

Exploring The Determinan Factor of Nurse Turnover Intention: A Study from Private Hospital

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Abstract: *This study employed a quantitative approach to examine the empirical relationship between supervisor support, occupational stress, work-family conflict, and nurse turnover intention. A survey was conducted among 240 nurses working in a private hospital in Tangerang from March to April 2023. The data was collected using questionnaires that had been validated and reliable, and convenience sampling was used to select the sample. The collected data was analyzed using multiple linear regression. This study employed SPSS version 26 to assess the hypothesis. The result showed that supervisor support has a negative impact on nurse turnover intention. Occupational stress also found to perform a positive effect on turn over intention. In addition, work-family conflict also displays a negative influence on the nurse' turnover intention. This study suggests a recommendation for a private hotel management regarding maintaining nurses turn over intention by examining the role of supervisor support, occupation stress, and anticipating work-family conflict.*

Keywords: *supervisory support, occupational stress, work-family conflict, turnover intention*

BACKGROUND

Turnover among nurses is a significant issue for hospitals due to its substantial impact on healthcare service quality, operational efficiency, and hospital costs. When a nurse leaves their job, the hospital must incur costs for recruiting and training a new nurse. Additionally, high turnover rates can disrupt services, lower staff morale, and increase the workload for remaining nurses (Yildiz et al., 2021). This not only affects the quality of care provided to patients but also can harm the hospital's reputation. Therefore, understanding and reducing nurse turnover is a top priority for hospital management to ensure operational stability and continuity.

The phenomenon of high nurse turnover intention in private hospitals is particularly noteworthy because this sector often faces greater challenges in retaining staff compared to government hospitals (Özkan, 2022). Private hospitals often operate in a highly competitive environment and may not be able to offer the same level of compensation and benefits as government hospitals. Furthermore, high work pressure, lack of support from supervisors, and conflicts between work and family life are often more pronounced in private hospital settings (Rindu et al., 2022). As a result, nurses in private hospitals may be more susceptible to work-related stress and the desire to seek employment elsewhere that offers better working conditions.

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This study aims to investigate the effects of supervisor support, occupational stress, and work- family conflict on nurse turnover intention. Although there are many studies on factors influencing turnover in various professions, research specifically examining the interaction between supervisor support, occupational stress, and work-family conflict in the context of nurses, especially focused on private hospital is limited. By understanding how these factors interact and contribute to turnover intention, this study hopes to provide new insights that are useful for hospital management in designing effective strategies to improve nurse retention. Additionally, this study is expected to fill the gap in academic literature on factors influencing nurse turnover intention, particularly in the context of private hospitals.

This study has significant theoretical and practical contributions. From a theoretical perspective, it expands our understanding of the relationship between supervisor support, occupational stress, and work-family conflict in the context of nurse turnover intention, particularly in private hospitals. This study also fills the gap in the limited literature on the interaction between the three variables in the context of nursing. From a practical perspective, the study's findings can be used by hospital management to design more effective strategies and policies to support nurses, reduce occupational stress, and help nurses balance work and family demands. By doing so, hospitals can improve nurse retention, which ultimately will have a positive impact on healthcare service quality and operational efficiency.

LITERATUR REVIEW

Supervisory Support and Turnover Over Intention

Supervisor support plays a crucial role in influencing turnover intention among nurses. Research suggests that high levels of social support from supervisors and colleagues are associated with lower turnover intention. This relationship can be explained by the process of stress reduction, which is particularly important in high-stress environments like healthcare where burnout and turnover are common. Studies have consistently shown that supervisor support is a significant factor in determining nurses' job satisfaction and turnover intentions (Zhang et al., 2022). For instance, a study found that supervisor support weakened the relationship between job dissatisfaction and turnover intentions, indicating that when supervisors provide adequate support, nurses are less likely to leave their jobs. Another study highlighted the moderating role of supervisor support in the relationship between care adequacy, job satisfaction, and turnover intention, emphasizing the importance of supervisors in promoting effective work environments and reducing turnover (Matande et al., 2022). Furthermore, the impact of supervisor support on turnover intention is not limited to the direct effects on job satisfaction. Supervisor support can also influence turnover intention indirectly

by reducing work-related anxiety. Research has shown that supervisor support can mitigate the negative effects of workplace-generated anxiety on job satisfaction and turnover intentions (Falatah et al., 2021). In summary, supervisor support is a critical factor in determining nurses' turnover intentions. By providing adequate support, supervisors can help reduce stress, improve job satisfaction, and ultimately retain nurses in their roles. This study proposes hypothesis:

H1: Supervisory support has a negative effect on turnover over intention.

Occupational Stress and Turnover Over Intention

Occupational stress is a significant concern for both employees and employers due to its impact on employees' emotional well-being, physical health, and job performance (Palanci et al, 2020). It is a chronic condition that arises from the perception that work demands exceed one's abilities and resources to manage them effectively. This stress can be managed by understanding the causes of occupational stress and taking steps to mitigate them. Occupational stress can be caused by various factors, including poor management practices, job content and demands, lack of support or autonomy, and more (Labrague et al., (2020). The relationship between occupational stress and turnover intention is complex and influenced by various factors. For example, studies have found that nurses who experience higher levels of occupational stress are more likely to feel dissatisfied with their jobs, which can contribute to their intention to leave (Salama et al., 2022). Additionally, the lack of support from supervisors and management, inadequate pay, and excessive workload can all contribute to higher levels of occupational stress, which in turn can increase turnover intentions (Ekingen et al., 2023). In the context of nursing, occupational stress can be particularly challenging due to the high demands of the job, including long shifts, heavy workload, and the emotional toll of dealing with patients' illnesses and suffering (Dewi et al., 2020). When nurses are unable to manage these demands effectively, they may experience burnout, which can lead to turnover intentions. Thus, this research proposes hypothesis:

H2: Occupational stress has a positive effect on turnover over intention.

Work-Family Conflict and Turnover Over Intention

Work-family conflict refers to the tension that arises when the demands of work and family roles are not in balance, leading to stress and negative outcomes for both personal and professional life (Gull et al., 2023). Work-to-family conflict occurs when work demands interfere with family responsibilities, such as when work schedules or deadlines conflict with family events or activities. This type of conflict can lead to feelings of guilt, anxiety, and stress, as individuals struggle to balance their work and family obligations (Kengatharan &

Kunatilakam, 2020). Studies have demonstrated that work-family conflict is positively correlated with turnover intentions. For instance, a study found that work-family conflict had a significant positive effect on turnover intention, with a standardized value of 47%. Another study showed that all forms of work-family conflict (time-based, strain-based, and behavior-based) had a significant effect on turnover intentions (Tutan & Kökalan, 2024)

The consequences of work-family conflict on employee productivity are significant and far-reaching. Research has consistently shown that work-family conflict negatively impacts employee productivity, leading to decreased job satisfaction, increased turnover intentions, and reduced overall performance (Abdou et al., 2022; Yildiz et al., 2021). Work-family conflict can lead to decreased job satisfaction as employees struggle to balance their work and family responsibilities. This can result in feelings of burnout, stress, and frustration, ultimately affecting their overall job satisfaction. Work-family conflict can also increase turnover intentions among employees (Kim, & Kim, E. G, 2021). When employees feel overwhelmed by the demands of work and family, they may seek alternative employment that better supports their work-life balance, leading to increased turnover rates. This research proposes hypothesis: H3: Work-family conflict has a positive effect on turnover over intention.

METHODHOLOGY

This study aimed to investigate the impact of supervisor support, occupational stress, and work-family conflict on nurse turnover intention. This research used quantitative approach to investigate the empirical research model. The data was collected through a survey using questionnaires that had been tested for validity and reliability, and distributed to 240 nurses working in a private hospital in Tangerang from March to April 2023. Convenience sampling was used to select the sample, where nurses who were willing and easily accessible became respondents in this study. This technique was chosen to facilitate data collection within a limited timeframe. The collected data was analyzed using multiple linear regression with the help of SPSS software to test the impact of independent variables (supervisor support, occupational stress, and work-family conflict) on the dependent variable (turnover intention). All the instrument measured using Likert scale 1-5, from “strongly agree” until “strongly disagree”.

RESULT

Validity and Reliability Test

Before conducting regression analysis, the questionnaire used in this study has been tested for validity and reliability. The validity test ensures that each item in the questionnaire

accurately measures the intended variable. The results show that all items have significant item-total correlations, indicating that all items are valid. The reliability test uses Cronbach's Alpha coefficient, which shows values above 0.7 for all variables, indicating that the questionnaire is consistent and reliable (Sitoayu et al., 2020).

Multiple Linear Regression Analysis

In this study, classical assumptions were tested in the order of normality, multicollinearity, and heteroskedasticity. Normality testing was conducted to ensure that the residuals of the regression model are normally distributed. The results using the Kolmogorov-Smirnov test show a p-value greater than 0.05, indicating that the residuals are normally distributed. Multicollinearity testing was conducted to ensure that there are no high correlations between independent variables. The results show that the Variance Inflation Factor (VIF) for all independent variables is below 10 and the Tolerance is above 0.1, indicating no multicollinearity issues. Heteroskedasticity testing was conducted to ensure that the variance of residuals is constant across different levels of independent variables. The results using the Glejser test show p-values greater than 0.05 for all independent variables, indicating no heteroskedasticity. Autocorrelation testing was conducted to ensure that residuals from the regression model do not correlate with each other. The results using the Durbin- Watson test show a value close to 2, indicating no autocorrelation.

Table 1. Assessment of coefficient of determination R-squared

| Model Summary ^b | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .693 ^a | .450 | .443 | 1.384 |
| a. Predictors: (Constant), Supervisory Support, Occupational Stress, Work_Fam Con flict | | | | |
| b. Dependent Variable: TurnoverIntention | | | | |

Table 2. Multiple Regression Analysis Result

| Coefficients ^a | | | | | | |
|--|---------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .113 | 2.449 | | .046 | .963 |
| | Supervisory Support | -.351 | .105 | .248 | -3.33 | .000 |
| | Occupational Stress | .452 | .189 | .256 | -2.38 | .018 |
| | Work_Fam Con flict | .311 | .137 | .578 | 2.26 | .024 |
| a. Dependent Variable: TurnoverIntention | | | | | | |

The results of multiple linear regression analysis show that supervisor support, occupational stress, and work-family conflict significantly influence the intention to turnover among nurses. Tabel 3 showed that supervisor support indicates a significant negative effect on intention to turnover ($\beta = -0.351$, $p < 0.01$), meaning that higher supervisor support is associated with lower intention to turnover. Occupational stress has a significant positive effect on intention to turnover ($\beta = 0.425$, $p < 0.05$), indicating that higher occupational stress is associated with higher intention to turnover. Work- family conflict also has a significant

positive effect on intention to turnover ($\beta = 0.311$ $p < 0.05$), indicating that higher work-family conflict is associated with higher intention to turnover. The overall regression model is significant ($F = 25.62$, $p < 0.05$) and explains about 45% of the variability in intention to turnover among nurses ($R^2 = 0.45$).

DISCUSSION

The findings of this study provide valuable insights into the factors influencing the intention to turnover among nurses. The results indicate that supervisor support, occupational stress, and work-family conflict are significant predictors of turnover intention, which is consistent with previous research in the field. The negative relationship between supervisor support and intention to turnover is a crucial finding. This means that the higher the support given by supervisors, the lower the intention to turnover among nurses. This suggests that effective supervision and support from superiors can play a significant role in reducing turnover intentions among nurses. This is particularly important in the nursing profession, where high-quality care and patient outcomes rely heavily on the dedication and commitment of nursing staff. By fostering a supportive work environment, organizations can promote job satisfaction and retention among nurses, ultimately leading to better patient care and outcomes.

Occupational stress displays a positive influence on intention to turnover. This means that the higher the level of occupational stress experienced by nurses, the higher their intention to leave their job. Excessive occupational stress can lead to burnout, which is a significant predictor of turnover intention. Organizations should prioritize stress management strategies, such as providing resources for stress reduction and promoting a healthy work-life balance, to mitigate the negative effects of stress on nurse retention. This is consistent with previous research that highlights the negative impact of stress on job satisfaction and retention.

The positive work-family conflict also has a positive influence on intention to turnover. This means that the higher the conflict between work demands and family responsibilities, the higher the intention to leave the job. Work-family conflict can increase stress and dissatisfaction, ultimately leading nurses to seek jobs that offer a better balance between work and personal life. Hospital management should consider policies that support work-life balance to help reduce turnover intentions among nurses. This highlights the need for organizations to address the work-life balance of their nursing staff. Nurses often face conflicting demands between their work and personal responsibilities, which can lead to feelings of guilt, anxiety, and burnout. By providing flexible scheduling, telecommuting options, and other work-life balance initiatives, organizations can help nurses manage their work and personal responsibilities more effectively, reducing the likelihood of turnover.

The findings of this study have significant implications for practice. Organizations should prioritize the development of supportive work environments, stress management strategies, and work-life balance initiatives to reduce turnover intentions among nurses. This can be achieved through various means, such as: Providing training for supervisors on effective communication and support strategies, Implementing stress management programs, such as mindfulness training and employee assistance programs. Management also suggested to offer flexible scheduling and telecommuting options to promote work-life balance.

LIMITATIONS AND FUTURE DIRECTIONS

While this study provides valuable insights into the factors influencing turnover intention among nurses, it is not without limitations. Future studies should consider the impact of other factors, such as job satisfaction, organizational commitment, and leadership style, on turnover intention. Additionally, the study's findings should be replicated in different cultural and organizational contexts to ensure generalizability beyond the private hospital. In conclusion, the study highlights the importance of considering multiple factors in understanding the intention to turnover among nurses. By addressing supervisor support, occupational stress, and work-family conflict, organizations can promote job satisfaction and retention among nurses, ultimately leading to better patient care and outcomes.

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