

Causes of Nursing Turnover Intention in the Health Care Sector: A Narrative Review

Chowdhury Abdllah Al Mamun¹, Md. Kamrul Hasan², Daisy Mui Hung Kee³

¹PhD Fellow, School of Management, University of Sains Malaysia, Gelugor, Penang, Malaysia

²Associate Professor, Department of Business Administration, Faculty of Business Studies, BGMEA University of Fashion & Technology, Dhaka, Bangladesh

³Associate Professor, School of Management, University of Sains Malaysia, Gelugor, Penang, Malaysia

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ABSTRACT

Nursing turnover is one of the critical issues that fuel the contemporary challenges in the healthcare sector. This study aims to look into the determinants of nursing turnover intention, its causes, and management implications reported in previous literature. A comprehensive review has been conducted to critically analysis the relevant literature published between 2015 and 2023 in Scopus, Web of Science, APAIS-Health, and Google Scholar databases. Keyword-searching techniques are performed through electro-search terms to find out the key determinants of nursing turnover intention. The summary of the reviewed literature highlights that job stress and workload, workplace incivility, bullying & violence, and career, pay & reward are the key factors leading to high nursing turnover in the healthcare sector. The findings suggest that positive initiatives towards providing education and training for new nurses, improving workplace conditions, maintaining scheduled workload, and creating opportunities for career growth could be the sound strategies that can enhance nurses' working performance, ensure job satisfaction, and harness turnover reduction.

Keywords: Nursing turnover, Turnover intention, Healthcare sector, Career, pay, and reward, Workplace bullying and violence

INTRODUCTION

Nowadays, the demand for health care services provided by professional nurses in health care sectors is enormously increasing across the globe. However, the high rate of nursing turnover has created a continual challenge, leading to increased healthcare problems in many hospitals (Fei et al., 2023). In recent decades, nursing has been one of the occupations that has encountered substantial manpower shortages due to the high turnover rate (Sabei et al., 2020). According to the NSI (2023), the overall hospital turnover rate is 22.7%, where the registered nurses is 22.5%. Researchers conducted various studies to identify the reasons behind nursing turnover in different contexts. However, the findings of the previous research conducted to identify the causes of nursing turnover in the literature are quite inconsistent.

A number of studies (e.g., Ahn et al., 2023; Park et al., 2019) focus on low career development opportunities, less payment, and lack of reward for performance are the key factors causing nursing turnover issues while other studies claim excessive workload and job stress (Lee et al., 2020), and poor working environment (Poku et al., 2022) contributed to high nursing turnover rate in health care sector. Although several studies have been conducted addressing the causes of nursing turnover issues, the findings of these studies don't have uniformity and consistency. Therefore, these findings cannot be generalized to design and formulate a pragmatic strategy for defending the challenges of nursing turnover as well as developing this sector as a whole. Hence, it has been necessary to find out the most influencing factors causing nurses' intention to switch their jobs.

Considering the above concern into account, the current study intends to look into the key factors that cause nursing turnover issues and can significantly contribute to mitigating the issues in the healthcare sector.

To address the above issues, a narrative review has been done on 100 articles highly relevant to nursing turnover published in different reputed journals. First, a list of key factors from previous studies that might cause nursing turnover is extracted and then presented based on their rank order. The findings claim that job stress and excessive workload are the dominant factors followed by workplace incivility, bullying, and violence, and low career development opportunities, negligible pay and reward that are fueling high nursing turnover in the healthcare sector. This finding will provide precise insight for the managers and policymakers in the healthcare sector to manage nursing resources properly. It would also help to reduce nursing turnover and mitigate the shortages of nurses issues in this sector effectively and efficiently (Chen et al., 2018). Moreover, a precise finding on the nursing turnover issue would make a significant contribution to the body of knowledge in health care literature.

This is a narrative review article which is organized following a prescribed structure. Just after an incisive introduction, conceptual definitions of turnover are presented. Next, a detailed literature review is done to find the key factors affecting nursing turnover intention. Then, a summary of the methodology used in previous literature is reported. After that, a summary is prepared with the major causing factors of nursing turnover, followed by a rank order of those factors. The final section presents a concluding remark.

CONCEPTUAL DEFINITION OF TURNOVER

Since its inception, the concept of turnover has been used in various government, non-government, and private sectors. It is a commonly-used notion in the field of health care and yet it is a concept difficult to define precisely. It implies that turnover is frequently applied in the literature but the lack of a clear and confined definition regarding turnover is still evident in the literature (Halter et al., 2017). Table 01 presents the conceptual definitions of turnover developed by different researchers.

Table 01: Conceptual definitions of turnover

| Authors | Year | Definition |
|----------------|------|---|
| Halter et al. | 2017 | Turnover is defined as voluntary with retirement or involuntary, avoidable or unavoidable and interior, that is leave-taking from the current job to another profession in a different organization |
| Ngo-Henha. | 2018 | The terms turnover and turnover intention are used interchangeably to mean a set to which thinking of leaving and intention to seek for alternative profession or a plan of leaving the profession and organization |
| Chegini et al. | 2019 | Turnover has been generally expressed to mean as a way of staff moving or switching within the work setting |
| Yang & Chen | 2020 | Turnover intent is defined as the likelihood of an individual leave-taking from his or her career within a specified period of time, as observed by the individual |
| Gharbi et al. | 2022 | Most frequently, the term turnover may be defined as a conscious and deliberate desire to quit the job or leave the organization |

The above table shows the different types of definition that indicates a need to be explicit about exactly what is meant by the word 'Turnover'. Based on the above definitions, therefore, this study defines turnover as planned or intended to leave the jobs.

MATERIALS AND METHODS: KEY METHODOLOGIES USED IN PREVIOUS STUDIES ON NURSING TURNOVER

A function extracting related articles as well as reference lists from previous research, reviews, and editorials has been used during the search process. At the outset, 300 article titles and abstracts were scanned. Among

these, 100 articles from recently published journals were considered to be potentially relevant for full-text review based on the following criteria: (1) the study limited the search to articles published between 2015 and 2023; (2) language written in English; (3) population in registered or practical/enrolled or assistant nurses employed in the hospital, long term or community care areas also examined. A summary is reported in Table 02.

Table 02: A summary of methodology used in nursing turnover literature

| Author and Year | Method | Sampling Technique | Sample Size | Data Analysis |
|---------------------------|--------------|--------------------|-------------|---|
| Ahn et al. (2023) | Quantitative | Convenience | n=144 | Multivariate Analysis using SPSS software |
| Alenazy et al. (2023) | Quantitative | Stratified | n =152 | |
| Andreyeva et al. (2023) | Quantitative | Stratified | n= 7,634 | |
| Andrews et al. (2023) | Quantitative | Convenience | n=3370 | |
| Chen et al. (2023) | Quantitative | Convenience | n= 627 | |
| Ding & Wu (2023) | Quantitative | Convenience | n= 507 | |
| Ekingen et al. (2023) | Quantitative | Convenience | n=486 | |
| Fei et al. (2023) | Quantitative | Purposive | n=17582 | |
| Ren & Kim (2023) | Quantitative | Convenience | n = 506 | |
| Perkins et al. (2023) | Quantitative | Snowball | n =83 | |
| Yosep et al. (2023) | Qualitative | Purposive | n= 40 | Descriptive by Nvivo |
| Alkarabsheh et al. (2022) | Quantitative | Stratified | n =354 | SEM by AMOS |
| Al Muharraq et al. (2022) | Quantitative | Convenience | n =347 | Multivariate by SPSS |
| Cai et al. (2022) | Quantitative | Systematic | n =277 | Multivariate by Mplus |
| Faheem et al. (2022) | Quantitative | Purposive | n=318 | SEM by SPSS |
| Fei et al. (2022) | Quantitative | Convenience | n=17,582 | Multivariate by SAAS |
| Gong et al. (2022) | Quantitative | Cluster | n =315 | SEM by AMOS |
| Poku et al. (2022) | Quantitative | Convenience | n =255 | Multivariate Analysis using SPSS software |
| Sato et al. (2022) | Quantitative | Convenience | n=821 | |
| Bae et al. (2021) | Quantitative | Simple random | n =2633 | |
| Cao et al. (2021) | Quantitative | Purposive | n=12,291 | |
| Chang & Wang (2021) | Quantitative | Simple random | n=198 | |
| Cole et al. (2021) | Quantitative | Simple random | n=111 | Multivariate by R |
| Favaro et al. (2021) | Quantitative | Disproportion | n =1008 | Multivariate Analysis using SPSS software |
| Hoseini et al. (2021) | Quantitative | Simple random | n=216 | |
| Incarbone et al. (2021) | Quali&Quant | Convenience | n=133 | |
| Kim & Moon (2021) | Quantitative | Stratified | n =306 | |
| Labrague et al. (2021) | Quantitative | Stratified | N=1010 | |
| Lin et al. (2021) | Quantitative | Convenience | n=1020 | PLS-SEM |
| Nelson et al. (2021) | Quali&Quant | Purposive | n=311 | PLS-SEM |
| Yan et al. (2021) | Quantitative | Random cluster | n =1241 | SEM using AMOS |
| Wei et al. (2021) | Quantitative | Convenience | n= 490 | Multivariate Analysis using SPSS software |
| Mirzaei et al. (2021) | Quantitative | Convenience | n=479 | |
| Nashwan et al. (2021) | Quantitative | Convenience | n=512 | |
| Özkan (2021) | Quantitative | Snowball | n=230 | |
| Pien et al. (2021) | Quantitative | Convenience | n=200 | |

| | | | | |
|-------------------------------|--------------|----------------|----------|---|
| Zhang et al. (2021) | Quantitative | Proportionate | n =594 | |
| Albougami et al. (2020) | Quantitative | Convenience | n =318 | |
| Al Sabei et al. (2020) | Quantitative | Random | n =207 | Multivariate by STATA |
| Asakura et al. (2020) | Quantitative | Convenience | n=11,171 | Multivariate by SAS |
| Bautista et al. (2020) | Quantitative | Stratified | n =427 | Multivariate by Mplus |
| Boudrias et al. (2020) | Quantitative | Convenience | n =1179 | Multivariate by Mplus |
| Cziraki et al. (2020) | Quantitative | Random | n =478 | Multivariate by SEM |
| Lee et al. (2020) | Quantitative | Stratified | n =113 | Multivariate by STATA |
| Lee & Kim (2020) | Quantitative | Convenience | n =329 | Multivariate by SPSS |
| Li et al. (2020) | Quantitative | Quota sampling | n=396 | Multivariate by SEM |
| Qi et al. (2020) | Quantitative | Convenience | n=657 | Multivariate Analysis using SPSS software |
| Bordignon Monteiro (2019) | Quantitative | Probability | n =267 | |
| Chang et al. (2019) | Quantitative | Proportionate | n=524 | |
| Gebregziabher et al. (2019) | Quantitative | Systematic | n =148 | |
| Li et al. (2019) | Quantitative | Convenience | n =385 | |
| Lyu et al. (2019) | Quantitative | Convenience | n =1127 | |
| Pishgooie et al. (2019) | Quantitative | Random | n =1617 | |
| Van der Heijden et al. (2019) | Quantitative | Convenience | n=1,187 | |
| Wang et al. (2019) | Quantitative | Stratified | n =1212 | SEM using AMOS |
| Zhan et al. (2019) | Quantitative | Convenience | n =199 | Multivariate by SPSS |
| Chen et al. (2018) | Quantitative | Stratified | n =1978 | Multivariate by SPSS |
| Christopher et al. (2018) | Quantitative | Convenience | n =208 | Descriptive by SPSS |
| Munir et al. (2018) | Quantitative | Multistage | n =664 | Multivariate by SEM |
| Zhao et al. (2018) | Quantitative | Snowball | n= 1024 | Multivariate Analysis using SPSS software |
| Cho et al. (2017) | Quantitative | Random | n =231 | |
| Jeong & Kim (2017) | Quantitative | Convenience | n =214 | |
| Malik et al. (2017) | Quantitative | Snowball | n =324 | SEM using PLS-SEM |
| Yang et al. (2017) | Quantitative | Multistage | n =800 | Multivariate by SPSS |
| Dåderman Basinska (2016) | Quantitative | Stratified | n=188 | Multivariate by SPSS |
| Hatam (2016) | Quantitative | Proportional | n=400 | Multivariate/ SmartPLS |
| Han et al. (2015) | Quantitative | Convenience | n=423 | Multivariate by AMOS |
| Lavoie et al. (2016) | Quantitative | Random | n=541 | Multivariate by SPSS |
| Leone et al. (2015) | Quantitative | Stratified | n= 2235 | Multivariate by AMOS |
| Han et al. (2015) | Quantitative | Random | n=5000 | Multivariate by STATA |
| Yang et al. (2015) | Quantitative | Cluster | n=650 | Multivariate by SPSS |

A systematic process of retrieving data from reliable sources has been followed for this research. Relevant searches were performed by applying electro-search terms CINAHL, MEDLINE, Health Internetwork Access to Research Initiative (HINARI), PubMed, APAIS-Health and Google Scholar databases. Besides, this study gathered data from ISI Web of Science and Scopus which have been considered reliable sources of databases with high-quality content by scholars. These databases contain journals that are covered by almost all the top publishers (e.g. Elsevier, Emerald, Taylor and Francis, Springer, Willey, Sage, PLOS, and other reputed

journals) for providing better understandings and impending guidelines. The sample size of most of the studies was between 200 to 1000 and few studies cover a sample size between 1100 and above. To analyze the data, a large portion of studies used multivariate analysis with SPSS software while some studies also performed SEM with AMOS and PLS software.

LITERATURE REVIEW: FACTORS AFFECTING NURSING TURNOVER IN PREVIOUS STUDIES

A myriad of interrelated factors have an adverse effect on the intention of nursing turnover that negatively influences the overall healthcare sector. As evidence relating to the review of previous literature, this paper looks into the influential factors of nursing turnover. Moreover, this study has found and presented the leading influential factors and predictors based on the indication and argument of the narrative literature for future studies.

Working environment

The findings of recent studies show that nursing turnover intention is directly impacted by the condition of the working environment (Gong et al., 2022; Alenazy et al., 2023). If nurses are dissatisfied with their working environment, they are more likely to leave their positions (Sheng et al., 2023; Poku et al. (2022) revealed that nearly half of the registered nurses have expressed a desire to leave the profession due to burnout resulting from an unsafe working environment, indicating that they perceive general well-being (i.e. Quality of Work-Life) as low.

Workplace incivility, bullying, and violence

The positive association between workplace incivility and workplace bullying with nurses' turnover intention has been justified in many studies, indicating that negative behaviors can probably escalate their turnover intention (Faheem et al., 2022; Al Muharraq et al., 2022). Workplace bullying is significantly correlated with turnover intention (Kim et al., 2019; Malik et al., 2017). In contemporary research, nursing turnover has been significantly and positively correlated with workplace violence in the emergency department (Jiang et al., 2023; Zhao et al., 2018).

Table 03: Findings on the effect of Working environment, workplace incivility, bullying, and violence on Nursing turnover intention

| Authors | Context | Key Focus | Findings |
|------------------------|--------------------|---------------------|--|
| Alenazy et al. (2023) | Hospital, KSA | Working Environment | The working environment is significantly related to nurse quit |
| Sheng et al. (2023) | Hospital, China | | An unsatisfactory work environment has more inclination to leave a job |
| Faheem et al. (2022) | Pakistan, hospital | | Workplace incivility has a significant association with turnover intent |
| Gong et al. (2022) | Hospital, China | | The work environment has been affected by turnover intent via burnout |
| Poku et al. (2022) | Hospital, Ghana | | Turnover intent is considerably associated with the work environment |
| Al Sabei et al. (2020) | Hospital, Oman | | A friendly work environment is correlated with less intention intent when job satisfaction is high |
| Munir et al. (2018) | Hospital, Pakistan | | Turnover intent has been considerably impacted by the ethical climate |

| | | | |
|-----------------------------|------------------------|--------------------|---|
| Leone et al.(2015) | Hospital, Portugal | | The work environment is significantly related to turnover intent |
| Jiang et al. (2023) | Hospital, China | Workplace bullying | Nurse turnover is positively correlated with workplace violence |
| Ren & Kim (2023) | Hospital, China | | Workplace bullying has a positive relationship with turnover intent |
| Al Muharraq et al. (2022) | Hospital, Saudi Arabia | | Workplace bullying and turnover intention are significantly related |
| Ma et al. (2022) | Hospital, China | | Workplace violence has positively influenced turnover intent |
| Zhu et al. (2022) | Hospital, China | | Turnover intent has been significantly affected by workplace violence |
| Özkan (2021) | Hospital, Turki | | Workplace bullying is positively related to turnover intent |
| Li et al.(2020) | Hospital, China | | Turnover intent and workplace violence are positively correlated |
| Bordignon & Monteiro (2019) | Hospital, Brazil | | Workplace violence has a greater probability of turnover intent |
| Li et al. (2019) | Hospital, China | | Turnover intention is markedly impacted by workplace violence |
| Kim et al. (2019) | Hospital, South Korea | | Workplace bullying has a significant correlation and turnover intention |
| Zhao et al. (2018) | Hospital, China | | Turnover intent is positively associated with workplace violence |
| Malik et al. (2017) | Hospital, Pakistan | | Personal bullying is significantly related to the intention of turnover |

Career, pay, and reward

Nurse turnover can probably increase due to career barriers (perceived discrimination and lack of advancement) and basic rewards among nurses in the hospital (Chang et al., 2019; Park et al., 2019). However, a perception of the career ladder system has a positive association with increased job satisfaction and lower turnover intention (Ahn et al., 2023). As unveiled that there is a considerable correlation between financial satisfaction (i.e. low pay) and turnover intention (Yan et al., 2021; Sharma & Xu, 2022). Prior studies also found that factors such as job satisfaction and effort-reward imbalance (ERI) have a considerable impact on turnover intention (Fei et al., 2022; Kim et al., 2022).

Work-family conflict

Recent studies reported that work-family conflict has both direct and indirect impacts on turnover intent (Fei et al., 2023). Filipino nurses have experienced moderate levels of work-family conflict (WFC) which are significantly correlated with job satisfaction, work stress, and turnover intention (Cao et al., 2021; Choi, 2015; Hatam, 2016). Family work conflict has an indirect effect on nursing turnover through higher burnout levels (Van der Heijden et al., 2019).

Table 04: Findings on the effect of Career, pay, and reward, work-family conflict, role & goal perceptions on Nursing turnover intention

| Authors | Context | Key Focus | Findings |
|-------------------------------|------------------------|--|---|
| Ahn et al. (2023) | Hospital, Korea | Career, pay, and reward | The career ladder system is positively associated with lower turnover intent |
| Fei et al. (2022) | Hospital, China | | Effort-reward imbalance has a direct effect on turnover intention |
| Kim et al. (2022) | Hospital, Korea | | Effort-reward imbalance is significantly association with nursing turnover |
| Sharma & Xu (2022) | Nursing homes, USA | | Higher pay is negatively correlated with leaving intention |
| Yan et al. (2021) | Hospital, China | | Financial satisfaction and turnover intent are significantly associated |
| Albougami et al. (2020) | Hospital, Saudi Arabia | | A lower level of pay is considerably correlated with turnover |
| Chang et al. (2019) | Hospital, Taiwan | | Turnover intent is markedly affected by career barriers |
| Park et al. (2019) | Hospital, South Korea | | Pay level is significantly related to turnover intent |
| Wang et al. (2019) | Nursing homes, China | | Turnover intent is positively impacted by pay satisfaction |
| Yang et al. (2015) | Hospital, China | | Career growth is negatively associated with turnover intent |
| Fei et al. (2023) | Hospital, China | Work-family Conflict | Work-family conflict has both direct and indirect effects on turnover intent |
| Cao et al. (2021) | Hospital, China | | Turnover intention is significantly associated with work-family conflict |
| Labrague et al. (2021) | Hospital, Philippines | | Intention to leave is positively correlated with work-family conflict |
| Modaresnezhad et al. (2021) | Hospital, USA | | Work-family conflict leads to anxiety, ultimately leading to increased turnover |
| Van der Heijden et al. (2019) | Hospital, Netherlands | | Nursing turnover has been indirectly affected by work-family conflict through higher burnout levels |
| Rajkonwar & Rastogi (2018) | Hospital, Poland | | Work-family conflict is positively related to turnover intention |
| Dåderman & Basinska (2016) | Hospital, Poland | | Leaving intention has a considerable association with work-family conflict |
| Hatam (2016) | Hospital, Iran | | Work-family conflict and turnover intent are significantly correlated with work stress |
| Na & Kim (2016) | Hospital, Korea | | Turnover intent has been moderately affected by Work-family conflict |
| Choi (2015) | Hospital, Korea | Work-family conflict has a significant effect on turnover intent | |

| | | | |
|------------------------|------------------|-------------------------|--|
| Andrews et al. (2023) | Hospital, USA | Role & Goal Perceptions | Role overload is fairly likely to increase turnover intent |
| Hoseini et al. (2021) | Hospital, Iran | | Role conflict and role ambiguity are significantly associated with turnover |
| Nelson et al. (2021) | Hospital, USA | | Turnover intent is markedly affected by role conflict |
| Boudrias et al. (2020) | Hospital, Canada | | Nursing turnover has been significantly predicted by role ambiguity and demand for autonomy |
| Han et al. (2015) | Hospital, Korea | | Role conflict and role ambiguity has indirect effects on turnover intentions through burnout |

Role and goal perceptions

Role stress has a significant positive relationship with the inclination of turnover (Boudrias et al., 2020; Hoseini et al., 2021). Contrariwise, lower turnover intentions are observed among nurses with satisfactory work demands, and those who experienced less role conflict (Nelson et al., 2021). Also, due to role overload and work constraints, newly licensed nurses have more probability of turnover intention (Andrews et al., 2023). Role conflict and role ambiguity have indirect effects on turnover intention through burnout (Han et al., 2015).

Excessive workload and job stress

Employee job stress and work related anxiety havr statistically considerable direct, indirect, and total effects on nursing turnover intention (Choi et al., 2017; Han et al., 2015; Ma et al., 2021). Frequent work stress due to perceived workload (Yang et al., 2017; Holland et al., 2019), subjective workload and psychological workloads (demands) (Hwang et al., 2022; Daouda et al., 2021), longer work hours or days (Sato et al., 2022) could have an adverse effect on personal wellbeing (e.g., life satisfaction and health), thereby probably reporting higher turnover intention.

Table 05: Findings on the effect of Job stress & excessive workload and role of leadership style on Nursing turnover intention

| Authors | Context | Key Focus | Findings |
|------------------------|--------------------------------|-------------------------|--|
| Djupedal et al. (2022) | Hospital, Norway | Job stress and workload | An increase in long workdays and change in work schedule are significantly related to higher turnover intent |
| Hwang et al. (2022) | Hospital, South Korea | | Workload and psychological needs are positively associated with turnover intent |
| Sato et al. (2022) | Academic Medical Center, Japan | | Longer worker hours are determinants associated with higher turnover intent |
| Wang et al. (2022) | Hospital, China | | Job stress has a considerable impact on nursing turnover |
| Daouda et al. (2021) | Hospital, France | | Having children and being unable to skip a break due to workload are significantly correlated with higher leaving intent |
| Pien et al. (2021) | Hospital, Taiwan | | Leaving intention is impacted by psychological workloads (demands) |
| Zhang et al. (2021) | Hospital, China | | Job stress has a significant direct and indirect effect on turnover intent |

| | | | |
|-------------------------------|------------------------|--------------------------|---|
| Bautista et al.(2020) | Hospital, Philippines | | Workload and conflict are positively associated with turnover intention |
| Holland et al.(2020) | Hospital, Australia | | Perceived workload is correlated with an increase in leaving intention |
| Lee et al. (2020) | Hospital, Canada | | Higher emotional exhaustion is linked with higher turnover intent |
| Lee & Kim (2020) | Hospital, South Korea | | Stress from patients and their families have a significant impact on turnover |
| Christopher et al. (2018) | Health Care, Australia | | Work pressure has no significant correlation with turnover intention |
| Choi et al. (2017) | Hospital, Korea | | Job stress is the most influential factor associated with nurse turnover |
| Yang et al. (2017) | Hospital, China | | Nursing turnover has been greatly affected by work pressure |
| Han et al. (2015) | Hospital, South Korea | | Job stress has no positive influence on turnover intention |
| Perkins et al. (2023) | Hospital, USA | Role of Leadership Style | The perception of a leader has a lower level of turnover intent |
| Alkarabsheh et al. (2022) | Hospital, Jordan | | Transformational leadership is negatively related to turnover |
| Wibowo & Paramita (2022) | Hospital, Indonesia | | Empathetic leadership is not fairly likely to decrease turnover intention |
| Cziraki et al. (2020) | Hospital, Canada | | A leader's empowering behavior has a considerable impact on leaving intent |
| Pishgooie et al. (2019) | Hospital, Iran | | Laissez-faire leadership is positively associated with turnover intent |
| Lavoie-Tremblay et el. (2016) | Hospital, Canada | | Abusive leadership practices potentially lead to stronger quitting intention |
| Lagerlund et al. (2015) | Hospital, Sweden | | A higher likelihood of turnover has reported less favorable views of leadership |

The role of leadership style

As observed, abusive leadership practices are likely to have a higher turnover intention (Lavoie-Tremblay et al., 2016; Perkins et al., 2023). Laissez-faire leadership role is positively associated with ever-increasing turnover intent (Pishgooie et al., 2019). Moreover, transformational leadership and authentic leadership are negatively correlated to turnover intention among registered nurses in Jordanian public hospitals (Alkarabsheh et al., 2022). Finally, empathetic leadership is not fairly likely to diminish turnover intent while mindful leadership can probably lower turnover intention (Wibowo & Paramita, 2022).

Health issues

Prevailing an unhealthy lifestyle has a higher inclination of nursing turnover (Han et al., 2020). Consequence of this, shift work disorder (SWD) has multiple negative health-related effects, and leading to highly correlated with turnover intention (Jiang et al., 2023; Blytt et al., 2022). As found, there was a significant correlation between neuropsychological cluster (e.g. including, sleep disturbance, depression, and fatigue) and turnover intention (Asakura et al., 2020; Ki & Choi-Kwon, 2022; Djupedal et al., 2022).

Table 06: Findings on the effect of Health issues, patient mistreatment, and individual factors on Nursing turnover intention

| Authors | Context | Key Focus | Findings |
|---------------------------|------------------------------|----------------------|---|
| Jiang et al. (2023) | Hospital, China | Health issues | Nurse turnover is positively correlated with poor self-rated health status and night shift frequency per month |
| Blytt et al. (2022) | Hospital, Norway | | Sift work disorder is significantly linked with turnover intention |
| Ki & Choi-Kwon (2022) | Hospital, Korea | | Sleep disturbance, fatigue and depression are associated with turnover intent |
| Chang & Wang (2021) | Hospital, Taiwan | | More sleep fragmentation, poor sleep efficiency and fatigue are greatly predicted turnover intent |
| Albougami et al. (2020) | Hospital, Saudi Arabia | | Health issues are significantly correlated with turnover |
| Asakura et al. (2020) | Hospital, Japan | | Mental health is considerably linked with turnover intent |
| Han et al. (2020) | Hospital, South Korea | | The unhealthy lifestyle group has a higher leaving intention |
| Ki et al. (2020) | Hospital, South Korea | | Health problems are greatly predicted by turnover intention |
| Andreyeva et al. (2023) | Hospital, USA | Individual Factors | Gender, age and occupational tenure are correlated with turnover intent |
| Chen et al. (2023) | Hospital, China | | Turnover intent is highly influenced by age and gender |
| Zhu et al. (2022) | Hospital, China | | Age and education are significantly associated with turnover |
| Bae et al. (2021) | Hospital, Korea | | Pregnancy and childbirth have considerably increased turnover intent |
| Incarbone et al. (2021) | Hospital, Italy | | The aged 45 - 50 has a quick turnover, as opposed to above 50 |
| Kim & Moon (2021) | Hospital, Korea | | Nurses in their 20s have a higher degree of turnover intent than nurses in their 30s |
| Mirzaei et al. (2021) | Hospital, Iran | | Turnover intent is greatly affected by gender, marital status and work position |
| Wei et al. (2021) | Hospital, Korea | | Younger nurses who have higher education intend to leave |
| Chen et al. (2018) | Hospital, China | Patient mistreatment | Age, professional title, working years, employment type and education level are significantly related to the intent to leave |
| Dewanto & Wardhani (2018) | Hospital, Indonesia | | Being up to thirty years old, single, and having worked in the hospital for up to three years are considerably correlated with turnover |
| Yosep et al. (2023) | Hospital, West Java Province | | Abuse by patients causes psychological problems for nurses leaving the intention |
| Cai et al. (2022) | Hospital, China | | Stress from patient mistreatment has a significant association with nursing turnover |
| Qi et al. (2020) | Hospital, China | | Mistreatment is positively linked to turnover through emotional dissonance |

| | | | |
|----------------------|-----------------------|--|--|
| Jiang et al. (2019) | Hospital, China | | Patient-initiated violence is a considerable factor associated with quitting intention |
| Zhan et al. (2019) | Hospital, China | | Turnover intent has been positively impacted by patient violence |
| Laeque et al. (2018) | Hospital, Pakistan | | Patient violence is significantly related to turnover through occupational stress |
| Jeong & Kim (2017) | Hospital, South Korea | | Nurses are more at risk of verbal abuse by patients and relatives, leaving hospital |

Individual factors

Individual factors such as age, academic qualification, gender, marital status, working status, being childless, and work experiences are attributed to turnover intent (Chen et al., 2018; Al Mamun & Hasan, 2017). Personal reasons are generally shown for the resignation of nurses which differ from following their spouse or family, getting married, having a baby, adopting a maternity plan and continuing their education (Dewanto & Wardhani, 2018; Bae et al., 2021). Considering experience and education, less experienced nurses had a higher intention to leave, and nurses with higher education showed a low intention to leave their jobs (Kim & Moon, 2021). In terms of gender and age, turnover intentions are highly influenced by factors such as young age, and lack of interest in nursing among males in comparison with older nurses, which is due to their lower ability problem-solving and lack of work skills (Chen et al., 2023).

Patient mistreatment

Patient-initiated misbehavior and violence have led to feeling disappointed with one’s job due to morally wrong and negative word-of-mouth communication which is in turn positively associated with occupational turnover intention (Zhan et al., 2019; Jiang et al., 2019). In a contemporary study, verbal and physical abuse by patients and their relatives have led to psychological problems and consequently, they are likely to leave their jobs (Yosep et al., 2023; Jeong & Kim, 2017). When a nurse experiences more mistreatment by patients, they perceive their work to be less meaningful, which in turn lead to higher levels of career withdrawal intention (Cai et al., 2022).

Nursing empowerment

As demonstrated, nurses who are dissatisfied with their level of job autonomy have a higher probability of turnover as compared to those satisfied (Gebregziabher et al., 2020). A decrease in psychological empowerment has led to a considerably more intensified direct impact on anticipating turnover intention while nurse administrators exploit unmannerly supervision (Ren & Kim, 2023; Favaro et al., 2021).

Table 07: Findings on the effect of Empowerment, the Covid-Effect on Nursing Turnover Intention

| Authors | Context | Key Focus | Findings |
|-----------------------------|--------------------|---------------------|--|
| Ding & Wu (2023) | Hospital, China | Nursing empowerment | Psychological empowerment and turnover intent are significantly associated |
| Ren & Kim (2023) | Hospital, China | | Empowerment is positively correlated to turnover intent |
| Favaro et al. (2021) | Canada, Hospital | | Empowerment has a considerable impact on turnover intent |
| Gebregziabher et al. (2019) | Hospital, Ethiopia | | Nurses dissatisfied with their level of job autonomy are inclined to turnover intent |
| Lyu et al. (2019) | Hospital, China | | Psychological empowerment mediates the association between abusive supervision and turnover intent |

| | | | |
|---------------------------------|----------------------------------|--------------------|--|
| Han et al.(2015) | Hospital, USA | | Nurses who are planning to leave their current job has reported a lower level of autonomy |
| Ekingen et al. (2023) | Hospital, Turkey | The Covid-19 panic | Fears of COVID-19 has a direct and indirect effect on turnover through work stress |
| Schug et al. (2022) | Hospital, Germany | | Having changed work departments during the COVID-19 pandemic has significantly predicted turnover intent |
| Cole et al. (2021) | Hospital, USA | | Nurses working with patients infected with COVID-19 have a higher turnover intent |
| De los Santos & Labrague (2021) | Hospital, Philippines | | Turnover intent and higher levels of fear of COVID-19 are significantly associated |
| Lin et al. (2021) | Fujian Medical University, China | | The fear of COVID-19 has a positive correlation with turnover intent |
| Mirzaei et al. (2021) | Hospital, Iran | | Turnover intent is greatly predicted by job stress during the COVID-19 outbreak |
| Nashwan et al. (2021) | Hospital, Qatar | | Fear of COVID-19 is linked to a higher level of turnover intention |

The Covid-19 panic

The fear of getting affected by COVID-19 is linked to nurses' stress at work and can probably have an impact on their decision to leave their positions (De los Santos & Labrague, 2021). Similarly, fear of COVID-19 has not only a direct effect on organizational and professional turnover intent but also has an indirect effect on it through increased work stress (Ekingen et al., 2023). Nurses have a considerably higher level of turnover intent during COVID-19 in comparison with before COVID-19 (Nashwan et al., 2021; Schug et al., 2022).

RESULTS AND DISCUSSIONS: A SUMMARY OF THE FINDINGS

After thoroughly reviewing the relevant literature, it is found that a significant number of factors are associated with the nursing turnover intention in the healthcare sector. This study has made a summary of the findings of previous studies addressing the nursing turnover issues to find out the driving forces causing nursing turnover intention. The summary report is presented in table 7.

Table 08: Summary of the findings of previous studies on nursing turnover intention

| Authors | Work environment | Workplace incivility, bullying and violence | Career, pay and reward | Work-family conflict | The Covid-19 panic | Role Perceptions | Health issues | Job stress and workload | Individual factors | Leadership style | Patient mistreatment | Nursing empowerment |
|-------------------------|------------------|---|------------------------|----------------------|--------------------|------------------|---------------|-------------------------|--------------------|------------------|----------------------|---------------------|
| Ahn et al. (2023) | | | ✓ | | | | | | | | | |
| Alenazy et al. (2023) | ✓ | | | | | | | | | | | |
| Andreyeva et al. (2023) | | | | | | | | | ✓ | | | |
| Andrews et al. (2023) | | | | | | ✓ | | | | | | |
| Chen et al. (2023) | | | | | | | | | ✓ | | | |

| | | | | | | | | | | | | |
|-------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|
| Mirzaei et al. (2021) | | | | | ✓ | | | | ✓ | | | |
| Nashwan et al. (2021) | | | | | ✓ | | | | | | | |
| Nelson et al. (2021) | | | | | | ✓ | | | | | | |
| Modaresnezhad et al.(2021) | | | | ✓ | | | | | | | | |
| Özkan (2021) | | ✓ | | | | | | | | | | |
| Pien et al. (2021) | | | | | | | | ✓ | | | | |
| Yan et al. (2021) | | | ✓ | | | | | | | | | |
| Wei et al. (2021) | | | | | | | | | ✓ | | | |
| Zhang et al. (2021) | | | | | | | | ✓ | | | | |
| Albougami et al. (2020) | | | ✓ | | | | ✓ | | | | | |
| Al Sabei et al. (2020) | ✓ | | | | | | | | | | | |
| Asakura et al. (2020) | | | | | | | ✓ | | | | | |
| Bautista et al. (2020) | | | | | | | | ✓ | | | | |
| Boudrias et al. (2020) | | | | | | ✓ | | | | | | |
| Cziraki et al. (2020) | | | | | | | | | | ✓ | | |
| Han et al. (2020) | | | | | | | ✓ | | | | | |
| Holland et al. (2020) | | | | | | | | ✓ | | | | |
| Ki et al. (2020) | | | | | | | ✓ | | | | | |
| Lee et al. (2020) | | | | | | | | ✓ | | | | |
| Lee & Kim (2020) | | | | | | | | ✓ | | | | |
| Li et al. (2020) | | ✓ | | | | | | | | | | |
| Qi et al.(2020) | | | | | | | | | | | ✓ | |
| Bordignon & Monteiro (2019) | | ✓ | | | | | | | | | | |
| Chang et al. (2019) | | | ✓ | | | | | | | | | |
| Gebregziabher et al. (2019) | | | | | | | | | | | | ✓ |
| Jiang et al. (2019) | | | | | | | | | | | ✓ | |
| Kim et al. (2019) | | ✓ | | | | | | | | | | |
| Li et al. (2019) | | ✓ | | | | | | | | | | |
| Lyu et al. (2019) | | | | | | | | | | | | ✓ |
| Park et al. (2019) | | | ✓ | | | | | | | | | |
| Pishgooie et al. (2019) | | | | | | | | | | ✓ | | |
| Van der Heijden et al. (2019) | | | | ✓ | | | | | | | | |
| Wang et al. (2019) | | | ✓ | | | | | | | | | |
| Zhan et al. (2019) | | | | | | | | | | | ✓ | |
| Chen et al. (2018) | | | | | | | | | ✓ | | | |
| Christopher et al. (2018) | | | | | | | | ✓ | | | | |
| Dewanto & Wardhani (2018) | | | | | | | | | ✓ | | | |
| Laeque et al. (2018) | | | | | | | | | | | ✓ | |
| Munir et al. (2018) | ✓ | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Rajkonwar & Rastogi (2018) | | | | ✓ | | | | | | | | | |
| Zhao et al. (2018) | | ✓ | | | | | | | | | | | |
| Choi et al. (2017) | | | | | | | | ✓ | | | | | |
| Jeong & Kim (2017) | | | | | | | | | | | | ✓ | |
| Malik et al. (2017) | | ✓ | | | | | | | | | | | |
| Yang et al. (2017) | | | | | | | | ✓ | | | | | |
| Dåderman & Basinska (2016) | | | | ✓ | | | | | | | | | |
| Hatam (2016) | | | | ✓ | | | | | | | | | |
| Lavoie-Tremblay et al. (2016) | | | | | | | | | | | ✓ | | |
| Na & Kim (2016) | | | | ✓ | | | | | | | | | |
| Han et al. (2015) | | | | | | | ✓ | | | | | | |
| Choi (2015) | | | | ✓ | | | | | | | | | |
| Han et al. (2015) | | | | | | | | ✓ | | | | | |
| Lagerlund et al. (2015) | | | | | | | | | | | ✓ | | |
| Leone et al.(2015) | ✓ | | | | | | | | | | | | |
| Han et al. (2015) | | | | | | | | | | | | | ✓ |
| Yang et al. (2015) | | | | ✓ | | | | | | | | | |
| Factor wise publications | 08 | 12 | 10 | 10 | 07 | 05 | 08 | 16 | 10 | 07 | 07 | 06 | |

It is seen from the above table that job stress and heavy workload have been reported as the leading cause of nursing turnover followed by workplace incivility, bullying and violence, career pay rewards, and work-family conflict. Contrarily, nursing empowerment and then perceived role and leadership style are found as less influencing factors causing nursing turnover intention in the healthcare sector. COVID-19 and patient mistreatment have been found less influencing factors as they have also been positioned in seven studies like leadership style.

Table 9: Rank order of the factors causing nursing turnover intention

| Key Factors | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | % of Total | Rank Order |
|--|------|------|------|------|------|------|------|------|------|------------|------------|
| Job stress and workload | - | 5 | 3 | 4 | - | 1 | 2 | - | 1 | 15.2 | 1 |
| Workplace incivility, bullying, and violence | 2 | 3 | 1 | 1 | 3 | 1 | 1 | - | - | 11.4 | 2 |
| Career, pay, and reward | 1 | 3 | 1 | 1 | 3 | - | - | - | 1 | 9.50 | 3 |
| Work-family conflict | 1 | - | 3 | - | 1 | 1 | - | 3 | 1 | 9.50 | 3 |
| Individual Factors | 2 | 1 | 5 | - | - | 2 | - | - | - | 9.50 | 3 |
| Health issues | 1 | 2 | 1 | 4 | - | - | - | - | - | 7.60 | 4 |
| Work environment | 2 | 3 | - | 1 | - | 1 | | - | 1 | 7.60 | 4 |
| Leadership style | 1 | 2 | - | 1 | 1 | - | - | 1 | 1 | 6.65 | 5 |
| The Covid-19 panic | 1 | 1 | 5 | - | - | - | - | - | - | 6.65 | 5 |
| Patient mistreatment | 1 | 1 | - | 1 | 2 | 1 | 1 | - | - | 6.65 | 5 |
| Nursing empowerment | 1 | - | 1 | - | 2 | - | - | - | 1 | 4.75 | 6 |
| Role Perceptions | 1 | - | 2 | 1 | - | - | - | - | 1 | 4.75 | 6 |

Out of 100 reviewed articles, 15.2% reported job stress and heavy workload, 11.5% reported workplace incivility, bullying, and violence, and 9.50% reported unhealthy career, pay, and reward are the major causes

of nursing turnover intention from their current profession. On the opposite, leadership style, patient misbehavior, empowerment, and perceived role and goal occupied positions between 4.75% and 6.65% of the articles. It implies that these factors are less significant contributors to nursing turnover intention cases. Besides, the Covid 19 panic also plays a vital role in nursing turnover intention although the number of research works on Covid panic in nursing turnover has just started during the COVID-19 pandemic situation.

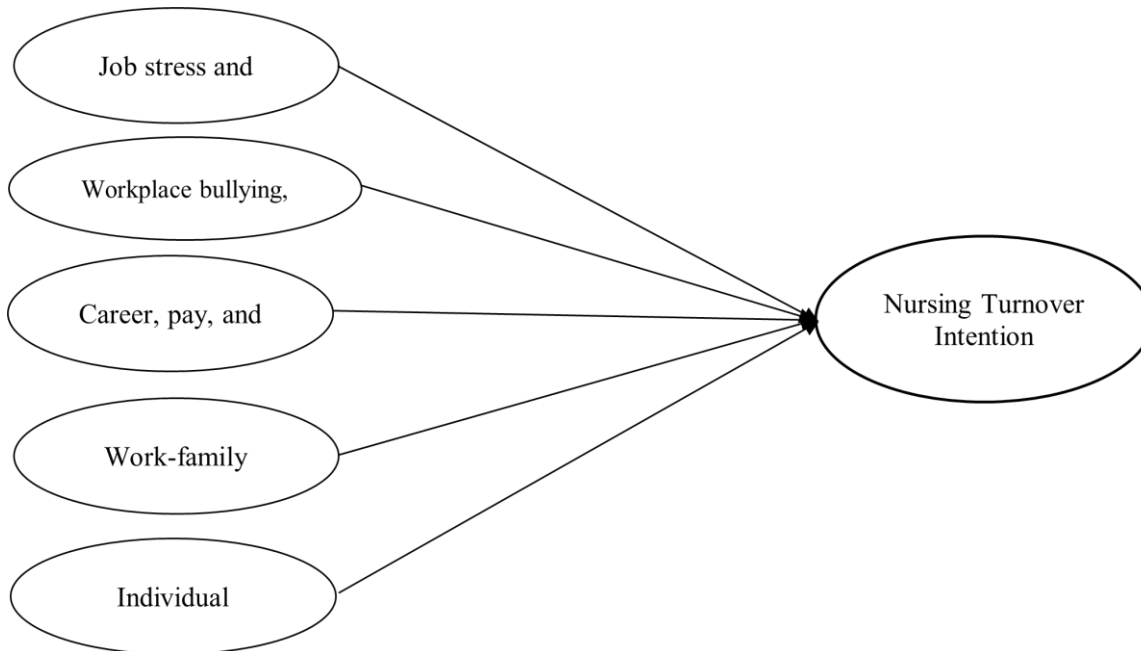


Figure 1: Proposed framework to examine nursing turnover intention using the key factors

Work-family conflict and individual factors have occupied the third largest position in the nursing turnover intention rate. It has, therefore, been observed that about nine factors have been found causing nursing turnover intention. Among them, three factors are considered to develop a framework from the top order that need special attention to mitigate the nursing turnover issues.

MANAGERIAL IMPLICATIONS

Nursing turnover is one of the critical issues that lead to increased health care problem in health care industry. This study provides a solid insight into regarding the key factors causing nursing turnover intention in the healthcare sector. To sum up, it can be said that these findings provide a more precise feed to the management body, policymakers, and other stakeholders that can help them to take pragmatic policy for reducing the nursing turnover rate in the healthcare sector. By carefully understanding the intent of nursing turnover based on the findings of this study, managers and policymakers can tailor better strategic initiatives to maximize nurse retention in the workplace.

CONCLUSION

This study revealed the different sets of influential factors associated with turnover intention among the nurses working in the healthcare sector. This research has provided further insight into the issue of nursing turnover, suggestions, and implications for nurse retention. Management should closely monitor and evaluate the reasons for nursing turnover intention in their organizations. Performance appraisal systems and flexible job opportunities also require changing the workplace culture to provide evidence that the nursing profession is not a “dead-end job”. Nurses feel empowered if they contribute to the decision-making process, ultimately resulting in delivering quality healthcare in which they are involved. Therefore, hospitals should stress the need to finance the schooling of new nurses and increase job satisfaction by improving proper staff-to-patient ratios, building flexible programming, and generating opportunities for career advancement.

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