

THE RELATIONSHIP BETWEEN NURSES' JOB SATISFACTION AND TURNOVER INTENTION AT SAKINAH ISLAMIC HOSPITAL MOJOKERTO

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ABSTRACT

Turnover intention among nurses is a major challenge for hospitals because it can reduce healthcare service quality, increase the workload of remaining staff, and raise recruitment costs. Job satisfaction is considered a key factor influencing nurses' intention to leave their organization. This study aimed to examine the relationship between job satisfaction and turnover intention among nurses at Sakinah Islamic Hospital Mojokerto. A quantitative correlational study with a cross-sectional design was conducted involving 74 nurses selected through total sampling. Job satisfaction was measured using the modified Minnesota Satisfaction Questionnaire (MSQ), while turnover intention was assessed using the Turnover Intention Scale (TIS). Data were collected through self-administered online questionnaires and analyzed using descriptive statistics and the Pearson correlation test. The results showed a significant negative relationship between job satisfaction and turnover intention ($p < 0.001$). Improving salary, supervision, promotion opportunities, working conditions, and coworker support may help reduce turnover intention and enhance nurse retention in hospitals.

Keywords: *Job Satisfaction, Turnover Intention, Nurses*

INTRODUCTION

Turnover intention, defined as an employee's intention to voluntarily leave an organization, remains a major challenge in hospital human resource management. High turnover intention among nurses can negatively affect the quality and continuity of patient care, increase the workload of remaining staff, and raise recruitment and training costs for healthcare organizations. Therefore, identifying the factors associated with nurses' turnover intention is essential to improve staff retention and maintain high-quality healthcare services.

Job satisfaction has consistently been recognized as one of the most important factors influencing turnover intention. Job satisfaction refers to an individual's positive emotional response to their job and encompasses various aspects, including the nature of the work, salary, promotion opportunities, supervision, relationships with coworkers, and working conditions. Nurses who experience higher job satisfaction are generally more committed to their organization, demonstrate greater work motivation, and are less likely to seek employment elsewhere. Conversely, dissatisfaction with the work environment may increase the likelihood of leaving the organization in search of better career opportunities and improved working conditions.

Previous studies have demonstrated a significant negative relationship between job satisfaction and turnover intention. Ning et al. (2023) reported that higher job satisfaction was associated with lower turnover intention among healthcare workers. Similarly, Zhong et al. (2024) found that job satisfaction significantly reduced turnover intention among novice nurses in China. Other studies have also suggested that turnover intention is influenced by multiple factors, including workload, burnout, organizational commitment, leadership, and the work environment. These findings indicate that although job satisfaction is an important

predictor of turnover intention, its influence may vary across healthcare settings and organizational characteristics.

A preliminary assessment conducted at Sakinah Islamic Hospital Mojokerto revealed several issues related to nurses' job satisfaction. Some nurses reported long commuting distances, which contributed to fatigue, difficulties in adapting to shift schedules, and reduced rest time. In addition, several nurses expressed an interest in seeking employment closer to their residence. Hospital records also indicated that five nurses voluntarily resigned during 2025. These conditions suggest the presence of turnover intention among nurses and highlight the need for further investigation to support effective workforce retention strategies.

Although Sakinah Islamic Hospital Mojokerto has implemented various initiatives to improve nurses' welfare and job satisfaction, the relationship between job satisfaction and turnover intention has not been systematically evaluated. Understanding this relationship is important for developing evidence-based human resource policies aimed at improving nurse retention and ensuring sustainable healthcare services.

Therefore, this study aimed to examine the relationship between job satisfaction and turnover intention among nurses at Sakinah Islamic Hospital Mojokerto. The findings are expected to provide evidence that can assist hospital management in designing strategies to improve job satisfaction, reduce turnover intention, and enhance the quality of nursing services.

METHOD

This study employed a quantitative correlational design with a cross-sectional approach to examine the relationship between job satisfaction and turnover intention among nurses. The cross-sectional design enabled the researcher to collect data at a single point in time and assess the association between the independent variable (job satisfaction) and the dependent variable (turnover intention).

The study was conducted at Sakinah Islamic Hospital Mojokerto, Indonesia, from May to June 2026. The study population consisted of all registered nurses working in the inpatient units of the hospital. A total sampling technique was used, in which all nurses who met the inclusion criteria were recruited as study participants. Consequently, all 74 eligible nurses participated in the study ($n = 74$). The inclusion criteria were nurses who had worked at the hospital for at least six months, were willing to participate, and provided informed consent. Nurses who were on leave or unavailable during the data collection period were excluded from the study.

Data were collected using a structured self-administered questionnaire distributed through Google Forms. Job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) and modified by Alamanda and Kamaratih (2019). The questionnaire assessed six dimensions of job satisfaction: salary, working conditions, the work itself, coworkers, supervision, and promotion opportunities. Turnover intention was measured using the Turnover Intention Scale (TIS) based on Mobley's theory, which evaluates three dimensions: intention to quit, searching for alternative employment, and intention to leave the organization. All items were scored using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to data collection, participants received information regarding the study objectives and provided

informed consent. Confidentiality and anonymity were maintained throughout the study. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to summarize respondents' characteristics and study variables. Inferential analysis was performed using the Spearman's rank correlation test to determine the relationship between job satisfaction and turnover intention because the data were not normally distributed. Statistical significance was established at a p-value of less than 0.05 with a 95% confidence interval.

FINDING AND DISCUSSION

RESEARCH RESULT

Table 1. Demographic Characteristics of Respondents (N = 74)

	Frekuensi	Prsentase
Gender		
Male	18	24,3%
Female	56	75,4%
Age(years)		
20-25	15	20,2%
26-30	31	41,8%
31-40	25	33,7%
41-50	3	4,3%
Employment Status		
Permanet	25	33,7%
Contract	49	66,3%
Legth of Employment		
<1 year	13	17,6%
2-6 year	25	33,8%
7-11 year	15	20,3%
12-16 year	14	18,9%
>16 year	7	9,4%
Total	72	100,0%

Table 2: Cross-tabulation Distribution of the Relationship between Job Satisfaction and Turnover Intention

Job Satisfaction	Turnover Intention				Total	
	Low		High			
	n	%	n	%	n	%
Low	18	(24,3%)	11	(14,9%)	29	(39,2%)
High	11	(14,9%)	34	(45,9%)	45	(60,8%)
Total	29	(39,2%)	45	(60,8%)	74	(100%)

presents the cross-tabulation between job satisfaction and turnover intention. The largest proportion of respondents had high job satisfaction and high turnover intention

(45.9%, n = 34), whereas 24.3% (n = 18) had low job satisfaction and low turnover intention. The remaining respondents were distributed across the other categories.

Table 3. Correlation Analysis between Job Satisfaction and Turnover Intention

Variabel	correlation coefficient (r)	Sig (2-tailed)	n	Keterangan
Job Satisfction <i>Turnover intention</i>	0,054	0,645	74	Positive relationship with a very weak correlation strength

The study involved 74 nurses at Sakinah Islamic Hospital Mojokerto using a cross-sectional correlational design with total sampling. The findings indicated that most respondents had high job satisfaction and high turnover intention. Spearman correlation analysis showed no significant relationship between job satisfaction and turnover intention ($p = 0.645$; $p > 0.05$). Therefore, the study failed to support the hypothesis that job satisfaction is significantly associated with turnover intention among nurses in the study setting.

DISCUSSION

The absence of a significant relationship suggests that job satisfaction alone may not explain nurses' turnover intention at Sakinah Islamic Hospital Mojokerto. Although respondents generally reported high job satisfaction, they also demonstrated relatively high turnover intention. This indicates that nurses' intention to leave may be influenced by other organizational and personal factors beyond job satisfaction, such as workload, burnout, organizational commitment, career opportunities, work-life balance, leadership, or commuting distance. These findings differ from several previous studies reporting a negative association between job satisfaction and turnover intention, suggesting that the relationship may vary depending on organizational characteristics and workplace conditions

This study contributes to the nursing management literature by providing empirical evidence that job satisfaction was not significantly associated with turnover intention among nurses at Sakinah Islamic Hospital Mojokerto. The findings enrich the existing literature by demonstrating that turnover intention may be a multidimensional phenomenon influenced by factors other than job satisfaction. The results may serve as a reference for hospital managers and future researchers in developing more comprehensive strategies to improve nurse retention.

- The cross-sectional design cannot determine causal relationships.
- Data were collected using self-administered questionnaires, which may be subject to response bias.
- The study was conducted in a single hospital, limiting the generalizability of the findings.
- Only job satisfaction was analyzed, while other important determinants of turnover intention were not included in the model.

Future studies are recommended to:

1. Include additional variables such as workload, burnout, organizational commitment, leadership style, work environment, and work-life balance.
2. Employ longitudinal or mixed-method research designs to better understand causal relationships.
3. Expand the study to multiple hospitals with larger and more diverse samples.
4. Explore organizational interventions that may effectively reduce nurses' turnover intention and improve employee retention. These recommendations are consistent with the study's conclusion that turnover intention may be influenced by factors other than job satisfaction.

The findings imply that hospital management should not rely solely on improving job satisfaction to reduce turnover intention. Comprehensive human resource strategies are required, including workload management, strengthening organizational commitment, creating career development opportunities, improving leadership support, and maintaining a supportive work environment. Periodic evaluations of nurses' work conditions may also help identify factors contributing to turnover intention.

CONCLUSION

This study investigated the relationship between nurses' job satisfaction and turnover intention at Sakinah Islamic Hospital Mojokerto using a quantitative correlational design with a cross-sectional approach. The findings showed that the majority of respondents had high levels of job satisfaction as well as high turnover intention. Statistical analysis using the Spearman correlation test demonstrated that there was no significant relationship between job satisfaction and turnover intention ($p = 0.645$; $p > 0.05$). Therefore, the study concludes that nurses' job satisfaction was not significantly associated with their intention to leave the organization.

These findings indicate that turnover intention among nurses may be influenced by factors other than job satisfaction, such as workload, burnout, organizational commitment, work environment, leadership support, career development opportunities, and personal factors. Consequently, reducing turnover intention requires a comprehensive human resource management strategy rather than focusing solely on improving job satisfaction.

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