



FACTORS INFLUENCING TURNOVER INTENTION IN NURSES: A SCOPING REVIEW

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ABSTRACT

Turnover intention in nurses is a serious concern in the health care industry, affecting workforce stability and the quality of services provided to patients. Complex factors such as job satisfaction, work environment, and personal factors have been identified as the main causes of nurses' intention to leave their jobs. Purpose: This study aims to review the factors that influence turnover intention in nurses. Methods: A scoping review study design was used with the Arksey and O'Malley approach. A literature search was carried out through the Scopus, PubMed, and CINAHL databases using relevant keywords. Inclusion and exclusion criteria were established for study selection, and data were extracted using manual tables. Data analysis was carried out descriptively qualitatively with a thematic analysis approach. Results: The literature review showed that there were 8 articles that met the inclusion criteria to be included in the analysis. Factors that influence turnover intention in nurses include internal aspects such as job satisfaction, work stress, and organizational commitment, as well as external factors such as the work environment and social support. Conclusion: By deeply understanding these factors, health organizations can design appropriate intervention strategies to reduce turnover intention, increase nursing workforce retention, and improve the quality of health services provided to patients.

Keywords: factors; nurses; turnover intention

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INTRODUCTION

The phenomenon of turnover intention in nurses has become a major concern due to its significant implications on workforce stability and quality of patient care (Jang et al., 2022). Nurses, as the backbone of the healthcare system, often face high work pressure and complex professional challenges (Le et al., 2020). In recent years, turnover rates in the profession have been on the rise, creating instability in workforce sustainability and negatively impacting continuity of care and quality of patient care (Jung et al., 2020). Increased turnover in the nursing profession is a prominent phenomenon in the health sector that deserves serious attention. Along with the dynamic development of the work environment and external factors, such as increased work demands, lack of recognition of nurses' contributions, and gaps in work-life balance, the nursing profession often experiences challenges in retaining its workforce members (Yoon, 2020). Increased turnover rates indicate that nurses tend to leave their jobs at a higher frequency compared to other professional sectors, significantly affecting the sustainability of the healthcare system as a whole (Zou et al., 2020).

The negative impact of high turnover rates in the nursing profession on health services cannot be ignored. High turnover rates lead to instability in the continuity of the workforce in healthcare institutions, which in turn can compromise the continuity of patient care and the quality of health care provided (Choi & Shin, 2022; Wubetie et al., 2020). Constant changes in care personnel can result in disruptions in team coordination, decreased productivity, as well as an increased risk of medical errors (Kang & Jeong, 2019a). Therefore, an in-depth understanding of the factors that contribute to nurses' turnover intention is crucial for designing appropriate intervention strategies to maintain a stable workforce and improve the quality of health care provided (Mansyah & Rojuaniah, 2021).

Factors influencing turnover intention in nurses is an area of research that has received considerable attention in the academic literature. Several internal and external factors have been identified as variables that may influence nurses' intention to leave their jobs (Hou et al., 2021). Internal factors include aspects such as job satisfaction, level of job stress, and level of commitment to the organization they work for (Akbolat et al., 2021). On the other hand, external factors include the work environment, professional needs, and the rewards or compensation received by nurses. Recent research has also highlighted other factors such as organizational justice, social support, and career development opportunities as variables that could potentially influence nurses' intention to change jobs (Abd-Ellatif et al., 2021).

Previous research has consistently shown that factors such as job satisfaction, job stress, organizational commitment, and work environment are important predictors of turnover intention across various organizational contexts (Jang et al., 2022). These findings provide a strong empirical foundation for a conceptual framework that views turnover intention as the result of a complex interaction between individual, organizational, and environmental factors (Okstoria, 2022). Through the analysis of previous findings, the current study can expand our understanding of the dynamics of turnover intention and formulate more effective intervention strategies to address this challenge in the context of healthcare practice (Zhang et al., 2022). This study will emphasize a scoping review approach in examining the relevant literature on factors affecting turnover intention in nurses. This approach will allow us to systematically identify and synthesize findings from a broad range of existing research, without limiting ourselves to specific studies or a particular type of research design. Through this approach, we aim to identify significant key factors that influence turnover intention in nurses.

METHOD

Study Design

This study used a scoping review design with the Arksey and O'Malley approach (Arksey & O'Malley, 2005). This approach was chosen because it is able to provide a comprehensive picture of the factors that influence turnover intention in nurses. Stages included identification of research questions, literature search, study selection, data extraction, analysis, and presentation of findings. The research question asked was: "What are the factors that influence turnover intention in nurses?"

Search Strategy

The databases used in the literature search were Scopus, PubMed, and CINAHL. The keywords used included a combination of boolean operators such as "nurse" AND "turnover intention" AND "factors" to obtain relevant articles. Inclusion criteria included studies that addressed factors affecting turnover intention in nurses, while exclusion criteria included studies that were irrelevant or ineligible.

Inclusion and Exclusion Criteria

The inclusion and exclusion criteria were determined by considering the concept of PCC (Population, Concept, and Context). PCC in this study are:

P: Nurses in various contexts and work settings.

C: Factors that influence turnover intention in nurses.

C: The influence or impact of these factors on nurses' intention to leave their jobs.

Studies that contained information about nurses, turnover intention, and the factors that influence it were included. The application was done by looking at whether the studies met the predetermined inclusion and exclusion criteria.

Data Extraction

Data was extracted using a manual table containing information about the authors, research objectives, methods, results, and study samples. The data extraction process was carried out by two authors independently and experts in their fields. If there was a difference of opinion between the two authors, the solution was through discussion and consensus to reach an agreement. The quality of the study was assessed using the Joanna Briggs Institute (JBI) instrument by two authors who were experts in their fields (Institute, 2017). If there was a difference of opinion between the two authors, the solution was to conduct in-depth discussions and search for additional references to support the correct assessment. The authors set the standard score for the JBI assessment to be above 70%.

Data Analysis

The extracted data was analyzed using a qualitative descriptive approach with a thematic analysis approach. This analysis aimed to identify and describe the various themes that emerged based on the results of the research that had been conducted.

RESULTS

Based on the results of initial research, the author found that there were 654 articles. After that, the author eliminated articles with Mendeley to check for duplicate articles, there were 40 duplicate articles. then, the author carried out elimination based on the inclusion criteria and title and abstract, the author found there were 21 articles. Then, the researchers read the full text articles, the authors found that there were 8 articles that were in accordance with the research objectives, namely discussing the factors that influence turnover intention in nurses (Figure 1). The author assessed the quality of the articles using the JBI quality assessment, all articles had a score above 70% which indicates that the article is of good quality for use.

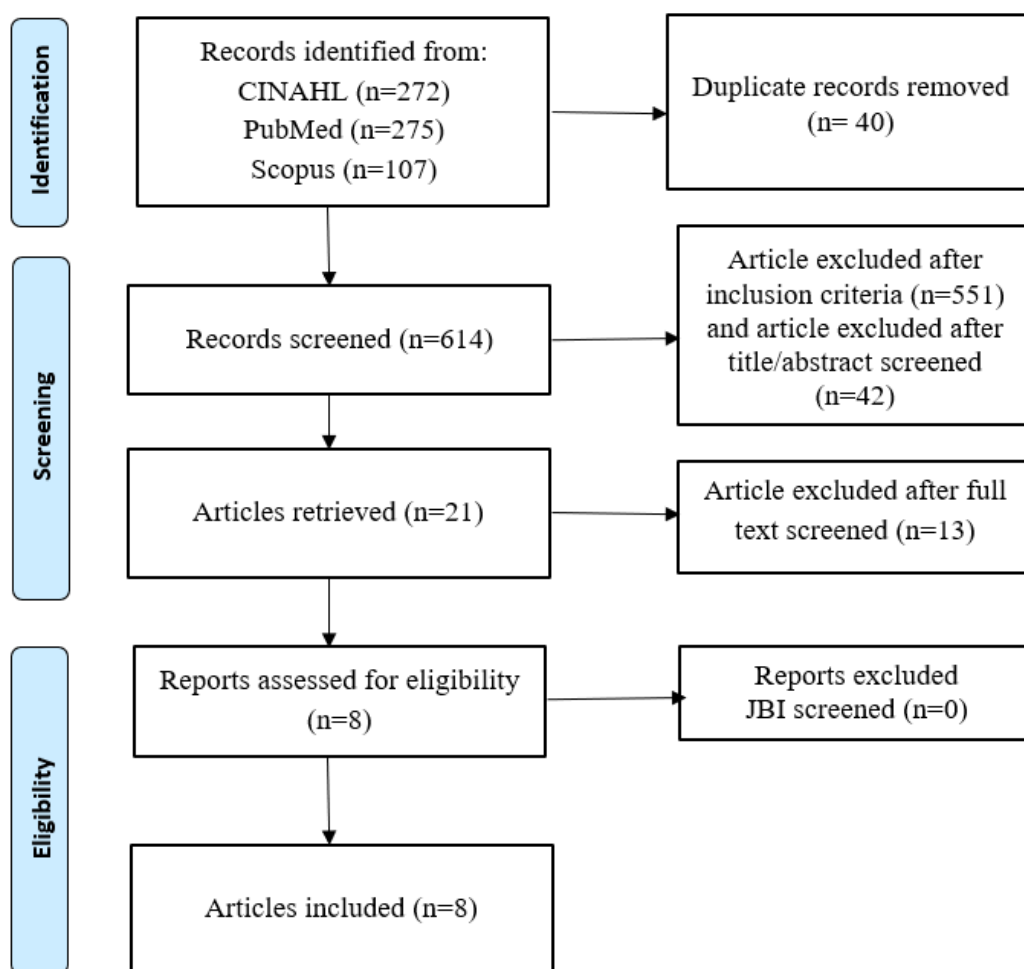


Figure 1.
PRISMA Flow Diagram

Based on article characteristics, 2 articles from Saudi Arabia, 1 article from Taiwan, 1 article from Australia, 1 article from the Philippines, 1 article from China, 1 article from Thailand, 1 article from Indonesia. All articles used a cross-sectional study design. the sample size was in the range of 97-1978 nurses from health services. Based on the results of this scoping review, the factors that influence turnover intention in nurses can be divided into internal factors and external factors. Internal factors include discrimination, social support from direct supervisors, organizational commitment, and autonomy. Studies show that workplace violence also plays an important role in increasing nurse turnover rates and can be a serious crisis in hospitals. On the other hand, external factors such as a better work environment have a significant effect on decreasing job dissatisfaction, nurses' intention to leave, and burnout. External factors such as workplace violence, nurse discrimination, interpersonal relationships, and managerial support. Findings also showed that factors such as age, job satisfaction, job stress, resource adequacy, professional title, years of service, job type, and education level have a significant influence on nurses' intention to change jobs.

The results also highlighted that nurses' job commitment factor has the most direct influence in influencing turnover intention. Therefore, hospitals need to increase nurses' organizational commitment through improving job satisfaction. In addition, dissatisfaction with life was also shown to be a factor that affects turnover intention in nurses. Thus, efforts to improve nurses' well-being and life satisfaction can also potentially reduce turnover rates. Emphasizing on

these factors in hospital management and policy development can help address the challenges of turnover in nurses and improve workforce retention in the long run. The research results are presented in table form (Table 1).

Tabel 1.
Extraction Data

Authors, Year	Aim	Country	Sample	Design	Results
(Alshareef et al., 2020)(Alshareef et al., 2020)	analyze risk factors that contribute to nurse turnover	Saudi Arabia	502 nurses in Saudi Arabia	A cross-sectional study design	Nurse turnover intention is significantly influenced by discrimination, social support from direct superiors, organizational commitment and autonomy.
(Chang et al., 2019)(Chang et al., 2019)	to determine the influence of work excitement, workplace violence and violence prevention climate on turnover intention	Taiwan	696 nurses in three similar teaching hospitals in Taiwan	Cross-sectional study	Violence in the workplace is a factor in nurse turnover intention
(Christopher et al., 2018)(Christopher et al., 2018)	evaluate the factors that contribute to turnover intention in nurses	Australia	208 registered nurses including Generation X (born between 1965-1980)	Cross-sectional	Turnover intention is influenced by opportunities for professional interaction, interpersonal relationships between colleagues and managerial support.
(Labrague et al., 2018)(Labrague et al., 2018)	explored the influence of nursing characteristics, job satisfaction, and job stress on intention to leave the organization among registered nurses in the Philippines	Philippines	166 nursing hospitals in the Philippines	Cross-sectional Approach	Nurse turnover intention is related to age, job satisfaction, and job stress
(Chen et al., 2018)(Chen et al., 2018)	examine the factors that influence nurses to leave their jobs	China	1978 nurses in 48 hospitals in 14 major cities throughout Jiangsu Province in China	A Cross-sectional Survey	Turnover intention is related to involvement in hospital affairs, adequacy of resources, age, professional position, years of work, type of work, and level of education.
(Nantsupawat et al.,)	To determine the influence	Thailand	1351 nurses	Cross-sectional	The research results show that the nurse's work

2017)(Nantsu pawat et al., 2017)	of the work environment on job dissatisfaction, burnout, and intention to quit among nurses in Thailand		work in 43 inpatient units in five university hospitals in Thailand	study	environment influences nurses' intention to leave or nurse turnover
(Rindu et al., 2020)(Rindu et al., 2020)	To determine turnover intentions and the factors behind turnover intentions among private hospital nurses working in Jakarta, Indonesia	Indonesia	97 nurses	cross-sectional study	The research results show that the influence of nurses' work commitment has the greatest direct influence in influencing turnover intentions.
(Kaddourah et al., 2018)(Kaddourah et al., 2018)	to explore nurses' turnover intentions and to examine the relationship between QNWL and nurses' turnover intentions.	Saudi Arabia	364 nurses	cross-sectional survey	The research results show that life dissatisfaction is a factor in turnover intention in nurses.

DISCUSSION

The results showed that there was a significant prevalence of turnover intention in nurses, which was driven by various internal and external factors. The findings revealed that many nurses are interested or have intentions to leave their current workplace. Factors such as discrimination, workplace violence, job dissatisfaction, and lack of organizational commitment have been identified as contributing factors to turnover intention in nurses (Alshareef et al., 2020). In addition, external factors such as an unsupportive work environment and the need for career development also play an important role in shaping turnover intention (Maryanti et al., 2023). The results showed that internal factors have a significant role in influencing turnover intention in nurses. Factors such as job satisfaction, job stress, organizational commitment, and autonomy have been identified as variables that influence nurses' intention to change jobs. These findings confirm that aspects related to individuals' experiences and perceptions of their work environment, as well as their relationship with the organization they work for, have a strong impact on the intention to stay or leave a job (Chegini et al., 2019). The management of these internal factors is therefore crucial in efforts to improve nurse workforce retention and create a work environment that promotes well-being and high job satisfaction (Anggara & Nursanti, 2019).

External factors also had a significant influence on turnover intention in nurses. The findings highlight that a less supportive work environment, the need for career development, and satisfaction with non-work aspects such as personal life can be key drivers of nurses' turnover intention. In addition, factors such as discrimination, workplace violence, and the availability

of adequate resources were also shown to be significant external factors in influencing nurses' intention to leave the organization where they work (Yun & Kang, 2018). Emphasis on managing and improving the quality of the work environment as well as developing attractive career programs can be important strategies in reducing turnover rates in nurses and improving workforce retention in the long run (Chang et al., 2018; Laeeque et al., 2018). Nurses' job commitment has a significant impact on their turnover intention. Nurses who have a high level of commitment to the organization they work for tend to have a lower intention to leave their jobs (Kang & Jeong, 2019b). This job commitment reflects nurses' sense of loyalty, identification, and involvement with their organization, which in turn can increase their desire to remain in that work environment (Liu et al., 2023). Therefore, strategies aimed at increasing nurses' job commitment, such as improving job satisfaction, providing strong managerial support, and creating a positive organizational climate, may be key in reducing turnover rates and increasing retention of the nursing workforce (Kaihlanen et al., 2020).

Workplace violence and social support have a significant influence on turnover intention in nurses. Nurses who experience high levels of workplace violence tend to have greater intentions to leave their jobs (Na & Park, 2019). Conversely, the presence of strong social support from immediate supervisors and coworkers can reduce the risk of turnover intention in nurses. This social support includes aspects such as emotional support, instructional support, and informational support provided by coworkers and supervisors (Christina, 2023). Therefore, managing workplace violence and strengthening social support in the work environment can be an important strategy in reducing turnover rates and improving nurse workforce retention (Jang et al., 2022). Underpaying nurses can have a significant impact on their turnover intention. Nurses who feel that the financial compensation they receive is not proportional to the responsibilities and efforts they put in are likely to have a higher intention to leave their job (Labrague et al., 2020). This underpayment factor can also create job dissatisfaction that causes nurses to seek opportunities in other workplaces that offer better compensation (Arifah et al., 2021; Boateng et al., 2022). Therefore, it is important for healthcare organizations to pay attention to the financial compensation aspect in their efforts to retain qualified nurses and reduce turnover rates (Hou et al., 2021). Measures such as reviewing salary policies, offering more attractive incentives, and increasing transparency and fairness in pay can help improve job satisfaction and retention of the nursing workforce (Arifah et al., 2021; Mirzaei et al., 2021).

The impact of turnover intention in nurses not only impacts the stability of the workforce in healthcare institutions, but also has serious consequences on the quality of healthcare services provided to patients (Søbstad et al., 2021). High nurse turnover rates can disrupt continuity of patient care, result in uncertainty in the delivery of planned care, and even increase the risk of medical errors (Rafiq et al., 2022; Søbstad et al., 2021). In addition, turnover intention in nurses can also lead to a decline in morale and motivation among the remaining staff, causing a decrease in productivity and quality of service (Akbolat et al., 2021). Thus, understanding and effectively addressing the factors that influence nurses' turnover intention is crucial in an effort to maintain workforce stability, improve healthcare sustainability, and maintain patient satisfaction (Zhang et al., 2022). The importance of efforts or programs to reduce turnover intention in nurses cannot be ignored in the context of the sustainability of the healthcare system. By understanding the factors that influence nurses' intention to change jobs, healthcare organizations can design appropriate intervention strategies to reduce turnover rates (Hu et al., 2022). Possible measures include improving working conditions and a supportive work environment, providing strong social and managerial support, and reviewing more attractive compensation and incentive policies (Christina, 2023; Rafiq et al., 2022).

Career development, training, and coaching programs can also help increase job satisfaction and motivation, thereby reducing nurses' intention to leave their jobs (Kang & Jeong, 2019a; Wang & Tan, 2019). Thus, these efforts can not only help reduce turnover intention in nurses, but also potentially improve the quality of healthcare provided, strengthen workforce stability, and increase overall patient satisfaction.

Limitations of this study include a lack of generalizability because the focus on factors influencing turnover intention in nurses may vary based on the context and location where the study was conducted. In addition, this study may be limited by the data collection method used, such as the use of a questionnaire scale which may limit in-depth understanding of nurses' experiences and perceptions regarding their turnover intention. In addition, this research may also be limited by publication years which are limited to the last 10 years, which may cause this review not to discuss research outside that time.

CONCLUSION

The conclusions of this research highlight the complexity of factors that influence turnover intention in nurses and their implications for health services. The author found that there were 8 articles from various countries that discussed the factors that influence turnover intention in nurses. Internal factors such as job satisfaction, organizational commitment, and social support, as well as external factors such as the work environment and financial compensation, all have a significant impact on nurses' intention to change jobs. With a deep understanding of these factors, healthcare organizations can design appropriate intervention strategies to reduce turnover intention, increase nursing workforce retention, and improve the quality of healthcare services provided to patients. The implications of this research indicate the need for greater attention to the welfare and job satisfaction of nurses in order to minimize turnover intention. Healthcare organizations need to prioritize creating supportive work environments, providing appropriate incentives, and improving communication and managerial support for nurses. Career development, training and coaching programs also need to be improved to strengthen nurses' motivation and involvement in their work. Recommendations for further research are needed regarding the effectiveness of various intervention strategies in reducing turnover intention and increasing retention of the nursing workforce.

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