizations make the necessary effort to not lose this type of workforce. Furthermore, finding personnel from outside the institution becomes more difficult to the tarnishing of the institution's image. As a consequence, emigrant institutions experience problems in finding the personnel to carry out certain tasks.

According to the respondents, the decrease in service quality is another important problem caused by qualified personnel turnover. This problem becomes even more important in health services which are directly related to human health. Regarding this issue, the conclusion that the service quality in nursing homes is affected by the personnel turnover of nurses has been reached in a study carried out by Castle and Engberg (2005) on 354 nursing homes in 4 states of the United States. In a study conducted by Antwi and Bowblis (2016), a relationship was found between nurse turnover and quality of care and mortality.

According to analysis results, qualified personnel turnover creates a fall in the new investments of the related institution. According to a study carried out by the American Hospital Association on the negative relationship between personnel turnover and new investments, personnel turnover decreases the service expansion opportunities of the institution, leads to the non-adaptation to new technologies and a decrease in existing investments.

Separation of qualified personnel from the institution affects the remaining personnel negatively as well. One of the negative effects in question is the loss of morale and motivation among the remaining personnel. Aswathappa (2007) also indicates that high personnel turnover rate at an institution may create a diminishing effect in the morale and motivation of the remaining personnel. In a similar vein, personnel turnover has been determined to have a diminishing effect in the morale of the remaining people and to cause gaps between the social groups at the workplace in a study carried out by Butali and Wesang (2013) on the personnel (n=152) of the Masinde Muliro University.

Another effect of qualified personnel turnover on the remaining personnel is the decrease of organizational performance. In a study carried out by Butali and Wesang (2013) on university employees (n=152), personnel turnover has been concluded to decrease personnel productivity. In another study carried out by Wallace (2009) on an insurance company, personnel turnover has been determined to be disadvantageous in terms of the performance exhibited by the remaining personnel. In a meta-analysis study carried out by Park and Shaw (2013), a negative relationship was found between turnover rate and organizational performance.

The participants have stated that leave of employment by the qualified personnel shall increase the remaining personnel's intentions of leaving. As it is well known, there are some informal relationships in organizations and positive or negative behaviors exhibited by the personnel can result in the other personnel's demonstration of the same behavior. Hence, in a study carried out by Davis (2005) on the academic and administrative personnel at a university, 37% of the participants have stated that they, too, have started looking for a new job.

According to the participants, an increase in the workload of the remaining personnel may occur after the qualified personnel's leave of employment. Endeavour of the existing personnel at the institution to carry out the tasks of the personnel who left is a phenomenon expected in the short-term. This can also be associated with the excess of the elapsed time in the employment of the new personnel and the difficulties in finding qualified personnel. According to a study carried out by the American Hospital Association (FCG, 2001) on this issue, personnel turnover and insufficiency lead to the overcrowding of emergency services, referral of emergency patients to other hospitals due to this overcrowding and the increase of operation appointment periods due to the workload.

The fact that legal concerns may emerge as a result of the loss of qualified workforce has been stated by the participants during the interviews. Even though there is no finding in the literature related to this issue, it is suggested that the remaining personnel's inability to master their tasks and the increase in their possibility of making a mistake due to ignorance and inexperience, along with the increase in the workload, can increase the probability of legal problems.

This study which has been carried out to establish the results of the personnel turnover at the Ministry of Health of the Republic of Turkey was conducted with the qualified personnel who transferred to other institutions upon leaving the Ministry of Health and the implementation of similar studies on the qualified personnel who still work at the Ministry is suggested.

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