



# The Relationship Between the Work Environment and the Leadership Style of the Head of the Room with Nurse Retention at the Toto Kabila Regional General Hospital, Bone Bolango Regency

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## ABSTRACT

Nurse retention is the process by which nurses are encouraged to stay together with the organization. In addition to organizational components, assignment or job design, awards, career opportunities and relationships between nurses, nurse retention is also influenced by other external factors such as the work environment and the leadership style of the boss. The purpose of the study was to determine the relationship between the work environment and the leadership style of the head of the room with the retention of nurses at the Toto Kabila Regional General Hospital, Bone Bolango Regency. This study is a quantitative research with a cross sectional approach. Sampling was conducted using a purposive sampling technique with a sample of 65 respondents. Data analysis using the fisher exact test. The results showed that there was a relationship between the work environment and nurse retention (p-value = 0.031) and there was no relationship between the head of the room leadership style and nurse retention (p-value = 0.52). In conclusion, the variables of the work environment were related to nurse retention, while the leadership style of the head of the room had no relationship with nurse retention. In addition to a good work environment, external factors related to the hospital also play a role in determining whether or not nurses stay in their jobs. Therefore, it is hoped that hospitals can continue to maintain, improve and improve the existing work facilities and managerial systems in hospitals.

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## INTRODUCTION

A hospital is an institution that provides individual health services in a complete manner. According to Intan and Sartika, (2022) in Tasya & Prakoso, (2023), nurses play an important role in health services, especially nursing caregivers. However, in carrying out their duties, nurses often face problems that can trigger the desire to change jobs if they are not immediately resolved or commonly referred to as turnover intention. (Pratiwi, Supriyantono & Hasyim, 2021). According to Ronaldi and Mikha, (2014) in Wahyuni, Purnamawati & Widiastuti, (2022). Turnover intention is the desire to change jobs to leave the company for various reasons. Standard Turnover intention according to Gillies (1994) ranges from 5-10% (Indah, Rindu & Mustopa, 2024).

According to WHO (2020), the global health worker turnover rate reaches 17.4% per year, with nurse turnover ranging from 10-21%. In 2021, Africa recorded the highest displacement rate, reaching 17.5% (Giranda, Kusumajaya & Maryana, 2023). In Indonesia, the Turnover nurses exceed 10% every year, with the turnover of health workers reaching 25.6% in 2019. (Ministry of Health, 2019). Based on a study conducted by Muhadi & Indahyati (2022) level Turnover nurses in hospitals in Jakarta such as Brawijaya

reached 27.3% per year, while another study conducted by Mukaromah & Muhadi (2024) turnover intention at Talisayan Hospital in 2022 will reach 25%, while in 2024 it will rise to 41.02%.

In Gorontalo Province itself based on previous studies conducted by Hiola, Dulahu & Huntoyungo, (2023). Data was obtained from 4 hospitals in Gorontalo Province, hospitals that have a Turnover The highest is the Prof. Dr. Aloei Saboe Hospital in Gorontalo City with a level of Turnover nurses in 2021 by 5%.

Based on the results of initial observations carried out in 3 hospitals in Gorontalo Province, data was obtained on the nurse turnover rate in 2023 of 9.21% at Dr. M. M. Dunda Limboto Hospital, the turnover rate at Toto Kabila Hospital was 8%, and the turnover rate at Otanaha Hospital was around 1.03%. Although it is still in the standard range, in some hospitals this turnover rate has increased from the previous year where previously the turnover rate was in the range less than the standard, in 2023 it will increase more than half of the standard level.

Level Turnover This increasing number of nurses needs to be overcome by enforcing nurse retention to maintain the stability of success in health services. (Tasya & Prakoso, 2023). According to Müller et al., (2009) in Alzahrani (2022), retention is defined as the ability of an organization or institution to retain and retain its employees by increasing their working life. Meanwhile, according to Mryyan (2005), nurse retention can be defined as the percentage of nurses who remain working for many years (Alzahrani, 2022).

Harvida & Wijaya, (2020) In his research, it was stated that there are 5 factors that determine retention, namely organizational components, career opportunities, awards, employee relationships, and task and work design, where these factors are also influenced by other internal and external components such as family support, job satisfaction, workload, work environment and supervisory leadership style.

The work environment is everything that exists around the nurse's workplace (Purwantoro et al, 2024). According to research conducted by Pratiwi, Supriyantono & Hasyim, (2021) The work environment has a significant effect on nurse retention. In addition, the social aspect of the nurse's work environment involves the dynamics of the medical team, the relationship with the patient, and the support from the management (Mello, 2023). Management support, especially the head of the room, is essential to create a positive atmosphere that improves the quality of health services. The success of the head of the room in managing the team's care and well-being unit is influenced by his leadership style (Putra et al., 2024). Augustine et al, (2022) In her research it was found that leadership style has a significant relationship with nurse retention.

Based on the description and results of the initial observations described above, the researcher is interested in conducting research on the Relationship between the Work Environment and the Leadership Style of the Head of the Room with Nurse Retention at the Toto Kabila Regional General Hospital.

## RESEARCH METHODS

This research has been carried out at the Toto Kabila Regional General Hospital, Bone Bolango Regency from December 14, 2024 to January 22, 2025. The sampling technique in this study uses purposive sampling techniques, with a population of 144 non-ASN nurses who are still actively working with a sample of 65 respondents. The research instrument used a questionnaire.

## RESULTS

### Characteristics of respondents

Table 1. Respondent Characteristics

Characteristic	Sum	%
<b>Gender:</b>		
1. Man	11	16,1%
2. Woman	54	83,1%
<b>Age:</b>		
1. (17-25 years old) Late Teens	13	20%
2. (26-35 years old) Early Adulthood		
3. (36-45 years old)		72,3%
Late Adult	47	
		7,7%
	5	
<b>Length of Work :</b>		
1. < 5 Years	39	60%
2. 5-10 Years	15	23,1%
3. > 10 Years	11	16,9%

### Final Education

1. D3	16	24,6%
2. D4	1	1,5%
3. S1 Ners	47	72,3%
4. S2	1	1,5%

Source : Primary Data, 2025.

Based on table 1, it was found that the majority of respondents were female, namely 54 respondents (83.1%). The most have an age range between 26-36 years old (early adulthood) with a total of 47 respondents (72.3%). Have a maximum working period of < 5 years with the number of respondents being 39 respondents (60%). And dominated by respondents with the last education of S1 Nurses with the number of respondents namely 47 respondents (72.3%).

### Univariate Analysis

**Table 2.** Distribution of Respondents Based on Work Environment at Toto Kabila Regional General Hospital, Bone Bolango Regency.

No.	Work Environment	n	%
1.	Good	49	75,4%
2.	Pretty Good	16	24,6%
Sec. 3.	Not Good	0	0%
<b>Total</b>		<b>65</b>	<b>100%</b>

Source : Primary Data, 2025.

Based on table 2, the results of the analysis show that the majority of respondents as many as 49 respondents (75.4%) stated that the work environment at the Toto Kabila Regional General Hospital was in the good category.

**Table 3.** Distribution of Respondents Based on Leadership Style at Toto Kabila Regional General Hospital, Bone Bolango Regency

Yes	Leadership Style	n	%
1.	Good	48	73,8%
2.	Pretty Good	17	26,2%
3.	Not Good	0	0%
<b>Total</b>		<b>65</b>	<b>100%</b>

Source : Primary Data, 2025.

Based on table 3, the results of the analysis show that 48 respondents (73.8%) stated that the leadership style of the head of the room at the Toto Kabila Regional General Hospital was in the good category,

**Table 4.** Distribution of Respondents Based on Nurse Retention at Toto Kabila Regional General Hospital, Bone Bolango Regency

Yes	Nurse Retention	n	%
1.	Good	19	29,2%
2.	Pretty Good	45	69,2%
3.	Not Good	1	1,5%
<b>Total</b>		<b>65</b>	<b>100%</b>

Source : Primary Data, 2025

Based on table 4, the results of the analysis show that the majority of respondents are dominated by respondents who show quite good nurse retention, namely 45 respondents (69.2%).

### Bivariate Analysis

**Table 5.** Results of Analysis of the Relationship between Work Environment and Nurse Retention at Toto Kabila Hospital, Bone Bolango Regency

Work Environment	Nurse Retention						Total		p-value
	Good		Pretty Good		Not Good		n	%	
	n	%	n	%	n	%			
Good	18	27,7	30	46,2	1	1,5	49	75,4	0,031
Pretty Good	1	1,5	15	23,1	0	0,0	16	24,6	
Not Good	0	0,0	0	0,0	0	0,0	0	0	
Total	19	29,2	45	69,2	1	1,5	65	100	

Source : Primary Data, 2025.

Based on table 5, it is known that as many as 49 respondents (75.4%) have a good work environment, with 30 respondents (46.2%) having a good work environment with good nurse retention. The results of the Fisher's Exact Test showed a p-value of 0.031, which means that statistically there is a relationship between the work environment and nurse retention at the Toto Kabila Regional General Hospital, Bone Bolango Regency.

**Table 6.** Results of the Analysis of the Relationship between the Leadership Style of the Head of the Room and the Retention of Nurses at Toto Kabila Hospital, Bone Bolango Regency

Leadership Style	Nurse Retention						Total		p-value
	Good		Pretty Good		Not Good		n	%	
	n	%	n	%	n	%			
Good	16	24,6	31	47,7	1	1,5	48	73,8	0,52
Pretty Good	3	4,6	14	21,5	0	0,0	17	26,2	
Not Good	0	0,0	0	0,0	0	0,0	0	0	
Total	19	29,2	45	69,2	1	1,5	65	100	

Source : Primary Data, 2025

Based on table 6, it is known that as many as 48 respondents (75.4%) stated that the leadership style of the head of the room was good, where the respondents were dominated by respondents who had a good leadership style of the head of the room with quite good retention, namely 31 respondents (47.7%). However, the results of the Fisher's Exact Test showed a p-value of 0.52, which means that statistically there was no relationship between the leadership style of the head of the room and the retention of nurses at the Toto Kabila Regional General Hospital, Bone Bolango Regency.

## DISCUSSION

### Working Environment at Toto Kabila Regional General Hospital, Bone Bolango Regency

Based on the results of the univariate analysis on the work environment variable, it was shown that 49 respondents (75.4%) rated the work environment as good, while 16 respondents (24.6%) rated it quite good. This is because although physical factors are supportive, non-physical aspects such as social relationships affect their judgment. Therefore, improving communication and relationships between individuals needs to be considered to create a more optimal work environment. This research is in line with research conducted by Sitanggang (2021), where it was found that from 49 respondents, 22 respondents (44.9%) who had a good work environment assessed that the conditions around the workplace were very supportive, besides that relationships with fellow colleagues were also good. Meanwhile, 12 respondents (24.5%) who have a fairly good work environment consider that the work environment is still not enough to provide comfort in working both physically and non-physically.

Another study conducted by Cristiness, Sinaulan & Barus (2024) states that if the work environment is good, it can trigger a sense of satisfaction in employees, which in the end can have a positive influence on the performance of the employees themselves, and vice versa if the working conditions are bad, the employees will not have satisfaction at work

### Leadership style of the Head of the Room at the Toto Kabila Regional General Hospital, Bone Bolango Regency

Based on the results of a univariate analysis on the variables of the head of the room, it was found that 48 respondents (73.8%) rated the leadership style of the head of the room as good, while 17 respondents

(26.2%) rated it quite good. A good leadership style is related to the development of nurse competencies, while a fairly good leadership style is related to fairness in the division of tasks, which is important to achieve better service quality.

This is in line with research conducted by Lambogia, Sumampouw & Pertiwi (2022), where in his research it is explained that leaders must be able to move and direct others to achieve organizational goals. This is supported by research by Tambunan et al. (2024), which found that the leadership style of the head of the room affects the effectiveness of nurses' work in providing health services.

### **Nurse Retention at Toto Kabila Regional General Hospital, Bone Bolango Regency**

Based on the results of univariate analysis on the nurse retention variable using the frequency distribution table, the results were obtained that 19 respondents (29.2%) had good nurse retention. Furthermore, as many as 45 respondents (69.2%) had good nurse retention, and 1 respondent (1.5%) had poor nurse retention. This is because although the factor of responsibility for the organization's goals plays a big role, the lack of satisfaction in facilities, careers, and rewards makes some nurses feel hesitant to stay. Hospitals' efforts to improve facilities, training, and rewards need to be continuously considered to prevent nurse turnover.

This study is in line with research conducted by Bella (2023), where the results were obtained that 34 respondents (58.6%) stated that nurse retention at Ibnu Sina Padang Panjang Islamic Hospital was good, while 24 respondents (41.4%) stated that it was not good. This shows the importance of nurse retention in organizational continuity and job satisfaction. This is also in line with the research of Nduru & Pohan (2024), which emphasizes the role of hospital management in retaining quality nurses to support hospital operations and services.

### **The Relationship of the Work Environment and Nurse Retention at the Toto Kabila Regional General Hospital, Bone Bolango Regency**

Based on the results of the Fisher's Exact Test, a p-value of 0.031 was obtained, which means that statistically there is a relationship between the work environment and nurse retention at the Toto Kabila Regional General Hospital, Bone Bolango Regency. Based on the results of the study, it was known that as many as 18 respondents (27.7%) assessed the work environment as good with good nurse retention. This is due to the conditions of the work environment where the spatial layout, lighting and circulation are considered very good. And the infrastructure facilities around the workplace are also considered adequate and support their activities in carrying out nursing actions. This is supported by research conducted by Pratiwi, Supriyantoro & Hasyim (2021), which states that the work environment has a significant effect on nurse retention.

Based on the results of the study, it was also found that as many as 30 respondents (46.5%) assessed the work environment as good with nurse retention being quite good. This is because even though the facilities and infrastructure are adequate, uncertainty about the continuity of work and compensation that is considered not to be up to expectations affects retention. These findings are in line with the research of Annisa & Anindyah (2025), which states that good compensation can increase motivation, job satisfaction, and reduce turnover.

Based on the results of the study, there was 1 respondent (1.5%) who assessed that the work environment was good with poor nurse retention. These respondents feel that their work is not so important and is more likely to leave if there is a more promising job offer. This is in line with the research of Nurdiani & Megawati (2024), who stated that intrinsic motivation is important for increasing job satisfaction and nurse attachment, which in turn has an impact on nurse retention.

Then, based on the results of the study, there was also 1 other respondent (1.5%) who assessed that the work environment was quite good with good nurse retention. This is because respondents assessed that although the work environment and conditions, as well as the facilities around the workplace were quite good, the relationship between fellow nurses and superiors was still considered not good. This is in line with research conducted by Amna, (2023) where it was found that one of the factors that can determine the success of retention is the relationship between employees.

Furthermore, the results showed that 15 respondents (23.1%) rated the work environment as quite good with nurse retention which was also quite good. This is because even though the work environment is supportive, high workload and lack of management support in managing work hours can affect retention. The research of Nduru & Pohan (2024) is in line with this study, where the results of their research show that the lack of organizational commitment to nurses, especially in the ease of working time management, affects nurse retention.

The management of Toto Kabila Hospital has made efforts to improve facilities to support the work of nurses. As a result, a good work environment is associated with fairly high nurse retention. However, a less supportive environment, such as high workloads and a lack of long-term welfare guarantees, can adversely

affect nurse retention.

### **The Relationship of Leadership Style of the Head of Room with Nurse Retention at the Toto Kabila Regional General Hospital, Bone Bolango Regency.**

Based on the results of the Fisher's Exact Test, it showed a p-value of 0.52, which means that statistically there was no relationship between the leadership style of the head of the room and the retention of nurses at the Toto Kabila Regional General Hospital, Bone Bolango Regency. Based on the results of the study, it is known that as many as 16 respondents (24.6%) assessed the leadership style of the head of the room to be good with good nurse retention. This is because the head of the room provides support through training, gives opportunities to participate in seminars, implements open communication, and listens to complaints and provides constructive feedback to nurses. This research is in line with research conducted by Atikah, Kamil & Marlina (2022), where it was found that leadership style is related to work motivation in nurses because the head of the room who always gives space to his subordinates to express their ideas, suggestions and complaints can make nurses feel more appreciated and needed. This research is also in line with other research conducted by Hamzah, (2024) where it was found that career development has a significant effect on the desire to change nursing jobs.

Based on the results of the study, as many as 31 respondents (47.7%) assessed the leadership style of the head of the room as good with nurse retention being quite good. This is because despite the uncertainty about the continuity of the work, the head of the room managed to create a good relationship between the nurses, thus strengthening a solid team culture. This research is in line with research conducted by Harras (2024) where it was found that the support of colleagues can increase work efficiency and create a harmonious work atmosphere.

In addition, in retaining competent and qualified nurses, one of the factors that still plays an important role is awards. Awards, such as adequate compensation, play an important role in retaining competent nurses. However, many nurses are dissatisfied with hospital policies related to low compensation and lack of transparency, such as remuneration calculations and policy socialization. This caused 1 respondent (1.5%) to assess the leadership style of the head of the room as good, but the nurse's retention was not good. This research is in line with the research of Tyas & Meliala (2023), where it was found that many nurses are dissatisfied with the lack of transparency in the remuneration system, especially regarding the details of salary calculations. This makes them feel insufficiently informed about the rewards they receive, which affects their desire to stay in the hospital.

Based on the results of the study, 3 respondents (4.6%) also assessed the leadership style of the head of the room to be quite good with good nurse retention. This is because the head of the room is considered to be able to create a good working relationship through a fair division of duties, so that nurses feel comfortable. This is in line with research conducted by Pujiastuti (2021) where it was found that leadership support in meeting the needs of recognition and appreciation can create a positive and productive work environment.

Furthermore, based on the results of the study, 14 respondents (21.5%) assessed the leadership style of the head of the room quite well with nurse retention quite good. This is due to the lack of room heads' ability to manage and resolve conflicts between nurses, which can tend to trigger tension and discomfort between nurses. This research is in line with research conducted by Zalukhu (2023) which emphasizes the importance of conflict management, communication, and organizational culture in creating a positive work environment.

The hospital management itself is committed to improving training for room heads and nurses, as well as balancing workload with appropriate timing and providing proper compensation. So even though a good leadership style has a positive impact on nurse retention, the results of the analysis show no significant relationship between the two. External factors, such as inadequate compensation and lack of policy transparency, further influence nurses' decisions to stay or leave their jobs.

### **CONCLUSION**

There was a relationship between the work environment and nurse retention at the Toto Kabila Regional General Hospital with a significance value of 0.031. Meanwhile, there was no association between the head of the room leadership style and nurse retention, with a significance value of 0.52.

### **SUGGESTION**

It is hoped that hospitals will continue to improve the work environment and facilities that support the comfort of nurses, as well as strengthen the role of the head of the room in motivating and maintaining nurse performance.

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