



Turnover Intention Among Nurses and Its Implications for Retention Strategies in Human Resource Management at Hospital X, Tangerang

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Article Info	ABSTRACT
<p>Corresponding Author: Name of Corresponding : Muhammad Iqbal E-mail: iqbal.balbo82@gmail.com</p>	<p>Turnover intention among nurses has become a serious challenge for healthcare institutions. This phenomenon is influenced by various internal and external factors. It is essential for hospital management to understand the extent to which nurses intend to remain in their positions, as high turnover rates can negatively impact the quality of healthcare services and organizational stability. This study aims to identify the level of turnover intention among nurses at Hospital X in Tangerang using Mobley's Turnover Intention Questionnaire, which consists of 10 Likert-scale items. The research adopts a descriptive quantitative approach with a univariate analysis. The population comprises 20 nurses who voluntarily participated in the study, and the sample includes the entire population. The findings reveal that 4 respondents (20%) have a low intention to leave their jobs, 13 respondents (65%) show a moderate level of turnover intention, and 3 respondents (15%) have a high intention to resign. These results suggest that HR management must take proactive measures to prevent these intentions from translating into actual resignations. Although a moderate level of turnover intention does not necessarily indicate a critical condition, it serves as an important signal of underlying dissatisfaction or discomfort in the work environment, which must be addressed through strategic interventions.</p> <p>Keywords: Turnover Intention, Job Satisfaction, Work Stress, Employee Retention</p>

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INTRODUCTION

Turnover intention, or the intention to leave one's job, is a common phenomenon among nurses. This intention is generally driven by a variety of internal and external factors. According to Robbins and Judge (2015), turnover intention refers to an individual's tendency to voluntarily leave their job in the near future. In healthcare institutions, nurses are particularly prone to turnover intention due to heavy workloads and work environments that demand both physical and mental endurance. Chronic physical and mental fatigue often leads to sustained stress, which ultimately triggers the desire to leave the job. As stated by Mobley et

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al. (1979), turnover intention is the tendency or intention of employees to voluntarily leave their job and seek employment elsewhere.

Mangkunegara (2005) argues that turnover intention is an indicator of low job satisfaction and employee engagement with the organization. Limited career development opportunities, unsupportive work environments, and lack of recognition from management are among the key factors contributing to nurses' desire to change workplaces. Suharti and Suliyanto (2012) found that gender significantly affects turnover intention, with women being more likely to leave their jobs—especially when work is inflexible and does not accommodate their dual roles. Similarly, Pertiwi and Harahap (2019) reported that length of service has a significant relationship with turnover intention. Mobley et al. (1992) emphasized that longer tenure tends to strengthen employee attachment to the organization. Moreover, Price (2001) found that marital status is negatively correlated with turnover intention, indicating that married employees are less likely to consider leaving their jobs.

To effectively identify the extent to which a nurse intends to leave their job, it is essential to measure their turnover intention. The Mobley's Turnover Intention Questionnaire, developed by William H. Mobley in 1977, is widely used to assess this intention. It focuses on the psychological aspect of intention—a critical stage before actual turnover occurs. By understanding turnover intention, organizations can develop preventive strategies to retain employees. Although the instrument primarily measures intent, it is often complemented by other tools that assess contributing factors such as work stress, job satisfaction, and organizational support.

Several related studies have applied Mobley's Turnover Intention Questionnaire. For example, Supriyadi (2025) used a descriptive correlational design and found that turnover intention was linked to work motivation, job stress, satisfaction, and workload. Another study by Wuryaningsih (2022) confirmed a significant relationship between work motivation and turnover intention among nurses at a hospital in Yogyakarta, with higher motivation levels associated with lower intention to resign.

Measurement data gathered using Mobley's Turnover Intention Questionnaire can serve as a foundation for developing nurse retention policies. This enables hospitals to design more targeted interventions to prevent operational disruptions caused by nursing shortages. In light of the above phenomena, this study was conducted to examine the level of turnover intention among nurses and its implications for retention strategies in human resource management at Hospital X in Tangerang.

METHODS

This study aims to identify the level of turnover intention among nurses working at Hospital X in Tangerang. Turnover intention is a critical indicator in human resource management, particularly in the healthcare sector, as a high turnover rate among nurses can significantly affect the continuity and quality of nursing care. Therefore, it is essential to assess the extent of nurses' intention to leave their jobs as a preliminary step in formulating effective retention strategies.

The research employed a quantitative approach with a cross-sectional design, where data were collected at a single point in time. The study was conducted in April 2025 and involved a total of 20 actively working nurses who voluntarily participated as respondents. Data collection was carried out using the Mobley's Turnover Intention Questionnaire, a validated instrument developed to measure employees' intention to voluntarily resign. The

questionnaire consists of 10 items rated on a 5-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

The results from the questionnaire were classified into three categories to interpret the level of turnover intention among the respondents. A score range of 10–23 is categorized as low turnover intention, 24–36 as moderate turnover intention, and 37–50 as high turnover intention. This classification serves to facilitate risk analysis and provide a foundation for managerial recommendations to retain qualified and experienced nursing staff.

RESULTS AND DISCUSSION

Table 1. Characteristics of Nurse Respondents at Hospital X, Tangerang Based on Gender, Marital Status, Age, and Work Tenure.

Variable	Total	Percentage (%)
Gender		
Male	7	35%
Female	13	65%
Marital Status		
Married	12	60%
Unmarried	8	40%
Age (Years)		
25	1	5%
26	2	10%
27	3	15%
28	2	10%
29	1	5%
30	2	10%
31	1	5%
32	1	5%
33	1	5%
34	2	10%
35	1	5%
Years of Service		
1 year	2	10%
2 years	3	15%
3 years	3	15%
4 years	5	25%
5 years	7	35%

The results of the study revealed that the highest proportion of respondents were female, totaling 13 individuals (65%). The majority of respondents were also found to be married, with 12 individuals (60%) falling into this category. In terms of age, the most common age group was 27 years old, with 3 respondents (15%). Regarding length of service, the highest proportion was found in the group with a work tenure of 5 years, comprising 7 respondents (35%).

Table 2. Turnover Intention Levels of Nurses at Hospital X in Tangerang

Turnover Intention Level	Frequency	Percentage (%)
Low	4	20%
Moderate	13	65%
High	3	15%

Based on the measurement results, it was found that the highest proportion of turnover intention levels fell into the moderate category, comprising 13 respondents (65%) (Table 2).

Table 3. Level of Turnover Intention Among Nurses at Hospital X Tangerang by Gender, Marital Status, Age, and Length of Service

Variable	Turnover Intention (Low)		Turnover Intention (Moderate)		Turnover Intention (High)	
	n	%	n	%	n	%
Gender						
Male	1	14%	5	71%	1	14%
Female	3	23%	8	62%	2	15%
Marital Status						
Married	3	25%	7	58%	2	17%
Unmarried	1	13%	6	75%	1	13%
Age (Years)						
25	0	0%	1	100%	0	0%
26	0	0%	2	100%	0	0%
27	1	33%	2	67%	0	0%
28	0	0%	1	100%	0	0%
29	0	0%	1	100%	0	0%
30	0	0%	1	50%	1	50%
31	0	0%	1	100%	0	0%
32	0	0%	0	0%	1	100%
33	0	0%	1	100%	0	0%
34	1	50%	1	50%	0	0%
35	0	0%	0	0%	1	100%
37	2	100%	0	0%	0	0%
39	0	0%	1	100%	0	0%
Years of Service						
1 Year	1	50%	0	0%	1	50%
2 Years	0	0%	2	67%	1	33%
3 Years	0	0%	3	100%	0	0%
4 Years	1	20%	3	60%	1	20%
5 Years	3	43%	4	57%	0	0%

Table 3 shows that among female respondents, the majority fell into the moderate turnover intention category, accounting for 8 individuals or 62%. Although this group does

not exhibit a high intention to leave their jobs, the moderate category still signals the presence of dissatisfaction or mismatch in the workplace, even if it has not yet reached a critical level. According to Griffeth et al. (2000), gender moderates turnover intention, particularly when organizations fail to implement flexible policies and provide support for the dual roles often held by women, thereby increasing the likelihood of turnover.

Herzberg's Two-Factor Theory (1959) also explains that women tend to experience turnover intention due to hygiene factors such as non-family-friendly work policies, lack of recognition, or unfair workload distribution. These issues lead to dissatisfaction, gradually encouraging thoughts of resignation. Women are more likely to reach the "thinking about quitting" phase when facing emotional and social stress in the workplace. A lack of organizational support for their specific needs, along with gender inequality and discriminatory work environments, can further contribute to their decision to leave.

In terms of marital status, the study found that married respondents most frequently had moderate turnover intentions, totaling 7 respondents (58%). Turnover intention among married employees may arise due to family demands. Jobs that do not support work-life balance—such as those with long, inflexible hours that interfere with family time—can trigger work-family conflict, leading to job stress and ultimately to resignation decisions (Greenhaus & Beutell, 1985). Inadequate compensation that fails to meet household financial needs and lack of salary increase opportunities also contribute to strong resignation intentions among married employees, who may seek better-paying jobs (Price, 2001). Moreover, personal factors such as a workplace location that does not support family life can also intensify the desire to resign, even among loyal employees (Tett & Meyer, 1993).

Age-wise, respondents in the 26–28 age range had the highest moderate turnover intentions, with 2 respondents at age 26 (100%), 2 at age 27 (67%), and 2 at age 28 (100%). Individuals in this age range are typically in the early to mid-career stage, where self-development and exploration of job opportunities are dominant. Psychologically, this period marks a transition between idealism and job reality. According to Super's Life-Span Development Theory (1957), individuals aged 25–30 are in the "establishment" phase, where they aim to prove their capabilities and find career alignment. Misalignment at this stage can lead to higher turnover intention. Consistent with Wuryaningsih's (2022) findings, nurses under 30 years old tend to have higher turnover intention compared to older age groups. This indicates a need for career development programs, training, and promotion opportunities to reduce resignation risks and enhance retention among younger employees.

Regarding years of service, the most frequent moderate turnover intentions were found among respondents with 5 years of tenure, totaling 4 individuals (57%). Nurses with around five years of experience are considered to have acquired sufficient skills but may lack clarity about their career future. According to Herzberg's Two-Factor Theory, the absence of motivator factors such as recognition and opportunities for growth can lead to resignation intentions. When career development, recognition, and work-life balance needs are unmet, turnover intention tends to increase. Hospital management should thus establish clear career paths, offer tiered training programs, and provide performance-based incentives as part of their retention strategies.

CONCLUSION

Based on the research findings utilizing Mobley's Turnover Intention Questionnaire administered to nurses at Hospital X in Tangerang, it was revealed that a moderate level of

turnover intention was observed predominantly among female respondents (8 respondents or 62%) and those who were married (7 respondents or 58%). Additionally, moderate turnover intention was also reported among younger age groups, specifically 100% of respondents aged 26 years (2 respondents), 67% of those aged 27 years (2 respondents), and 100% of respondents aged 28 years (2 respondents). In terms of length of service, the highest number of respondents with moderate turnover intention was recorded among those with five years of experience (4 respondents or 57%). Although the overall results indicate that turnover intention is still within the moderate category and has not reached a critical threshold, this condition should be viewed as an early warning signal indicating dissatisfaction or discomfort within the work environment among nurses. Hospital X management must not overlook this issue and should promptly implement preventive and strategic measures to mitigate the risk of this intention escalating into actual turnover behavior. The human resources department, in this context, is expected to pay close attention to both the psychological well-being and professional development of nursing staff. A comprehensive evaluation of job satisfaction levels, improvements in both financial and non-financial aspects of employee welfare, and the establishment of open communication channels between management and nursing staff are essential. Furthermore, providing continuous career development opportunities and fostering a positive, supportive, and collaborative workplace culture can enhance nurses' sense of comfort and appreciation, ultimately strengthening employee retention.

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