Nurse Turnover Intention and Demographic Profiles: Insights from a Selected Private Hospital in Manado

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ABSTRACT

Turnover intention refers to the desire or intention of an individual to leave their current workplace, often serving as an early indicator of actual turnover. This study aims to identify and analyze the demographic factors associated with turnover intention among nurses at a selected private Hospital in Manado, focusing on factors such as age, marital status, employment status, length of service, and gender. A quantitative, cross-sectional research design was employed. The sample size includes the 105 nurses currently employed at the hospital, selected through total sampling. The results of the study revealed that none of the demographic factors—age, marital status, employment status, length of service, or gender—had a statistically significant relationship with turnover intention, as indicated by $p>0.05$. Notably, the majority of nurses (61.0%) at the hospital reported no intention or desire to leave their current job. This underscores the need for hospital management to focus beyond demographic factors when addressing turnover intention among nurses. By recognizing the limited impact of age, gender, and other demographic factors, healthcare institutions can redirect efforts toward improving work environments, fostering professional development, and enhancing job satisfaction.

Keywords: *Turnover Intention, Nurse Retention, Demographic Factors, Nursing Management.*

INTRODUCTION

The nursing profession is one that involves close interpersonal relationships, where interactions and mutual influence between nurses and patients can have significant impacts on all individuals involved (Mangara et al., 2021). In this context, the phenomenon of nurse turnover in hospitals has become a critical issue. Nurse turnover is not a simple process; it requires special attention because it can be detrimental to an organization in terms of costs, resources, and the effectiveness of nursing services. From the hospital's perspective, the costs associated with recruiting and training new nurses are very high. Additionally, hospitals lose valuable resources when experienced and competent nurses leave. The loss of competent nurses is not easily remedied, given their crucial role in maintaining the quality of care (Siregar, 2015).

Turnover intention, or the intention to leave a job, is a critical issue that requires attention in healthcare institutions. An employee or nurse who seriously considers quitting their job is considered to have a turnover intention. Therefore, turnover intention is often viewed as an early indicator of an employee's decision to leave the workplace (Lukman, 2022).

A study by the American Nurses Association (ANA) in 2017 found that about 27% of nurses interviewed had the intention to leave their job. The prevalence of turnover intention also varies across different countries, such as in Belgium (9%), Finland (10%), Germany (17%), Ireland (11%), the Netherlands (5%), Norway (9%), Poland (9%), Spain (5%), Switzerland (6%), and the United Kingdom (10%) (Suyono et al., 2018). In Indonesia, several studies conducted from 2018 to 2022 revealed that around 12-76.38% of nurses had the intention to leave their profession (Baharudin et al., 2022; Dewanto & Wardhani, 2018; Suryani & Widyaningsih, 2020). Turnover is more common in private hospitals, which often have internal rules and guidelines that do not always consider the effectiveness and well-being of nurses. Furthermore, the demand for providing optimal healthcare services with high workloads exacerbates the situation (Siregar, 2015). Another study indicated that the turnover rate among nurses in private hospitals ranged from 13% to 35%, significantly higher than the normal rate of 5-10% (Manurung et al., 2020). In Surabaya, the turnover rate for nurses was recorded at 13.67%, 13.69%, and 16.91% between 2014 and 2016 (Asmara, 2017).

Previous studies have shown that the factor most contributing to turnover intention is gender, with male nurses tending to have a higher desire to change jobs. Meanwhile, age and length of service do not show a significant relationship with turnover intention (Suryani & Widyaningsih, 2020). Other research has also found that factors such as gender, marital status, and age do not significantly influence turnover intention (Amelia & Insani, 2020). A preliminary study conducted using a questionnaire at a selected private hospital in Manado revealed that out of 7 nurses surveyed, the majority often considered leaving the hospital and were willing to do so if a good opportunity arose. Among the respondents, 5 were over 30 years old, 2 were under 30, and 3 had no intention of changing jobs.

Based on the background provided, the researcher is interested in studying the factors that influence nurses' intentions to leave their workplace at a selected private hospital in Manado. By understanding these factors, it is hoped that the hospital can take strategic steps to reduce nurse turnover and improve the retention of competent nursing staff. In particular, the study seeks to answer the following key questions:

1. Is there a significant relationship between a nurse's age and their turnover intention at a selected private hospital in Manado?
2. How does marital status influence the turnover intention of nurses in this setting?
3. What is the relationship between a nurse's employment status and their likelihood of intending to leave their job?
4. Does the length of service impact the turnover intention among nurses?
5. Is there a significant difference in turnover intention between male and female nurses?

By addressing these questions, the study aims to clarify the role of demographic factors in turnover intention, contributing to the existing body of knowledge and offering practical recommendations for nurse retention strategies.

LITERATURE REVIEW

Nurse turnover intention is a critical issue in healthcare, affecting the quality of patient care and the operational efficiency of healthcare facilities. Understanding the factors influencing turnover intention, particularly demographic profiles, can help in formulating strategies to retain nursing staff. This review synthesizes findings from multiple studies to highlight the relationship between nurse turnover intention and various demographic factors.

Several studies have identified age as a significant factor influencing turnover intention. Younger nurses tend to have higher turnover intentions compared to their older counterparts. For instance, a study in rural South Africa found that younger nurses and those with higher education levels were more likely to consider leaving their jobs (Delobelle et al., 2011). Similarly, in China, nurses aged between 30 and 40 years exhibited higher turnover intentions (Tang et al., 2023). New graduate nurses, particularly those over 30, also showed higher turnover intent if they did not get their preferred ward (Beecroft et al., 2008).

Gender differences in turnover intention have been observed, with female nurses generally exhibiting higher turnover intentions than male nurses. A study in a hospital setting found that female nurses had a higher likelihood of turnover intention, especially those working in high-stress units like hemodialysis (Qowi et al., 2019). Marital status also plays a role in turnover intention. Single nurses were found to have higher turnover intentions compared to their married counterparts. For example, a multi-center study in China reported that single nurses had a higher likelihood of intending to leave their jobs (Liu et al., 2023).
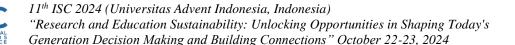
The level of education is another critical demographic factor. Nurses with higher educational qualifications tend to have higher turnover intentions. This trend was evident in studies conducted in both rural South Africa and China, where higher education levels were associated with increased turnover intent (Delobelle et al., 2011; Tang et al., 2023).
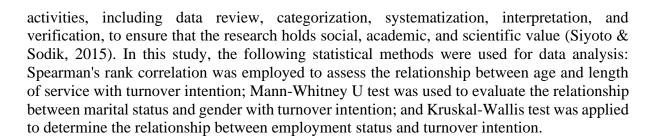
The specific work unit and professional rank of nurses can influence their turnover intentions. Nurses working in high-stress environments, such as emergency departments or hemodialysis units, are more likely to consider leaving their jobs (Qowi et al., 2019). Additionally, those with higher professional ranks or titles tend to have lower turnover intentions, as seen in studies from China (Al-Hussami et al., 2014; Chen et al., 2015; Tang et al., 2023).

METHODS

This study utilizes a quantitative research design, specifically employing a cross-sectional, correlational descriptive approach. This design allows for the simultaneous observation of the influencing variables (independent variables) and the variables being influenced (dependent variables). The primary goal of this study is to identify the factors related to nurses' turnover intention—the desire or intention to leave their job—at the selected private hospital in Manado.

Data analysis involves examining all the data from research instruments to draw conclusions that are easier to comprehend (Ramdhan, 2021). It encompasses a series of

activities, including data review, categorization, systematization, interpretation, and verification, to ensure that the research holds social, academic, and scientific value (Siyoto & Sodik, 2015). In this study, the following statistical methods were used for data analysis: Spearman's rank correlation was employed to assess the relationship between age and length of service with turnover intention; Mann-Whitney U test was used to evaluate the relationship between marital status and gender with turnover intention; and Kruskal-Wallis test was applied to determine the relationship between employment status and turnover intention.

The population for this study consists of nurses currently employed at a selected private hospital in Manado, totaling 112 nurses. However, the study successfully included 105 nurses as respondents, utilizing a total sampling technique. This method involves collecting data from the entire available population.

The instrument used in this study was a questionnaire, adapted from Alfiya (2013). The questionnaire was distributed to respondents, who were asked to answer questions regarding their turnover intention and demographic profile factors such as age, gender, marital status, employment status, and length of service. Responses in the questionnaire were categorized into four options: "Strongly Disagree" (scored 1), "Disagree" (scored 2), "Agree" (scored 3), and "Strongly Agree" (scored 4). Turnover intention was assessed by the total score: a score of less than 10 (ranging from 4-9) indicated no intention to leave, while a score greater than 10 (ranging from 10-16) indicated an intention to leave the workplace.

The questionnaire used in this study underwent a validity assessment conducted by a panel of five experts. This panel consisted of three experts in the field of management, one expert in medical-surgical nursing, and one expert in Indonesian language studies. The validity of the questionnaire was determined using the Aiken's V index, which yielded a value of 0.74. This result indicates that all questions within the questionnaire are considered valid and acceptable, falling within the medium criterion for validity. This level of validity suggests that the instrument is appropriately designed to measure the intended variables, ensuring that the data collected will be both accurate and reliable for the purposes of this study.

The researchers collected this study's data from March 2024 to April 2024. Data collection in this study involved several key steps: first, the researcher planned and outlined the mechanism for data collection. This plan was then reviewed and approved by the advisor. After receiving approval, a formal permission letter was obtained from the Dean of the Faculty of Nursing, which was then submitted to the selected private hospital in Manado to seek permission from the hospital administration. Upon receiving the hospital's approval, the researcher proceeded to meet with respondents in various care units during their work shifts. The researcher introduced themselves, explained the study's objectives, and provided detailed instructions on how to complete the questionnaire. Respondents were then asked for their consent to participate in the study. After the questionnaires were completed, the researcher expressed gratitude to the respondents for their participation. This structured and respectful approach ensured that data collection was conducted efficiently and ethically. The Faculty of Nursing Research Committee at Universitas Klabat has approved the conduct of this research, as indicated by the issuance of letter No. 248/KP-FKEP.UNKLAB/PJP/III/23.

RESULTS AND DISCUSSION

Table 1. *Demography Profiles of Staff Nurses*

Factor	Category	Frequency	%
Age	≤ 30 years old	24	22,9 %
	> 30 years old	81	77, 1 %
	Total	105	100 %
Marital Status	Single	25	23,8 %
	Married	80	76,2 %
	Total	105	100 %
Employment Status	Contract/Honorary	19	18,1%
	Permanent	49	46,7%
	Index	37	35,2%
	Total	105	100%
Years of Service	≤ 3 years	17	16,2 %
	> 3 years	88	83,8 %
	Total	105	100 %
Gender	Male	20	19,0%
	Female	85	81,0%
	Total	105	100 %

Source: Calculated by Authors

The table above illustrates the demographic profile of 105 nurses who participated in the study. Based on age, the majority of nurses are over 30 years old, with 81 nurses (77.1%) falling into this category. Regarding marital status, most nurses are married, totaling 80 individuals (76.2%), compared to 25 nurses (23.8%) who are single. In terms of employment status, the largest group consists of permanent employees, with 49 nurses (46.7%) holding this status. Additionally, the majority of nurses have a long tenure, with over 3 years of service, comprising 88 nurses (83.8%). Lastly, the gender distribution shows a predominant female representation, with 85 nurses (81.0%) being women.

This study aligns with previous research conducted by Qanitah et al., (2022), which examined respondent characteristics in relation to turnover intention based on age. The findings revealed that the majority of nurses were within the 26-45 year age range, accounting for 108 nurses (85.7%). Regarding marital status, Qanitah's study also found that most nurses were married, with 106 nurses (84.1%) falling into this category. Additionally, when considering length of service, the majority had between 3-6 years of experience, representing 71 nurses (56.3%).

Another study by Miftahul Janna and Paradilla (2023) focused on nurse characteristics based on employment status and turnover intention at Grestelina Hospital in Makassar. Their research found that the majority of nurses were permanent employees, with 131 nurses (69.7%) holding this status. Similarly, a study by Muharni and Wardhani (2020) at Santa Elizabeth Hospital in Lubu Baja Batam explored nurse characteristics based on age and gender. They found that the majority of the nursing staff were female, with 69 women (84.1%) comprising the sample.

Table 2. *Turnover Intention*

Turnover Intention	Frequency	%
Do not have intention	64	61.0
Indicate intention	41	39.0
Total	105	100

Source: Calculated by Authors

Table 2 presents an overview of the turnover intention among nurses at the selected private hospital in Manado. The statistical analysis reveals that the majority of nurses at the hospital do not have the intention to leave their job, with 64 nurses (61.0%) reporting no desire to leave, while 41 nurses (39.0%) indicated an intention to move on from their current position.

This finding contrasts with research conducted by Puspa et al. (2024), which examined the frequency of turnover intention among nurses at Azra Hospital. Their study found that a higher percentage of nurses, 57 individuals (54.3%), expressed a desire to leave their job, compared to 48 nurses (45.7%) who had no such intention. Similarly, Siregar (2015) investigated turnover intention among nurses at Rumah Sehat Terpadu Dompet Dhuafa Hospital and found that 45 nurses (53.6%) had intentions to leave their positions, while 39 nurses (46.4%) did not wish to change jobs.

These contrasting results suggest that turnover intention can vary significantly across different healthcare settings, potentially influenced by factors unique to each hospital's environment, culture, and management practices. Understanding these differences is crucial for developing targeted strategies to improve nurse retention and address the specific needs of the nursing workforce in various contexts.

Table 3. *Relationship of Staff Nurse's Age and Turnover Intention*

Age	Turnover Intention				Total		P value
	Indicate Intention		No Intention				
	n	%	n	%	n	%	
≤ 30 years old	15	14.3	9	8.6	24	22.9	
> 30 years old	49	46.7	32	30.5	81	77.2	0.705
Total	**64**	**61.0**	**41**	**39.1**	**105**	**100**	

Source: Calculated by Authors

From the table 3, it is evident that among nurses aged 30 years or younger, 15 nurses (14.3%) expressed an intention to leave their job in the hospital. In contrast, 49 nurses (46.7%) who are older than 30 years reported no intention to leave their job. Interestingly, the data suggests that a higher proportion of nurses aged over 30 years are inclined to leave the hospital compared to their younger counterparts.

The statistical analysis conducted using Spearman's rank correlation yielded a p-value of 0.705>0.05, indicating that the alternative hypothesis (Ha) is failed to reject. This result shows that there is no significant relationship between age and turnover intention.

This finding is consistent with the study by Muharni and Wardhani (2020), which also explored the relationship between age and turnover intention among nurses at Santa Elisabeth Hospital in Lubu Baja Batam. Their research found that the majority of nurses aged 25-30 years

did not have the intention to leave their job, with a statistical test yielding a p-value of 0.549, further indicating no significant relationship between age and turnover intention.

During the data collection process, several older nurses shared that they felt less inclined to change jobs as they aged, believing that the older they get, the less likely they are to leave their current position. However, the data contradicts this perception, as it reveals that older nurses, in fact, tend to have a higher intention to leave their job. This discrepancy highlights the complex nature of turnover intention and suggests that factors beyond age may play a more significant role in influencing a nurse's decision to stay or leave.

Table 4. *Staff Nurse's Marital Status and Turnover Intention*

Marital Status	Turnover Intention				Total		P value
	Indicate Intention		No Intention				
	n	%	n	%	n	%	
Single	12	11.4	13	12.4	25	23.8	
Married	29	27.6	51	48.6	80	76.2	0.452
Total	**41**	**39.0**	**64**	**61.0**	**105**	**100**	

Source: Calculated by Authors

Table 4 indicates that a higher number of married nurses, totaling 29 individuals (27.6%), have expressed an intention to leave the hospital. In contrast, among unmarried nurses, 12 individuals (11.4%) indicated a desire to leave their current position at the hospital.

The statistical analysis performed using the Mann-Whitney U test yielded a p-value of 0.452>0.05, suggesting that this research failed to reject the alternative hypothesis (Ha). This result demonstrates that there is no significant relationship between marital status and turnover intention among the nurses at the selected private hospital in Manado.

This finding contrasts with the research conducted by Puspa et al. (2024), which examined the relationship between marital status and turnover intention at Azra Hospital Bogor. In that study, 84.6% of nurses expressed an intention to leave or transfer from the hospital. The statistical test using chi-square analysis resulted in a p-value of 0.001 (<0.05), indicating a significant relationship between marital status and turnover intention.

These differing results suggest that the influence of marital status on turnover intention may vary depending on the specific context or environment of the hospital, highlighting the need for further research to explore the underlying factors that contribute to these differences.

Table 5. *Staff Nurse's Employment Status and Turnover Intention*

| Employment Status | Turnover Intention | | Total | P value |
| | Indicate Intention | No Intention | | |

	n	%	n	%	n	%	
Contract/Honorary	7	6.7	12	11.4	19	18.1	
Permanent	21	20.0	28	26.7	49	46.7	0.221
Index	13	12.4	24	22.9	37	35.3	
Total	**41**	**39.1**	**64**	**61**	**105**	**100**	

Source: Calculated by Authors

Table 5 above reveals that nurses with permanent employment status exhibit a higher intention to leave their job, with 21 nurses (20.0%) expressing a desire to depart from the selected private hospital in Manado. This is in contrast to those who do not intend to leave. Among nurses with contract or honorary status, 7 individuals (6.7%) reported an intention to leave, while 13 nurses (12.4%) with indexed status also indicated a desire to change jobs. Interestingly, the majority of those without an intention to leave are also permanent employees, totaling 28 nurses (26.7%).

The statistical analysis conducted using the Kruskal-Wallis test shows a p-value of 0.221>0.05, indicating that the alternative hypothesis (Ha) is not supported. This result suggests that there is no significant relationship between employment status and turnover intention among the nurses at selected private hospital in Manado.

This finding aligns with the study conducted by Meliani et al. (2024), which also explored the relationship between employment status and turnover intention. Their research found that 102 nurses (52.8%) with permanent status did not have a significant correlation between employment status and turnover intention, as indicated by a p-value of 0.928.

These consistent findings across different studies suggest that employment status may not be a strong predictor of turnover intention, and other factors might play a more significant role in influencing a nurse's decision to stay or leave their job.

Table 6. *Relationship of Staff Nurse's Years of Service and Turnover Intention*

	Turnover Intention						
Years of Service	**Indicate Intention**		**No Intention**		**Total**		*P value*
	n	%	n	%	n	%	
≤ 3 years	7	6.7	10	9.5	17	16.2	
> 3 years	34	32.4	54	51.4	88	83.8	0.532
Total	**41**	**39.1**	**64**	**60.9**	**105**	**100**	

Source: Calculated by Authors

According to table 6, nurses who have worked at selected private hospital in Manado for more than three years are the most likely to indicate that they intend to leave, with 34 nurses (32.4%) expressing this intention. In contrast, just seven nurses (6.7%) who had worked for fewer than three years indicated their desire to quit. It is important, although, that the majority of nurses who had worked for more than three years—54 people, or 51.4%—said they had no plans to quit.

A p-value of 0.532>0.05 was obtained from the statistical analysis using Spearman's rank correlation, showing that the alternative hypothesis (Ha) failed to be accepted. This finding indicates that among nurses at selected private hospital in Manado, there is no significant correlation between years of service and intention to leave.

This result is in line with research by Christiani and Ilyas (2018), who examined into the relationship between turnover intention and length of service. A p-value of 0.076 suggested that 53.4% of nurses with more than five years of employment did not demonstrate a significant association between duration of service and desire to leave.

These findings imply that other factors may be more important in influencing nurses' decisions to stay or leave their jobs, and that length of service may not be a major factor in determining turnover intention.

Table 7. *Staff Nurse's Gender and Turnover Intention*

| Gender | Turnover Intention | | | | | | P value |
| | Indicate Intention | | No Intention | | Total | | |
	n	%	n	%	n	%	
Male	9	8.6	11	10.5	20	19.1	
Female	32	30.5	53	50.5	85	81	0.509
Total	**41**	**39.1**	**64**	**61**	**105**	**100**	

Source: Calculated by Authors

The data clearly indicates that female nurses at the selected private hospital in Manado are more likely to consider leaving their jobs, with 32 women (30.5%) expressing an intention

to move on. In comparison, only 9 male nurses (8.6%) reported similar intentions. However, it is also worth noting that the majority of nurses who have no intention of leaving are also women, totaling 53 individuals (50.5%).

When the data was analyzed using the Mann-Whitney U test, the results showed a p-value of 0.509, which exceeds the 0.05 threshold. This finding suggests that there is no significant relationship between gender and turnover intention among the nurses at the hospital.

These results are consistent with the findings of Muharni & Wardhani (2020), who also explored the connection between gender and turnover intention. In their study, conducted at Santa Elisabeth Hospital in Lubuk Baja Batam, they found that the majority of nurses were female (34.8%), but the analysis revealed no significant relationship between gender and turnover intention, with a p-value of 1, well above the 0.05 threshold.

During the data collection process, the researcher observed that the nursing staff at the selected private hospital in Manado is predominantly female, with a noticeably smaller number of male nurses. This gender distribution may contribute to the overall dynamics observed in turnover intention, though it does not appear to be a significant factor in predicting whether a nurse will stay or leave.

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the data collected from nurses at a selected private hospital in Manado, there is no significant relationship between demographic factors and turnover intention. Specifically, age, marital status, employment status, years of service, and gender do not significantly influence a nurse's likelihood of intending to leave their job. The statistical analyses conducted, all yielded p-values greater than 0.05, indicating that these factors do not significantly predict turnover intention among the nurses in this setting. This suggests that other factors, such as organizational culture, job satisfaction, or work environment, may play a more critical role in influencing nurses' decisions to stay or leave.

Researchers faced several challenges in completing this research. Some nurses did not participate in completing the questionnaire, and others were on leave during the data collection period, which affected the overall response rate. Additionally, the research was conducted in only one private hospital, which limits the generalizability of the findings. Future research could benefit from including multiple hospitals, particularly government institutions, to provide a more comprehensive analysis.
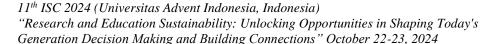
The study also had its limitations. Data collection took place during working hours, which may have influenced the responses, as nurses were balancing their duties with completing the survey. This situation may have impacted the accuracy of the data, as respondents might not have been fully engaged or candid in their responses due to time constraints or pressure from other factors. The reliability of the data could be further compromised by potential biases, such as a lack of complete honesty or openness from respondents, possibly due to concerns about confidentiality or external pressures.

For future research, it is recommended to expand the scope to include multiple hospitals, particularly public institutions, and to consider conducting data collection during non-working hours to minimize the influence of work-related distractions. Additionally, exploring other factors that might influence turnover intention, such as job satisfaction, professional development opportunities, or organizational support, could provide a more comprehensive understanding of the issue.

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