

TURNOVER INTENTION AMONG INPATIENT NURSES : AN ANALYSIS OF ITS RELATIONSHIP WITH CAREER DEVELOPMENT

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ABSTRACT

Turnover intention refers to nurses' voluntary intention to leave their organization, which may lead to reduced quality of healthcare services, increased workload, and higher hospital operational costs. One of the factors influencing turnover intention is career development. This study aimed to analyze the relationship between career development and turnover intention among inpatient nurses. A quantitative study with a cross-sectional design was conducted involving 92 respondents selected from a population of 120 nurses using proportional random sampling. Data were collected using the Career Growth Scale for Nurses (CGSN) and the Turnover Intention Scale (TIS) questionnaires and analyzed using Spearman's rank correlation test with a significance level of $\alpha = 0.05$. The results showed that 37 respondents (40.2%) had a moderate level of career development, while 47 respondents (51.1%) exhibited turnover intention. Spearman's rank correlation analysis revealed a significant negative correlation between career development and turnover intention ($p < 0.001$, $r = -0.728$). Better career development was associated with lower turnover intention.

Keywords: *career development; inpatient nurses; turnover intention*

INTRODUCTION

Healthcare services are a fundamental component of the national healthcare system, with hospitals responsible for delivering high-quality, safe, and patient-centered care (Ermilia, 2026). The success of a hospital in providing quality healthcare largely depends on its ability to maintain the performance and competence of its healthcare workforce, particularly nurses, who constitute the largest professional group and provide continuous, direct patient care (Christina, 2022; Indah, 2024). Therefore, nurses play a pivotal role in maintaining and improving the quality of healthcare services.

Despite their essential role, hospitals frequently encounter significant challenges in human resource management, particularly nurses' intention to voluntarily leave their organization, commonly referred to as turnover intention. Turnover intention reflects a psychological response to unfavorable working conditions and indicates instability within the healthcare workforce (Fatiyah, 2023). High turnover rates may disrupt organizational performance, reduce workforce stability, and negatively affect employees' productivity (Steffi, 2023).

In 2024, the global nursing turnover rate was reported to range from 15% to 44%, while the rate in Indonesia ranged from 13% to 35% (Aisyah & Ardan, 2024). Several hospitals have reported considerably higher turnover rates. Petrokimia Gresik Hospital reported nursing turnover rates ranging from 14% to 61% across several reporting periods (Rizqi & Amalina, 2022). Similarly, Aisyiyah General Hospital in Padang reported a nursing turnover rate of 88.42% in 2024 (Putri & Trinanda, 2025). At Anwar Medika General Hospital, the turnover rate reached 130.05% in 2024 and 16.87% in 2025. These findings indicate that nursing turnover in many hospitals substantially exceeds the

acceptable annual turnover rate of 5%–10% recommended by Gillies' nursing management theory (1994).

These findings are consistent with the preliminary study conducted on April 16, 2026, involving 11 inpatient nurses at Anwar Medika General Hospital. The results revealed a high tendency toward turnover intention. Six nurses (54.5%) expressed an intention to seek employment at other hospitals offering better financial compensation and had already begun searching for alternative job opportunities. Five nurses (45.5%) reported plans to resign in the near future, while three nurses (27.3%) demonstrated low work motivation due to discrepancies between their expectations and actual working conditions, including insufficient salary to meet daily living expenses and limited opportunities for career advancement. These findings suggest that career development remains an important issue requiring organizational attention.

Career development has been identified as one of the major determinants of turnover intention. When organizations provide clear opportunities for career advancement, nurses tend to feel valued and perceive a promising professional future, thereby reducing their intention to leave. Conversely, limited career advancement opportunities may create feelings of career stagnation, consequently increasing turnover intention (Resty, 2024).

Consistent with previous studies, career development has been reported as one of the factors most strongly associated with turnover intention (Fatiyah, 2023). Furthermore, a study conducted at Pagelaran Regional General Hospital found that 50.5% of nurses had poor career development, 37.6% had moderate career development, and only 11.9% experienced good career development (Leonardo, 2024). These findings indicate that career development remains a critical issue requiring continuous improvement.

Unclear career pathways, perceived unfairness in promotion processes, and limited access to professional development opportunities encourage nurses to consider leaving their organizations (Hons, 2023; Kallio, 2024). Inadequate competency development may also reduce the quality of nursing care because nurses have limited opportunities to update their clinical knowledge and skills in accordance with current evidence and professional standards (Nashwan, 2023). Moreover, high turnover intention may adversely affect healthcare quality, increase nurses' workload, raise hospital operational costs, and eventually result in actual turnover (Nuryana & Yuningsih, 2025).

Several strategies have been proposed to reduce turnover intention, including providing competitive compensation and incentives while strengthening career development systems through transparent career pathways, equitable promotion opportunities, continuous professional development programs, appropriate salaries, employee benefits, and performance-based rewards (Meri, 2025; Vries, 2023). Effective career development is expected to enhance nurses' motivation, organizational commitment, and loyalty (Marsha, 2024).

Based on previous findings, strengthening career development has been recognized as an effective strategy for reducing nurses' turnover intention (Agustina & Mustikawati, 2025). However, empirical evidence regarding the relationship between career development and turnover intention among inpatient nurses remains limited, particularly within the Indonesian hospital context. This study is expected to contribute empirical evidence supporting nursing management policies aimed at strengthening career development systems, improving nurse retention, and enhancing the quality of hospital

services (Marsha, 2024). Therefore, this study aimed to analyze the relationship between career development and turnover intention among inpatient nurses.

METHOD

This study employed a quantitative research design with a cross-sectional approach to examine the relationship between career development and turnover intention among inpatient nurses at Anwar Medika General Hospital, Sidoarjo Regency. The study was conducted in May 2026 after obtaining ethical approval and research permission from Universitas Bina Sehat.

The study population consisted of 120 inpatient nurses. A total of 92 respondents were selected using the Slovin formula and proportional random sampling based on predetermined inclusion and exclusion criteria. Eligible participants were inpatient nurses who voluntarily agreed to participate and provided written informed consent.

Data were collected using two validated instruments: the Career Growth Scale for Nurses (CGSN) developed by Weng & Mcelroy (2012) and adapted by Qowi (2018) to assess career development, and the Turnover Intention Scale (TIS) developed by Bothma & Roodt (2013) and adapted by Qowi (2018) to measure turnover intention. The questionnaires were administered after the researcher explained the study objectives and obtained participants' informed consent.

Data were analyzed using descriptive (univariate) statistics to summarize respondents' characteristics and the distribution of each variable. The relationship between career development and turnover intention was examined using Spearman's rank correlation test, with a significance level of 0,05.

FINDING AND DISCUSSION

RESEARCH RESULT

Respondent Characteristics

Table 1. Frequency Distribution of Respondents by Age, Gender, Educational Level, Length of Employment, and Employment Status (n = 92)

No	Characteristics	Category	Frequency (n)	Percentage (%)
1.	Age	Generation Z (20–29 years)	60	65,2%
		Generation Y (30–45 years)	26	28,3%
		Generation X (46–61 years)	6	6,5%
		Total	92	100%
.	Gender	Male	21	26,1%
		Female	71	77,2%
		Total	92	100%

3.	Educational Level	Diploma III in Nursing	24	26,1%
		Bachelor of Nursing	1	1,1%
		Professional Nurse (Ners)	67	72,8%
		Total		92
4.	Length of Employment	< 1 years	55	59,8%
		1-5 years	5	5,4%
		6-10 years	10	10,9%
		>10 years	22	23,9%
		Total		92
5.	Employment Status	Permanent	34	37%
		Contract	58	63%
	Total		92	100%

Table 1 shows that the majority of the respondents belonged to Generation Z (20–29 years), accounting for 60 respondents (65.2%). Most respondents were female (71; 77.2%), held a Professional Nurse (Ners) qualification (67; 72.8%), had worked for less than one year (55; 59.8%), and were employed under contract status (58; 63.0%).

Specific Findings

Table 2. Cross-Tabulation of Career Development and Turnover Intention Among Inpatient Nurses at Anwar Medika General Hospital, Sidoarjo Regency

Career Development	No <i>turnover intention</i>	With <i>turnover</i> <i>intention</i>	Total
	F (%)	F (%)	F (%)
Poor	2 (10%)	18 (90%)	20 (21,7%)
Moderate	9 (24,3%)	28 (75,7%)	37 (40,2%)
Good	34 (97,1%)	1 (2,9%)	35 (38%)
Total	45 (48,9%)	47 (51,1%)	92 (100%)

Table 2 shows that, among the 92 respondents, the largest proportion of nurses had a moderate level of career development, comprising 37 respondents (40.2%). Among these respondents, 28 (75.7%) exhibited turnover intention.

Table 3. Spearman's Rank Correlation Analysis of the Relationship Between Career Development and Turnover Intention

Variable	Correlation Coefficient (r)	p-value
Career Development and Turnover Intention	-0,728	0,000

Table 3 presents the results of Spearman's rank correlation analysis examining the relationship between career development and turnover intention. The analysis revealed a correlation coefficient (r) of -0.728 and a p-value of <0.001 . The negative correlation coefficient indicated an inverse relationship between career development and turnover intention, whereas the p-value indicated that the relationship was statistically significant.

DISCUSSION

1. Career Development Among Inpatient Nurses at Anwar Medika General Hospital, Sidoarjo Regency

The findings of this study showed that most inpatient nurses at Anwar Medika General Hospital, Sidoarjo Regency, had a moderate level of career development, with 37 respondents (40.2%). Based on the career development indicators, career capacity had the highest percentage (68.10%), followed by career goals (64.89%) and career opportunity (61.91%). These findings suggest that career development has been implemented relatively well, particularly in enhancing nurses' competencies, knowledge, and work experience. However, opportunities for promotion and the clarity of career pathways remain suboptimal.

These findings are consistent with those of Qowi (2018) who reported that career development is influenced by professional competence, self-development opportunities, and work experience. Similarly, Fahriza (2023) stated that effective career development enhances nurses' competence and professionalism, thereby fostering more positive perceptions of the organization. According to Weng & Mcelroy (2012) career development reflects employees' perceptions of the extent to which an organization supports the achievement of career goals, the enhancement of professional capacity, and opportunities for career advancement. This concept is further supported by Becker's Human Capital Theory (1964), which proposes that investment in education, training, work experience, and skill development enhances individual competencies and promotes career growth.

The researchers argue that the predominance of the moderate career development category indicates that the hospital has provided opportunities for nurses to improve their competencies. However, career development has remained more focused on enhancing individual capabilities than on establishing clear career pathways and providing promotion opportunities. Therefore, a more structured career development system is needed to provide nurses with greater certainty regarding their career progression.

Based on the respondents' characteristics, the moderate career development category was predominantly observed among Generation Z nurses aged 20–29 years (27 respondents; 29.3%), female nurses (24 respondents; 26.1%), nurses holding a Professional Nurse (Ners) qualification (30 respondents; 32.6%), nurses with less than

one year of work experience (26 respondents; 28.3%), contract employees (27 respondents; 29.3%), and nurses working in the Anggrek Ward, which had the highest proportion (5 respondents; 62.5%). These findings indicate that career development among nurses remains at a moderate level, particularly among those in the early stages of their careers. Therefore, greater efforts are needed to expand opportunities for competency development, establish clearer career pathways, and provide more transparent promotion opportunities.

2. Turnover Intention Among Inpatient Nurses at Anwar Medika General Hospital, Sidoarjo Regency

The findings of this study showed that the majority of the respondents exhibited turnover intention, accounting for 47 respondents (51.1%). Among the turnover intention indicators, the intention to search for another job had the highest percentage (60.43%), followed by thoughts of leaving the organization (52.83%) and the intention to leave (44.24%). These findings suggest that many nurses had begun considering alternative employment opportunities, although they had not yet made the decision to leave their organization.

These findings are consistent with those of Agusta Dian Ellina (2023) who reported that turnover intention is influenced by job satisfaction, workload, and career development opportunities. Likewise, Munda (2024) found that the work environment, organizational support, and the clarity of career development play important roles in influencing nurses' intention to change jobs. According to Mobley (1978), turnover intention is a psychological process that begins with the desire to leave an organization, followed by searching for alternative employment before ultimately deciding to resign.

The researchers argue that the high percentage of nurses expressing an intention to search for another job indicates that some nurses were still seeking employment opportunities that could offer better career development, greater job security, and more promising future career prospects. Therefore, healthcare organizations should improve job satisfaction and strengthen career development programs to reduce nurses' turnover intention.

Based on the respondents' characteristics, turnover intention was predominantly observed among Generation Z nurses aged 20–29 years (32 respondents; 34.8%), female nurses (35 respondents; 38.0%), nurses holding a Professional Nurse (Ners) qualification (33 respondents; 35.9%), nurses with less than one year of work experience (27 respondents; 29.3%), contract employees (30 respondents; 32.6%), and nurses working in the Anggrek Ward, which had the highest proportion (5 respondents; 62.5%). These findings indicate that nurses in the early stages of their careers, who have limited work experience and less secure employment status, tend to exhibit higher turnover intention. Therefore, strengthening career development initiatives and nurse retention strategies is essential to enhance organizational commitment.

3. The Relationship Between Career Development and Turnover Intention Among Inpatient Nurses at Anwar Medika General Hospital, Sidoarjo Regency

Spearman's rank correlation analysis revealed a strong and statistically significant negative relationship between career development and turnover intention ($r = -0.728$, $p < 0.001$). The cross-tabulation results showed that most nurses with poor career development exhibited turnover intention, whereas nearly all nurses with good career

development did not exhibit turnover intention. These findings indicate that the better the career development provided by the organization, the lower the nurses' intention to leave their jobs.

These findings are consistent with those of Leonardo (2024) who reported that career development had a negative effect on turnover intention. Similarly, Putri & Trinanda (2025) found that adequate career development opportunities enhance nurses' loyalty and organizational commitment, thereby reducing their intention to leave. In the present study, no findings contradicted the previous studies used as the basis for the discussion.

According to the Organizational Career Growth Theory proposed by Weng & McElroy (2012) organizations that provide opportunities to achieve career goals, enhance professional capacity, and offer promotion opportunities can strengthen employees' organizational commitment, thereby reducing turnover intention. These findings are further supported by Blau's Social Exchange Theory, which suggests that organizational support is reciprocated through employees' loyalty and commitment to the organization.

The researchers argue that the strong negative relationship identified in this study indicates that career development is a key factor in retaining nurses. Most respondents were Generation Z nurses with less than one year of work experience and contract employment status, indicating high expectations regarding competency development and career advancement. Therefore, if hospitals establish clear career development systems, provide equitable access to training opportunities, and implement transparent promotion policies, nurses' turnover intention may be minimized.

Based on the respondents' characteristics, the relationship between career development and turnover intention was predominantly observed among Generation Z nurses aged 20–29 years, female nurses, nurses holding a Professional Nurse (Ners) qualification, nurses with less than one year of work experience, contract employees, and nurses working in the Anggrek Ward, which had the highest proportional representation. Most respondents in this group had a moderate level of career development and exhibited turnover intention, suggesting that nurses in the early stages of their careers are still developing their competencies while having high expectations regarding career advancement and job security.

4. Research Implications

The findings of this study indicate that career development is associated with turnover intention. Therefore, hospitals should strengthen their career development systems by establishing clear career pathways, expanding opportunities for continuing education and professional training, implementing structured mentoring programs, and adopting transparent and objective promotion systems. These initiatives are expected to enhance nurses' competencies, job satisfaction, and organizational loyalty.

This study has several limitations. First, the cross-sectional design precludes the establishment of causal relationships between career development and turnover intention. Second, the data were collected using self-report questionnaires, which may have introduced response bias. In addition, the researchers did not re-evaluate the reliability of the research instruments before data collection.

Future studies are recommended to employ longitudinal or experimental research designs, re-evaluate the reliability of the research instruments, and incorporate additional variables, such as job satisfaction, organizational commitment, work environment, and workload. Including these variables may provide a more comprehensive understanding of the factors influencing turnover intention among nurses.

CONCLUSION

Career development was correlated with turnover intention among inpatient nurses at Anwar Medika General Hospital, Sidoarjo Regency. This negative correlation indicates that inadequate career development is associated with higher turnover intention. This finding may be explained by the demographic characteristics of the participants, who were predominantly Generation Z nurses aged 20–29 years, had less than one year of work experience, were employed on contract-based arrangements, and held a professional nursing (Ners) qualification.

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