

ISSN 2597- 6052DOI: <https://doi.org/10.56338/mppki.v7i8.5413>**MPPKI****Media Publikasi Promosi Kesehatan Indonesia**
*The Indonesian Journal of Health Promotion***Review Articles****Open Access****Nurse Turnover Intention Related to Job Stress and Job Satisfaction: Literature Review****Febrina Tarawan^{1*}, Sella Dwi Astia Ningrum²**¹Mahasiswa Program Studi Magister Keperawatan STIK Sint Carolus Jakarta | febrina.tarawan@gmail.com²Dosen Program Studi Magister Keperawatan STIK Sint Carolus Jakarta | sella.dwiastianingrum@gmail.com*Author Correspondence: febrina.tarawan@gmail.com**Abstract**

Introduction: The nursing profession, which constitutes the largest professional group within the healthcare system, plays a crucial role in ensuring the quality of nursing services and patient safety. Currently, the world is facing a serious challenge in the form of a nursing shortage, with an estimated deficit of about 5.7 million professional nurses globally by 2030. Studies have shown that Southeast Asia and the Pacific have the highest nurse burnout rates, at 13.68%.²⁴ This job burnout indicates that nursing is one of the professions with higher levels of stress and workload because it involves patient care. The work stress resulting from excessive workload leads to nurse turnover intention. The turnover intention for nurses in their first year of work is 27.1%.²⁷ The heavy workload drives nurses to leave, and this turnover intention contributes to the nursing shortage.

Objective: This literature review aims to determine the relationship between nurse turnover intention, work stress, and job satisfaction.

Method: A literature review study was conducted using databases such as Google Scholar, PubMed, ProQuest, and Scopus. Article selection followed the PRISMA protocol, including identification, screening, eligibility, and analysis of 11 articles.

Result: The analysis results showed a significant relationship between work stress and job satisfaction with nurse turnover intention.

Conclusion: Addressing the work stress experienced by nurses and improving job satisfaction is expected to mitigate the turnover intention among nurses.

Keywords: Turnover Intention; Nurse; Job Satisfaction; Job Stress.

BACKGROUND

The nursing profession, as the largest segment of the healthcare workforce, is pivotal in maintaining care quality and ensuring patient safety (1). Currently, the global nursing shortage is acute, with projections estimating a deficit of around 5.7 million nurses by 2030 (1). This shortage signifies a critical imbalance between the number of available nurses and the demand for nursing services in healthcare facilities (2). As a result, there is a reliance on developing countries to address nursing shortages in developed nations (1). The nurse-to-population ratio in Europe is reported to be ten times greater than that in Southeast Asia (3), highlighting the severe shortage of nursing staff in Southeast Asia and the consequent excessive workloads (4). Such excessive workloads negatively impact nurses' performance and psychological well-being, leading to job burnout and potentially increasing their intent to leave the profession (5).

Recent research has highlighted the profound effects of job stress, workload, and job satisfaction on nurses' intentions to leave their positions. For example, Christy and Amalia (5) identified critical aspects of job stress, such as role uncertainty, challenges in career advancement, and workplace relationships, which significantly undermine organizational stability and employee well-being. Job stress can lead to reduced employee performance, increased absenteeism, and adverse working conditions, often resulting in elevated turnover rates (5). Furthermore, it has been observed that North America, despite having a relatively low global disease burden, maintains a disproportionate allocation of healthcare resources, thus intensifying the pressure on regions like Southeast Asia, which face a higher disease burden and limited healthcare resources (4). This disparity underscores the need for a detailed investigation of job stress and satisfaction in Southeast Asia to address turnover intentions and improve the quality of care (6).

Despite extensive global research on job stress, job satisfaction, and turnover intention among nurses, there is a notable lack of comprehensive studies focusing on the specific challenges encountered by nurses in Southeast Asia, especially in Indonesia. Although existing literature addresses global and regional shortages, the psychological effects of excessive workloads, and general job stress factors (1; 6), there is a scarcity of detailed insights into how these issues uniquely impact Indonesian nurses. Specifically, turnover rates in Indonesian private hospitals exceed 10% annually (7), yet there is limited research examining the root causes of this elevated turnover intention within the local context. This highlights a critical need for region-specific research to develop targeted strategies aimed at enhancing job satisfaction, alleviating job stress, and reducing turnover intention among nurses in Indonesia.

This research holds particular significance as it aims to address the existing gap by elucidating the relationship between turnover intention, job stress, and job satisfaction among nurses in Indonesia. By focusing on the specific challenges faced by Indonesian nurses, this study is poised to provide crucial data that will aid in formulating effective strategies to support the nursing workforce in the region. Analyzing how organizational support, workload, and job satisfaction impact nurses' intentions to leave their positions is essential for enhancing job satisfaction and reducing turnover intention, ultimately improving the overall quality of nursing care in Indonesia. The insights gained from this research are expected to make a substantial contribution to the global discussion on nursing workforce management and offer practical, context-specific solutions for Southeast Asia.

METHOD

This study employs a literature review design to address the question, "Is there a relationship between turnover intention, job stress, and job satisfaction?" The databases used for sourcing literature include Google Scholar, PubMed, ProQuest, and Scopus. The inclusion criteria are hospital nurses with a sample size of more than 100 respondents, full-text articles in Indonesian or English, and publications within the last 5 years (2019-2023). The keywords used for the search in Indonesian are "Niat Berhenti Kerja," "Perawat," "Stres Kerja," and "Kepuasan Kerja." The English keywords are "Turnover Intention," "Nurse," "Job Stress," and "Job Satisfaction." Article selection followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol.³⁰ The initial search across databases yielded a total of 155 articles. The first selection stage involved eliminating duplicate articles, resulting in 30 articles being removed. The second selection stage involved screening titles and abstracts, culminating in 11 journals being selected for the final analysis.

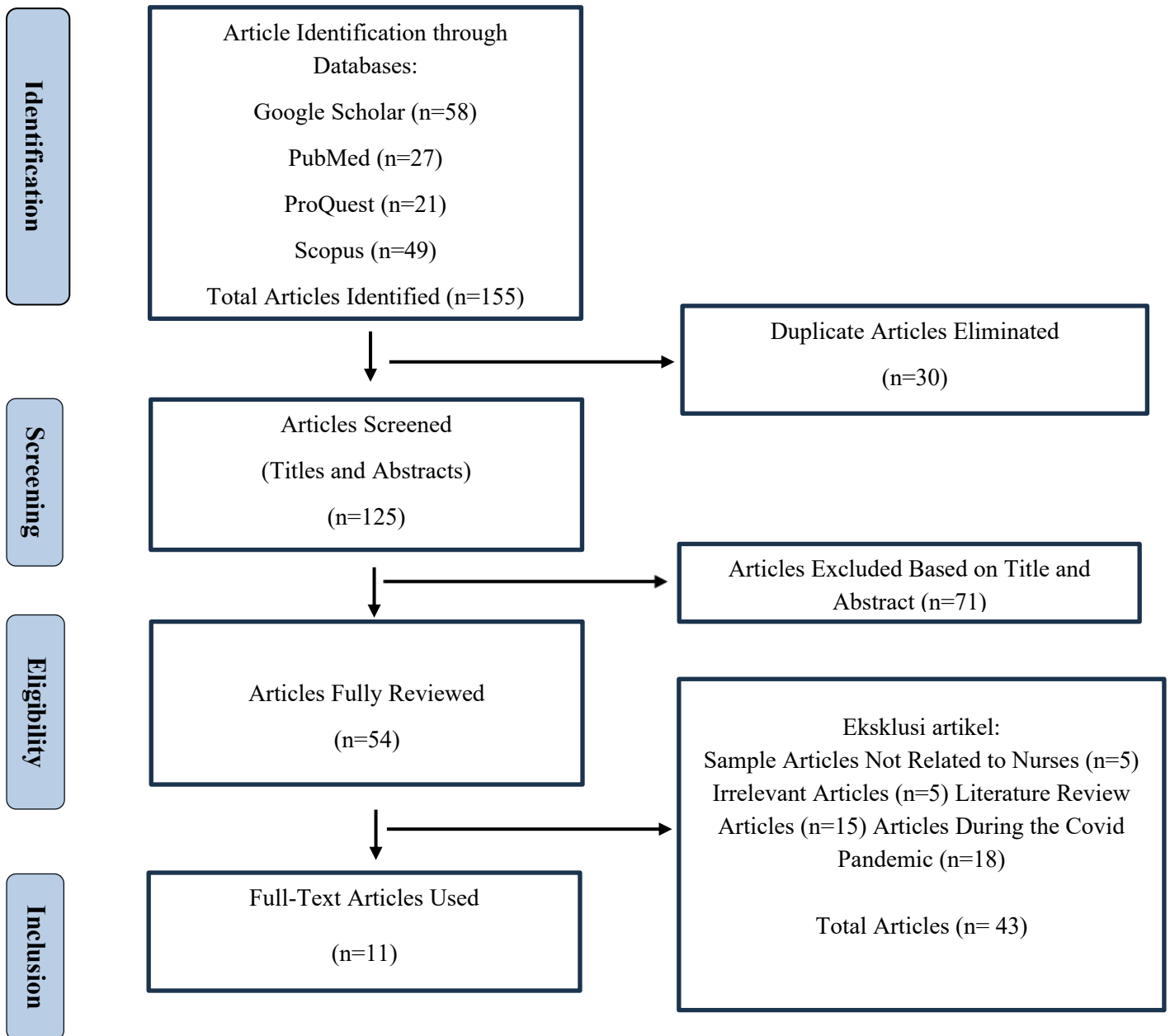


Figure 1. PRISMA Flow Diagram

RESULTS

Based on the article search results from online databases, 11 articles met the inclusion criteria and were further analyzed due to their discussion topics related to nurse turnover intention, job satisfaction, and job stress. The studies analyzed were conducted in various countries. The journals that were further analyzed are presented in Table 1.

Tabel 1. Journal Analysis

No	Author Year	Research Title	Methodology /Sample	Research Findings
1.	Zhang et al. (2021) (8)	Nurses' turnover intention in secondary hospitals in China: A structural equation modelling approach	Cross-sectional / 630 nurses in 6 secondary hospitals in 3 cities in China (Xi'an, Yan'an, and Baoji).	The study found that work stress has the greatest impact on the intention of nurses in China to leave their jobs, indicating a high level of work stress among nurses in China. Professional values and social support significantly impact job satisfaction among nurses, while organizational commitment is heavily influenced by job satisfaction and nursing practices.
2.	Poghosyan et al. (2020) (9)	Organizational support for Nurse	Cross-sectional / 398 nurse	There is a relationship between organizational support and job satisfaction among nurse practitioners, as well

	Practitioners in Primary Care and Workforce Outcomes	practitioners working in primary care in New York State.	as their intention to leave the job. Lack of organizational support can increase job dissatisfaction, intention to leave, and reduce the quality of patient care. Promoting organizational support for nurses in practice, particularly in terms of resource access, can reduce nurse turnover.	
3.	Ohue et al. (2021) (10)	Cross-national comparison of factors related to stressors, burnout and turnover among nurses in developed and developing countries	Cross-sectional / Nurses working in acute care hospital areas in Canada (n=309), Japan (n=319), Malaysia(n=242) Thailand(n=211) The United States (n=194).	The main factors contributing to burnout and turnover intention among nurses are stress, conflicts with doctors, lack of staff support, workload, conflicts with fellow nurses, and treatment uncertainty. The highest "burnout" status was found among nurses in Japan, while "cynicism" and intention to leave the job were highest among nurses in Malaysia. Nurses in Thailand exhibited lower levels of burnout and job turnover compared to other countries and higher professional efficacy than nurses in the United States and Canada. Nurses in Japan were younger, worked more overtime, and had higher levels of burnout and intention to leave. These issues could be mitigated by environmental adjustments and policy interventions targeting individual perceptions.
4.	Albougami et al. (2020) (11)	Factors affecting nurses' intention to leave their current jobs in Saudi Arabia	Cross-sectional / 318 staff nurses working in two general hospitals in Saudi Arabia	Nurses working in the outpatient and maternity departments have lower turnover intention than those working in the medical and surgical departments and intensive care units. Additionally, maternity nurses have lower intentions to leave their jobs compared to those working in administration. Nurses from the medical and surgical departments are particularly vulnerable to stress compared to other clinical areas. Furthermore, single nurses have higher work demands and workloads, increasing their likelihood of leaving their jobs.
5.	Quek et al, (2021) (12)	Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff	Mixed-methods / Questionnaire survey with 116 nurses and semi-structured interviews with 15 nurses	Leadership programs through shared governance significantly increase employee engagement and job satisfaction, while significantly reducing staff turnover intention. This is because nurses are given the opportunity to contribute ideas to enhance engagement and professional practice, thereby increasing their confidence, motivation, and personal development in a psychologically safe environment.
6.	Poku, et all (2022) (13)	Impacts of Nursing Work Environment on Turnover Intentions: The Mediating Role of Burnout in Ghana	Cross-sectional / 550 Registered Nurses (RNs) in public healthcare facilities in Ghana	A poor working environment accompanied by burnout increases turnover intention among registered nurses (RNs). Although most RNs have a positive perception of their practice environment, they also exhibit a high intention to leave. Ensuring a healthy work environment for nurses can significantly reduce burnout, thereby helping to retain experienced RNs. With the high turnover intention among RNs in Ghana, there is a potential impact on the distribution of human resources in clinical settings, which could compromise the quality of care provided to patients.
7.	Zhou, et all (2021) (14)	Assessing the effect of nursing stress factors on turnover intention among newly recruited nurses in hospitals in China	Cross-sectional / 654 novice nurses working in 20 hospitals in China	Among all structural factors, stress from caring for patients, stress from role and workload, stress from unit managers, supervisors, and doctors, stress from coworkers and daily life, stress from lack of professional knowledge and skills, and stress from the environment were found to have the strongest influence on nurses' intention to leave their jobs in China. Additionally, social support has a positive effect on job satisfaction among nurses and an indirect effect on their intention to leave their jobs.

8.	Yeşil and Polat (2023) (15)	Investigation of psychological factors related to compassion fatigue, burnout, and compassion satisfaction among nurses	Cross-sectional / 356 nurses working in tertiary university hospitals in Istanbul (Turkey).	In coping with stress, nurses predominantly use problem-focused methods, positive coping styles, and self-control strategies. There is a positive correlation between compassion fatigue and burnout and a negative correlation between compassion fatigue and compassion satisfaction. Coping strategies such as positive reinterpretation and effective growth, as well as counseling and training, are effective in reducing burnout and increasing compassion satisfaction among nurses.
9.	Neves et al (2022) (16)	Organizational Commitment and Intention to Leave of Nurses in Portuguese Hospitals	A cross-sectional study/ 850 nurses from 12 public hospitals units in the coastal and inland, central, and northern regions of Portugal.	The turnover intention rate among nurses who intend to leave is 34.50%. The intention to leave tends to decrease with age due to organizational commitment and strategic interventions for younger nurses. Good organizational commitment, a better work environment, and better staffing adequacy contribute to reducing the turnover intention of nurses with individual work contracts.
10	Lee and Min-Ho, J (2023) (17)	The Moderating Effects of Self-Care on the Relationships between Perceived Stres, Job Burnout and Retention Intention in Clinical Nurses	Explanatory research method involving a quantitative survey. / 176 nurses working in a large university hospital and a general hospital located in Seoul, South Korea	Self-care has a significant moderating effect on the relationship between job burnout and the intention to stay at work, but self-care was not found to be a significant moderator for the relationship between perceived stress and the intention to stay at work. This is related to the fact that participants were asked about general stress, not work-related stress, in connection with the intention to stay at work in the questionnaire. Additionally, the data revealed a high positive correlation between perceived general stress and job burnout. Based on gender, higher levels of stress and turnover intention were experienced by women compared to men.
11.	Huiyang Sheng, Dan Tian, Liying Sun, Yarong Hou dan Xueli Liu (18)	Nurse practice environment, perceived organizational support, general well-being, occupation and burnout and turnover intention: A moderated multi-mediation model	A cross-sectional study/ 474 nurses working at two hospitals.	Job burnout, general well-being, and the intention to change jobs have significant correlations with each other, and the relationship between the practice environment and general well-being is moderated by perceived organizational support.

Based on a search of several databases using the PRISMA method, 11 journals were analyzed. The analysis of these 11 journals related to nurses' turnover intention in connection with job stress and job satisfaction among hospital nurses revealed the following data: nurses' turnover intention in several countries is related to job stress and job satisfaction. Organizational support, such as promotions, a positive work environment, and organizational commitment, reduces nurses' turnover intention. Therefore, both hospitals and individual nurses have a significant influence in reducing turnover intention.

DISCUSSION

Elevated levels of job stress significantly impact nurses' intentions to seek alternative employment (8). Researchs indicate that approximately 34.50% of nurses are considering changing their workplaces (16). Organizational support plays a crucial role in influencing job stress, as it is closely associated with job satisfaction among nurses. A lack of organizational support can lead to increased job dissatisfaction, a stronger inclination to change jobs, and a decline in patient care quality (9). Additionally, inadequate organizational support exacerbates job stress through excessive workloads, leading to burnout and a heightened desire to leave one's position. This highlights the critical importance of organizational support in managing job stress and its effect on nurses' retention intentions. Therefore, enhancing organizational support is essential for improving job satisfaction, reducing job stress, and maintaining high-quality patient care.

The literature review reveals that nurses in Japan exhibit the highest levels of burnout, primarily due to the predominance of younger nurses within the workforce. Younger or single nurses are often perceived as more willing to work beyond their scheduled hours, leading to increased fatigue and a heightened intention to leave their positions. Additionally, these younger and single nurses are more prone to changing workplaces, attributed to lower job involvement and frequent demands for extra tasks. Conversely, research suggests that the intention to quit tends to diminish with age, as older nurses generally demonstrate greater commitment to their roles. This increased commitment is influenced by stronger job attachments and family responsibilities that affect their work-related decisions. Furthermore, effective organizational commitment, improved work environments, and adequate staffing levels are associated with a reduced intention to leave. Thus, while younger and single nurses in Japan face higher levels of burnout and turnover intention, older nurses typically exhibit greater job commitment and lower turnover rates. Enhancing organizational support, improving work conditions, and addressing staffing levels are critical for alleviating burnout and reducing turnover intentions among nurses (16).

Moreover, nurses employed in medical and obstetrics departments exhibit lower turnover intentions compared to their counterparts in medical, surgical, and intensive care units. Those working in medical and surgical departments are particularly vulnerable to stress due to the extensive demands associated with pre- and post-hospitalization care, patient ratios, effective surgical and post-surgical care, and the routine management of critical, life-and-death situations. This underscores the elevated stress levels and higher turnover intentions in more demanding clinical areas, highlighting the necessity for targeted interventions to support nurses operating in these high-stress environments (11).

A leadership program incorporating shared governance has been shown to markedly improve employee engagement and job satisfaction while significantly decreasing turnover intentions, as evidenced by recent research (12). The literature review indicates that nurses in Thailand experience lower levels of burnout and job turnover compared to their counterparts in the United States and Canada, attributable to higher professional efficacy (10). This implies that a suboptimal work environment coupled with burnout can escalate turnover intentions among registered nurses (RNs). Although most RNs maintain a positive view of their practice environment, they still demonstrate a pronounced intention to seek alternative employment. In Ghana, the high turnover intentions among RNs contribute to an uneven distribution of human resources in clinical settings, thereby affecting patient care quality (13). Addressing these issues involves fostering a supportive and healthy work environment to reduce burnout and retain experienced RNs. Thus, effective social support enhances job satisfaction and indirectly influences the intention to change jobs, underscoring the necessity of cultivating supportive work environments to mitigate burnout and lower turnover intentions among nurses (14).

In addressing nurse stress, various approaches emphasize problem-solving, positive adaptation styles, and self-control strategies. Adaptation techniques, such as positive reinterpretation and effective growth, focus on managing emotions triggered by stressors rather than directly confronting the stressors themselves. These positive reinterpretation strategies notably contribute to reducing burnout and enhancing satisfaction in delivering compassionate care (empathy) among nurses (15). This suggests that self-care practices affect job burnout and the intention to remain in the profession (17). This relationship pertains more to general stress than to job-specific stress regarding retention intentions. Furthermore, there is a significant correlation between perceived general stress and job burnout. The interplay between job burnout, overall well-being, and the intention to leave the job is substantial, with organizational support moderating the impact of the practice environment on general well-being (18).

CONCLUSION

The primary factor influencing turnover intention among nurses is job stress, which often leads to burnout as a result of excessive work demands and inadequate organizational support, causing considerable emotional and physical exhaustion. To mitigate turnover intention, it is essential to enhance job satisfaction by improving organizational support, fostering organizational commitment, and promoting positive adaptation strategies and self-regulation among nurses.

RECOMENDATIONS

To mitigate turnover intention among nurses, healthcare organizations should focus on enhancing organizational support and improving the work environment. This involves fostering open communication between management and nursing staff, implementing recognition programs to acknowledge nurses' contributions, and maintaining appropriate nurse-to-patient ratios to avoid excessive workloads. Establishing a supportive and safe workplace with adequate resources, offering career development opportunities through training and mentorship, and providing stress management training are essential measures. Additionally, encouraging emotional management techniques can boost nurse engagement and job satisfaction. Promoting work-life balance through flexible scheduling, supportive policies, and regular burnout assessments, along with creating robust support systems, is also

crucial. Transparent communication and targeted support for high-stress departments, including specialized training, will further aid in managing stress and enhancing job satisfaction among nurses.

REFERENCES

1. OECD. (2021). *Health at a Glance 2021: OECD Indicators*; OECD Publishing: Paris, France. [CrossRef]
2. World Health Organization (WHO). (2020). *State of the World's Nursing 2020: Investing in Education, Jobs and Leadership*; World Health Organization: Geneva, Switzerland, 2020; 116p, Available online: <https://apps.who.int/iris/handle/10665/331677> (accessed on 6 February 2022)
3. World Health Organization. (2006). *The world health report 2006: Working together for health*. WHO Press. Retrieved from http://www.who.int/whr/2006/whr06_en.pdf
4. Drennan, V. M., & Ross, F. (2019). Global nurse shortages— The facts, the impact, and action for change. *British Medical Bulletin*, 130, 25– 37. <https://doi.org/10.1093/bmb/ldz014>
5. World Health Organization (WHO). (2016). *Health Workforce Requirements for Universal Health Coverage and the Sustainable Development Goals*. Retrieved from <https://apps.who.int/iris/handle/10665/250330>
6. Christy, N. A., & Amalia, S. (2018). Pengaruh Stres Kerja Terhadap Kinerja Karyawan The Influence of Job Stress on Employees Job Performance. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 74. <https://doi.org/10.35697/jrbi.v3i2.935>
7. International Council of Nurses (ICN). (2021). *The Global Nursing Shortage and Nurse Retention*. Retrieved from <https://www.icn.ch/nursing-policy/nurse-retention>
8. Ministry of Health Republic of Indonesia. (2020). *Health Profile of Indonesia 2019*. Retrieved from <https://pusdatin.kemkes.go.id/resources/download/pusdatin/profil-kesehatan-indonesia/Profil-Kesehatan-Indonesia-2019.pdf>
9. Zhang, Y. A., Zhang, X. N., Xu, N., & Yun, E. (2021). Nurses' turnover intention in secondary hospitals in China: A structural equation modelling approach. *Journal of nursing management*, 29(7), 2216–2224. <https://doi.org/10.1111/jonm.13379>
10. Poghosyan, L., Ghaffari, A., Liu, J., & McHugh, M. D. (2020). Organizational Support for Nurse Practitioners in Primary Care and Workforce Outcomes. *Nursing research*, 69(4), 280–288. <https://doi.org/10.1097/NNR.0000000000000425>
11. Ohue, T., Aryamuang, S., Bourdeanu, L., Church, J. N., Hassan, H., Kownaklai, J., Pericak, A., & Suwannimitr, A. (2021). Cross-national comparison of factors related to stressors, burnout and turnover among nurses in developed and developing countries. *Nursing open*, 8(5), 2439–2451. <https://doi.org/10.1002/nop2.1002>
12. Albougami, A. S., Almazan, J. U., Cruz, J. P., Alquwez, N., Alamri, M. S., Adolfo, C. A., & Roque, M. Y. (2020). Factors affecting nurses' intention to leave their current jobs in Saudi Arabia. *International journal of health sciences*, 14(3), 33–40.
13. Quek, S. J., Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction, and turnover intention in UK nursing staff. *Journal of Nursing Management*, Advance online publication. <https://doi.org/10.1111/jonm.13321>
14. Poku, C. A., Donkor, E., & Naab, F. (2022). Impacts of Nursing Work Environment on Turnover Intentions: The Mediating Role of Burnout in Ghana. *Nursing Research and Practice*, 2022, 1310508. <https://doi.org/10.1155/2022/1310508>
15. Zhou, L., Tetgoum, A. D. K., Quansah, P. E., & Owusu-Marfo, J. (2021). Assessing the effect of nursing stress factors on turnover intention among newly recruited nurses in hospitals in China. *Nursing Open*, Advance online publication. <https://doi.org/10.1002/nop2.969>
16. Yeşil, A., & Polat, Ş. (2023). Investigation of psychological factors related to compassion fatigue, burnout, and compassion satisfaction among nurses. *BMC Nursing*, 22, 1-12. doi:<https://doi.org/10.1186/s12912-023-01174-3>
17. Neves, T., Parreira, P., Rodrigues, V., & Graveto, J. (2022). Organizational commitment and intention to leave of nurses in portuguese hospitals. *International Journal of Environmental Research and Public Health*, 19(4), 2470. doi:<https://doi.org/10.3390/ijerph19042470>
18. Lee, S., & Min-Ho, J. (2023). The moderating effects of self-care on the relationships between perceived stress, job burnout and retention intention in clinical nurses. *Healthcare*, 11(13), 1870. doi:<https://doi.org/10.3390/healthcare11131870>
19. Sheng, H., Tian, D., Sun, L., Hou, Y., & Liu, X. (2023). Nurse practice environment, perceived organizational support, general well-being, occupational burnout and turnover intention: A moderated multi-mediation model. *Nursing Open*, 10(6), 3828-3839. doi:<https://doi.org/10.1002/nop2.1641>