

# Factors influencing nurse turnover intention at private Hospitals in Purwokerto in 2024

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## ABSTRACT

The turnover intention rate among nurses in hospitals in Indonesia is quite high, exceeding 10% annually (above the normal limit). This phenomenon also occurred in Purwokerto, where in 2023 the turnover rate exceeded the minimum threshold of 10% per year. The causes of nurse turnover intention include workload, work stress, perceived organizational support, job satisfaction, and compensation. Nurse turnover intention can lead to a decrease in trained and expert nurses in their field. Method: This study used a cross-sectional design with 302 respondents from 6 private hospitals in Purwokerto. The sampling technique was stratified proportional random sampling. Data were collected using questionnaires, and the analysis employed binary logistic regression with the enter method. Results: The analysis of the relationship between workload, work stress, perceived organizational support, job satisfaction, and compensation on nurse turnover intention showed a p-value <0.001. Multivariate analysis using the enter method found that workload and work stress had significant effects ( $p = 0.001$ ), while perceived organizational support ( $p = 0.368$ ), job satisfaction ( $p = 0.125$ ), and compensation ( $p = 0.175$ ) did not have significant effects. Conclusion: There is a relationship between workload, work stress, perceived organizational support, job satisfaction, and compensation with nurse turnover intention. However, multivariate analysis shows that workload and work stress simultaneously influence nurse turnover intention in hospitals.

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## INTRODUCTION

A hospital is a health service institution that provides comprehensive individual health services, including inpatient, outpatient, and emergency care (Law of the Republic of Indonesia No. 44 of 2009). With the increasing health problems and demands, especially in hospitals, it is essential for hospitals to continuously improve the quality of health services by fulfilling the need for excellent care. Therefore, human resources within the organization must possess expertise and

competitiveness to ensure the sustainability and achievement of organizational goals (Wahyuni & Budiono, 2022). A common issue in human resource management is finding the best way to achieve employee job satisfaction so that employees have no intention to leave their job (turnover intention). If turnover intention is not addressed, it will reduce the quality of hospital services. The ideal turnover rate standard is 5-10% per year, but in Indonesia, nurse turnover rates in hospitals are quite high (Sukma et al, 2024). In fact, turnover in hospital service organizations tends to increase beyond the minimum standard annually. High turnover rates negatively impact nurse job satisfaction and reduce their performance in providing care. Turnover intention is defined as a nurse's voluntary intention to leave their job (Muharni & Wardhani, 2020). Previous studies have shown several factors influencing nurse turnover intention in hospitals, including workload and job satisfaction (Mulyaningsih & Tanuwijaya, 2023); (Derrick, 2022), work stress and compensation (Ridho, 2022), and perceived organizational support (Mulyaningsih & Tanuwijaya, 2023). Job satisfaction is achieved when there is a correlation between expectations and the reality experienced at work. It reflects the emotional state of employees, whether pleasant or unpleasant. Low job satisfaction caused by workplace discomfort, heavy workload, low promotion opportunities, and young age can negatively affect company progress. Therefore, identifying and reducing nurse turnover intention is necessary to improve nurse retention in hospitals by recognizing factors influencing nurses' intention to leave and finding solutions. Job satisfaction should be nurtured as it will become a valuable asset for the company in the future (Sukma et al, 2024); (Sabatini et al., 2023).

## RESEARCH METHOD

This study employed a quantitative method with a cross-sectional design and an analytical observational approach. The population consisted of practicing nurses from six private hospitals in Purwokerto, selected using stratified proportional random sampling. The sample size of 302 respondents was determined using the Lemeshow formula (Lemeshow et al., 2006) (Sabatini et al., 2023). Data were collected using a Likert scale questionnaire, which was broken down into variable indicators measuring the independent variables: Workload (X1), Work Stress (X2), Perceived Organizational Support (X3), Job Satisfaction (X4), Compensation (X5), and the dependent variable, Nurse Turnover Intention (Y6) (Sugiyono, 2017). The data analysis was conducted in three stages: univariate analysis to examine data distribution, bivariate analysis using the Chi-Square test to assess relationships between two variables, and multivariate analysis using binary logistic regression with the enter method to identify the simultaneous effect of independent variables on nurse turnover intention. This method was chosen to determine the most influential factors (Hosmer, D. W., Lemeshow, S., & Sturdivant, 2013).

## RESULTS AND DISCUSSIONS

**Table 1.** Karakteristik responden

| No | Karakteristik         | Frequency | Persentase (%) |
|----|-----------------------|-----------|----------------|
| 1  | Gender                |           |                |
|    | Male                  | 57        | 19             |
|    | Female                | 245       | 81             |
|    | Total                 | 302       | 100            |
| 2  | Age                   |           |                |
|    | Young Age < 30 years  | 191       | 63             |
|    | Adult Age 30-50 years | 110       | 36             |
|    | Older Age > 50 years  | 1         | 3              |
|    | Total                 | 302       | 100            |
| 3  | Work Experience       |           |                |
|    | < 5 years             | 191       | 63             |
|    | 5 - 10 years          | 93        | 31             |

| No | Karakteristik | Frequency | Persentase (%) |
|----|---------------|-----------|----------------|
|    | 10 – 15 years | 9         | 3              |
|    | 16-20 years   | 4         | 1,3            |
|    | >20 years     | 5         | 1,7            |
|    | Total         | 302       | 100            |

Based on the data in Table 1, the majority of respondents are female, accounting for 81%, reflecting the gender dominance in the nursing profession. Additionally, most respondents are under 30 years old, comprising 63%, indicating that the nursing workforce involved is dominated by young professionals who are still in the early stages of their careers. The majority of nurses also have less than 5 years of work experience, at 63%, suggesting that many nurses are relatively new and may still be in the process of adapting to job demands. This condition is important for hospital management to consider in order to provide appropriate support to enhance nurses' experience, stress resilience, and job satisfaction.

### Frequency Distribution of Nurse Workload

**Table 2.** Nurse workload

| Workload       | Frequency | Presentase(%) |
|----------------|-----------|---------------|
| Heavy Workload | 169       | 56            |
| No Workload    | 133       | 44            |
| Total          | 302       | 100           |

Based on Table 2, it can be seen that the majority of respondents experienced a heavy workload, totaling 56%. Astari's study (2024) supports this finding by stating that 76% of nurses experience high physical workload and 96% experience high psychological workload. Workload is considered excessive if productive working time exceeds 80% of the shift, which can potentially cause stress, fatigue, and decreased job satisfaction (Niartiningsih et al., 2021). Nurse workload is an important issue that affects the quality of service and the well-being of nurses (Maryati & Fauzi, 2024). Workload includes physical, mental aspects, and time utilization in completing tasks during 24-hour service. An imbalance in workload can lead to fatigue, stress, decreased performance, and even work-related health disorders (Yuliani et al., 2021). Conversely, a workload that is too low is also not optimal for utilizing nursing resources effectively.

### Frequency Distribution of Nurse Work Stress

**Table 3.** Work stress

| Work Stress | Frequency | Presentase(%) |
|-------------|-----------|---------------|
| High Stress | 135       | 45            |
| Low Stress  | 167       | 55            |
| Total       | 302       | 100           |

Based on Table 3, it can be seen that the majority of respondents, totaling 55%, experienced no work stress. This finding aligns with other studies such as at Yulidin Away Regional Hospital, South Aceh, which reported that 72.9% of nurses experienced moderate work stress (Rahmayana et al., 2022), and at Cut Meutia General Hospital, North Aceh, where 53.8% of nurses experienced high work stress with psychological and physical symptoms (Julistia, 2024). Another study noted mild stress levels in 54.8% of nurses, moderate stress in 9.5%, and normal levels in 35.7% (Halijah et al., 2021). Nurse work stress refers to the psychological and physical pressure that arises when job demands exceed the nurse's abilities or resources, causing them to feel unable to perform tasks optimally (Hartono, 2024). Physiologically, stress can cause headaches, high blood pressure, and other health disorders (Azhari, 2024).

### Frequency Distribution of Perceived Organizational Support

**Table 4.** Perceived organizational support

| perceived organizational support | Frequency | Presentase(%) |
|----------------------------------|-----------|---------------|
| Supported                        | 200       | 66            |
| No Supported                     | 102       | 34            |
| Total                            | 302       | 100           |

Based on Table 4, it can be seen that the majority of respondents, totaling 66%, feel supported by their workplace. This aligns with previous research indicating that social and organizational support play a significant role in reducing stress levels and improving nurse performance (Lee & Kim, 2020).

### Frequency Distribution of Nurse Compensation

**Table 5.** Compensation

| Compensation | Frequency | Presentase (%) |
|--------------|-----------|----------------|
| Sufficient   | 122       | 40             |
| Insufficient | 180       | 60             |
| Total        | 302       | 100            |

Based on Table 5, it is explained that the majority of respondents, totaling 60%, feel that the compensation they receive is insufficient. This condition is also found in various other hospitals and community health centers, where most nurses consider the compensation inadequate relative to their workload and responsibilities (Hulwani et al., 2021). Rahayu's study (2022) even reported that 90.7% of nurses felt their compensation was inadequate. Low compensation is often related to earnings below the regional minimum wage standard, which negatively impacts nurses' motivation and performance (Lestari et al., 2023).

### Frequency Distribution of Satisfaction

**Table 6.** Satisfaction

| Satisfaction | Frequency | Presentase(%) |
|--------------|-----------|---------------|
| Satisfied    | 224       | 74,           |
| Dissatisfied | 78        | 26            |
| Total        | 302       | 100           |

Based on Table 6, it is shown that the majority of respondents, totaling 74%, feel satisfied with their work. This aligns with Nofani's research (2025), which states that nurse job satisfaction is a positive attitude towards work influenced by the evaluation of the work situation and the congruence between expectations and the reality of the job (Triarso, 2023).

### The Relationship Between Nurse Workload and Turnover Intention

**Table 7.** The relationship between nurse workload and turnover intention

| Category       |   | Intention to Leave | No Intention | Total | p-Value |
|----------------|---|--------------------|--------------|-------|---------|
| Heavy Workload | f | 107                | 62           | 169   | < 0.001 |
|                | % | 63%                | 37%          | 100%  |         |
| No Workload    | f | 38                 | 95           | 133   |         |
|                | % | 29%                | 71%          | 100%  |         |
| Total          | f | 145                | 157          | 302   |         |
|                | % | 48%                | 52%          | 100%  |         |

Based on Table 7, it shows that there is a significant relationship between workload and nurses' turnover intention ( $p < 0.05$ ). This is in line with the findings of Okstoria (2022) and Putri (2020), who stated that a high workload increases nurses' tendency to leave their jobs. Excessive

workload causes physical and mental fatigue, reduces performance, and increases nurses' desire to transfer or quit (Piaster et al., 2024). Literature reviews and studies in various Southeast Asian hospitals confirm that the higher the workload, the greater the likelihood of nurses' turnover intention (Saputra & Dirdjo, 2021); (Putri & Anggraini, 2020).

### The Relationship Between Work Stress and Nurse Turnover Intention

**Table 8.** The relationship between work stress and nurse turnover intention

| Category    |   | Intention to Leave | No Intention | Total |        |
|-------------|---|--------------------|--------------|-------|--------|
| High Stress | f | 92                 | 43           | 135   | <0.001 |
|             | % | 68%                | 32%          | 100%  |        |
| Low Stress  | f | 53                 | 114          | 167   |        |
|             | % | 32%                | 68%          | 100%  |        |
| Total       | f | 145                | 157          | 302   |        |
|             | % | 48%                | 52%          | 100%  |        |

Based on Table 8, it shows that work stress has a positive and significant effect on turnover intention with a p-value of 0.000 ( $<0.05$ ), meaning that the higher the work stress, the greater the nurses' intention to leave their jobs. This finding is supported by various previous studies, such as those by Deswarta (2021), Shany (2025), Manoppo (2020), and Suseno (2023), which state that work stress caused by excessive workload, role conflict, and emotional demands increases nurses' desire to leave the organization.

### The Relationship Between Perceived Organizational Support and Nurse Turnover Intention

**Table 9.** The relationship between perceived organizational support and nurse turnover intention

| Category     |   | Intention to Leave | No Intention | Total |        |
|--------------|---|--------------------|--------------|-------|--------|
| Supported    | F | 78                 | 122          | 200   | <0.001 |
|              | % | 39%                | 61%          | 100%  |        |
| No Supported | F | 67                 | 35           | 102   |        |
|              | % | 66%                | 34%          | 100%  |        |
| Total        | F | 145                | 157          | 302   |        |
|              | % | 48%                | 52%          | 100%  |        |

Based on Table 9, there is a significant relationship between workload and nurses' turnover intention ( $p < 0.05$ ). Studies in several hospitals show that Perceived Organizational Support (POS) increases job satisfaction and work engagement, which in turn reduces nurses' intention to leave their jobs. Conversely, a lack of organizational support can increase burnout and turnover intention (Saputro, 2023).

### The Relationship Between Compensation and Nurse Turnover Intention

**Table 10.** The relationship between compensation and nurse turnover intention

| Category     |   | Intention to Leave | No Intention | Total |        |
|--------------|---|--------------------|--------------|-------|--------|
| Sufficient   | f | 39                 | 83           | 122   | <0.001 |
|              | % | 32%                | 68%          | 100%  |        |
| Insufficient | f | 106                | 74           | 180   |        |
|              | % | 59%                | 41%          | 100%  |        |
| Total        | f | 145                | 157          | 302   |        |
|              | % | 48%                | 52%          | 100%  |        |

Based on Table 10, among the group of respondents who have the intention to leave, the proportion of respondents receiving sufficient compensation (32%) is smaller compared to those receiving insufficient compensation (59%). The results of the chi-square test show that there is a significant relationship between workload and nurses' turnover intention ( $p < 0.05$ ).

### The Relationship Between Job Satisfaction and Nurse Turnover Intention

**Table 11.** The relationship between job satisfaction and nurse turnover intention

| Category     |   | Intention to Leave | No Intention | Total |        |
|--------------|---|--------------------|--------------|-------|--------|
| Satisfied    | f | 92                 | 132          | 224   | <0.001 |
|              | % | 41%                | 59%          | 100%  |        |
| Dissatisfied | f | 53                 | 25           | 78    |        |
|              | % | 68%                | 32%          | 100%  |        |
| Total        | f | 145                | 157          | 302   |        |
|              | % | 48%                | 52%          | 100%  |        |

Based on Table 11, among the group of respondents who have the intention to leave, the proportion of respondents who feel satisfied with their job satisfaction (41%) is smaller compared to the proportion of respondents who feel dissatisfied with their job satisfaction (68%). The results of the chi-square test show that there is a significant relationship between workload and nurses' turnover intention ( $p < 0.05$ ).

### Logistic Regression Analysis

Logistic regression analysis is generally used when the assumption of multivariate normal distribution is not met because the dependent variable is non-metric (nominal or ordinal scale). Therefore, logistic regression is the most appropriate method for this study, and the Enter method is used because in this research all variables must be included in the logistic regression model. Below are the results for each variable using the Enter method.

**Table 12.** Logistic regression analysis results using the enter method

| Variabl2     | B      | S.E. | Wald   | Df | Sig. | Keterangan             |
|--------------|--------|------|--------|----|------|------------------------|
| Workloas     | 1.104  | .276 | 16.035 | 1  | .000 | Significant            |
| Work Stress  | 1.250  | .266 | 22.130 | 1  | .000 | Significant            |
| POS          | .293   | .325 | .810   | 1  | .368 | Not significant effect |
| Compensation | .438   | .323 | 1.838  | 1  | .175 | Not significant effect |
| Satisfaction | .522   | .341 | 2.349  | 1  | .125 | Not significant effect |
| Constant     | -1.773 | .274 | 41.914 | 1  | .000 | -                      |

Based on Table 12, the variables workload and work stress have Wald values resulting in significance levels of less than 0.05, indicating that these two variables significantly affect turnover. Meanwhile, the variables Perceived Organizational Support (POS), compensation, and job satisfaction have significance values greater than 0.05, meaning these variables do not have an effect. This finding reinforces that excessive workload and high levels of work stress can drive employees to consider leaving their workplace (Yati, 2024). This condition occurs because an imbalanced workload and continuous psychological pressure reduce employee comfort and job satisfaction, prompting them to seek alternative jobs perceived as better for their well-being (Okstoria, 2022).

A case study of expatriate nurses in Saudi Arabia revealed that high workload and stress levels experienced by nurses are the main factors driving their intention to leave their jobs, alongside high turnover rates and staff shortages (Yati, 2024). Unrealistic workloads and complex work pressures cause fatigue and stress that trigger nurses' turnover intentions. Studies by Phillips (2020) and Rahagia (2023) show a significant positive correlation between high workload and nurse turnover intention. Lee EK & Kim JS (2020), Tariq (2024), and Yang (2021) state that unmanaged work stress causes emotional exhaustion, decreased motivation, and reduced performance, which ultimately encourage employees to consider quitting in search of healthier and more balanced working conditions.

## CONCLUSION

There is a relationship between workload, work stress, perceived organizational support, job satisfaction, and compensation with nurse turnover intention. However, multivariate analysis shows that workload and work stress simultaneously influence nurse turnover intention in hospitals. Routine evaluation of workload and stress is necessary to reduce turnover intention, and career development and nurse well-being must be prioritized to maintain service quality.

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