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## **Turnover Intention of Hospital Medical Staff Worldwide: A Review**

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### **ABSTRACT**

This review's goal is to provide an overview of how organizational commitment and job satisfaction affects the turnover of nurses worldwide. A literature search was conducted using the PubMed Central database and Google searches to discover related articles concerning nurse turnover that were published after January 2018. Specific criteria was set to select whether or not to include or omit each item. On an examination of related research, inadequate organizational commitment, dissatisfied personnel, and a bad working environment are regularly observed. The goal of this review is to show how improving organizational commitment and employee happiness might lead to decreased turnover rates among nursing personnel.

**Keywords:** Medical Staff, job satisfaction, organizational commitment, turnover intention

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### **INTRODUCTION**

The nursing workforce is an essential component of healthcare delivery worldwide. With no solution in sight, the worldwide nurse crisis is causing damage and chaos at all levels of the global health system. Nursing turnover intentions leading to actual turnover have been identified as a primary driver of the global shortage (Aggrey-Bluwey *et.al.*, 2021). Even before the COVID-19 epidemic, excessive job strain was linked to nursing turnover intentions (Hammig, 2018), Turnover intention is a significant predictor of actual turnover behavior, which is one of the primary causes of the nursing staff shortage (Tolksdorf *et.al.*, 2022).

Although definitions differ, turnover intention can be defined as an employee's desire to leave their present employment within a specified time frame (Tolksdorf *et.al.*, 2022). The desire to leave an organization or profession is referred to as turnover intention. Turnover can have a wide range of consequences for the company, including decreased nurse productivity, poor nursing care, and increased expenditures (Labrague *et.al.*, 2018). The rise in healthcare demands caused by sociodemographic and epidemiological changes exacerbates the situation by increasing the demand for nurses (Buchan *et.al.*, 2021). Yet, the supply of nurses is likely to fall short of meeting these rising demands. Additionally, professional churn and intention to depart exacerbate the situation (Marques-Pinto *et.al.*, 2018). Organizational and human issues, such as organizational commitment, hostile surroundings, and bad working circumstances, all have an impact on nurse retention and quality of treatment (Burmeister *et.al.*, 2019).

The specific issue is that nurses who want to leave their post or the profession have an influence on the quality of treatment, efficiency, and workloads for the remaining staff, leading to ongoing rises in turnover (Loft & Jensen, 2020). For hospitals to retain skilled and experienced nurses in a cost-prohibitive healthcare climate, hospital executives must take action. Knowing the interrelationships between individual factors, organizational factors, environmental factors, and job satisfaction with turnover intent can help nurse administrators and hospital administrators build institute-based strategies to promote job satisfaction and so retain nurses (Wubetie *et.al.*, 2020). This review article is focusing on providing significant information to hospital leaders and nursing managers which may aid in increasing organizational commitment and satisfaction while decreasing employee turnover.

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### **METHODOLOGY**

This review begins with a search for papers which focuses on nurse turnover. Scholar, Sage, Scopus, PubMed, and ScienceDirect were used to find the articles. Keywords used to search the articles were: "medical staff, job satisfaction, organizational commitment, and turnover intention". The following inclusion criteria were employed in this review: the research article, papers in English, publications using observational or cross-sectional methods, and research articles with nursing as the study subject. Five investigators conducted independent searches and discovered relevant studies published between 2018 and the present. This review covers the period of December 2022 to February 2023. The following were the inclusion criteria: the study population included general nurses working in hospitals; the intervention entailed providing support or educational intervention to promote job satisfaction; the

control group consisted of hospital nurses who worked in the usual setting or received existing interventions in the hospital aimed at promoting their job satisfaction; and the primary outcome was job satisfaction, while the secondary outcome was skepticism. The group that comprised nurses who did not work in a hospital or whose occupations did not entail nursing, although working in a hospital, was excluded.

## RESULTS AND DISCUSSION

Organizational commitment and job satisfaction both have a big impact on how long nurses stay in the profession (Putra *et al.*, 2020). The shortage of the nursing workforce is a chronic issue that needs to be addressed effectively. The worldwide shortage of the nursing workforce is one of the obstacles to providing quality healthcare services to the population to improve health and well-being and achieve universal coverage. The inadequate supply of nurses has created many negative impacts on patient health-related outcomes, as well as challenges to fight diseases and improve health. This also causes an increased workload on nurses and later results in decreasing the quality of nursing care threaten the safety of patients and increases the workforce's mental health issues (Tamata & Mohammadnezhad, 2022). The nurses will stay when the workplace culture and conditions meet their personal and professional needs (Pressley & Garside, 2023).

**Table 1.** Summary of the papers used in the review

Title	Journal of Publication	Authors and Year of Publication	Results
Organizational Behavior and Nursing Turnover: A Systematic Review of Research Publications	International Journal of Healthcare Management	Lawrencia Aggrey-Bluwey, Raphael Nyarkotey Obu, Barbara Twum-Antwi, Fred Yao Gbagbo (2021)	The global nursing shortage is a major cause of healthcare delivery disruption, with nursing turnover intentions leading to actual turnover as a major cause.
Comparing the Impact of COVID-19 on Nurses' Turnover Intentions before and during the Pandemic in Qatar	Journal of Personalised Medicine	Abdulqadir J Nashwan, Ahmad A Abujaber, Ralph C Villar, Ananth Nazarene, Mahmood M Al-Jabry, Evangelos C Fradelos (2021)	Nurses' well-being and turnover intentions are affected by factors related to workforce planning, especially during pandemics.
Turnover intention and corona phobia among frontline nurses during the second surge of COVID-19: The mediating role of social support and coping skills (2022)	Journal of Nursing Management	Dennis C. Fronda, Leodor J. Labrague (2022)	Establishing social support and providing nurses with positive coping skills can help reduce corona phobia and turnover intention during the pandemic.
Correlates of turnover intention among nursing staff in the COVID-19 pandemic: a systematic review (2022)	BMC Nursing	Katharina Herta Tolksdorf, Ulla Tischler, Katherina Heinrichs (2022)	Organizational factors are key to identifying high-risk groups and providing interventions.
Organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management	International Journal of Nursing Sciences	Leodoro J. Labrague, Denise M. Mckenroe-Petite, Konstantinos Tsarasc, Jonas P. Cruz, Paolo C. Colet, Donna S. Gloe (2018)	The findings of this study highlight the need for interventions to promote life-long commitment and reduce turnover.
Revisiting Job Satisfaction and Intention to Stay: A Cross-Sectional Study	Nurse Media Journal of Nursing	Lester C. Sapar, Ryan Michael F.Oducado (2021)	Improving job satisfaction and salary to ensure enough female nurses.

among Hospital Nurses in the Philippines			
Relationship of Work Engagement with Nurse-work and Patient Outcomes among Nurses in Central Philippines	The National Health Science Journal	Charlie Falguera, Carmen Firmo, Janet Alexis A. De Los Santos, Leodoro Labrague, Konstantino Tsarasc (2022)	Nurses with higher dedication scores reported increased job satisfaction and quality of patient care.
Factors affecting nurses' intention to leave their current jobs in Saudi Arabia	International Journal of Health Sciences (A Scientific Publication by Qassim University).	Abdulrhman Saad Albougami, Joseph U. Almazan, Jonas P. Cruz, Nahed Alquwez, Majed Sulaiman Alamri, Cris A. Adolfo, Mark Y. Roque (2020)	Nurses with low salaries, and low average earnings are more likely to leave their jobs.
The Role of Job Satisfaction and Job Stress on Registered Nurses' Turnover Intentions Directly and Indirectly through Affective Commitment in the Healthcare Industry of Twin Cities of Pakistan	Ilkogretim Online - Elementary Education Online	Syed Haider Ali Shah, Nosheen Rafiq, Ambreen Gul, Afshan Sultana, Shahab Aziz (2021)	Top management and HR practitioners should strive to retain nurses through providing job satisfaction and reducing job satisfaction to increase affective commitment.
Organizational Commitment and Intention to Leave of Nurses in Portuguese Hospitals	International Journal of Environmental Research and Public Health	Teresa Neves, Pedro Parreira, Vito Rorigues, and Joao Graveto (2022)	Suggest evidence-based strategies to reduce the intention to leave among nurses and promote commitment and professional valorization.
Examining Organizational Commitment and Job Satisfaction As Predictors Of Turnover Intentions Among Urban Frontline Registered Nurses	Franklin University, College of Health & Public Administration	Richard Jones Jr. (2021)	Hospital leaders should develop strategies to reduce nursing shortage and turnover, reduce operational costs, and sustain patient satisfaction and quality of care.
Impact of Quality Work Life and Prosocial Motivation on the Organizational Commitment and Turnover Intent of Public Health Practitioners	Review Of Integrative Business and Economics Research	Joana Faye B. Ong, John Martin T. Tan, Rachel Faith C. Villareal, Jason L. Chiu (2019)	Quality work life and prosocial motivation can lead to lower turnover intent among professionals.
The quality of work life and turnover intentions among Malaysian nurses: the mediating role of organizational commitment	Journal of The Egyptian Public Health Association	Luma Ghazi Ibrahim Alzamel, Khatijah Lim Abdullah, Mei Chan Chong, Yan Piaw Chua (2020)	Organizational commitment reduces nurses' intention to leave teaching hospitals.

Effects of Job Satisfaction and Organizational Commitment on Nurse Retention: A Systematic Review	Indonesian Nursing Journal of Education and Clinic	Agit Pratama Putra, Kusnanto Kusnanto, Slamet Riyadi Yuwono (2020)	Job satisfaction and organizational commitment influence nurse retention; both are of concern for nurse managers to create effective nurse retention strategies.
Assessing the effects of job satisfaction, organizational commitment, and transformational leadership on turnover intention among newly recruited nurses in Chinese hospitals	International Journal of Health Sciences	Arielle Doris Kachie, Lulin Zhou (2021)	Job satisfaction and organizational commitment are important predictors of turnover intention among nurses.
The influence of professional identity, job satisfaction, and work engagement on turnover intention among township health inspectors in China	International Journal of Environmental Research and Public Health	Wenjie Zhang, Hongdao Meng, Shujuan Yang, and Danping Liu (2018)	Higher professional identity, job satisfaction, and work engagement are key to reducing turnover.
A model of nurses' intention to care of patients with COVID-19: Mediating roles of job satisfaction and organizational commitment	Journal of Clinical Nursing	Hamid Sharif Nia, <a href="#">Gökmen Arslan</a> , Navaz Naghavi, Erika Sivarajan Froelicher, Omolhoda Kaveh, Saeed Pahlevan Sharif, Pardis Rahmatpour	The study's findings highlight the significance of job happiness and organizational commitment as mechanisms for explaining the relationships between nurses' workload, supervisor quality, extra-role behaviors, and pay satisfaction.
A cross-sectional study on nurse turnover intention and influencing factors in Jiangsu Province, China	International Journal of Nursing Sciences	Hongying Chen, Guohong Li, Mengting Li, Lei Lyu, Tiantian Zhang (2018)	Effective measures should be taken to reduce turnover intention and prevent nurses from resigning.
Nurse staffing, nursing assistants and hospital mortality: Retrospective longitudinal cohort study	BMJ Quality & Safety	Peter Griffiths, Antonello Maruotti, Alejandra Recio Saucedo, Oliver C Redfern, Jane E Ball, Jim Briggs, Chiara Dall'Ora, Paul E Schmidt, Gary B Smith (2019)	Reduced nurse staffing increases the risk of death and lack of support for nursing assistants.
Assessing the presence of post-traumatic stress and turnover intention among nurses post-middle east respiratory syndrome outbreak: The importance of supervisor support	Workplace Health & Safety	Heeja Jung, Sun Young Jung, Mi Hyang Lee, Mi Sun Kim (2020)	Emergency leaders should prioritize patient care over unit-related activities.
The magnitude of turnover intention and associated factors among nurses working in emergency	BMC Nursing	Andualem Wubetie, Biniyam Taye, Biruk Girma (2020)	Effective measures should be taken to improve emergency nurse accomplishment, professional status, and career development to reduce turnover.

departments of governmental hospitals in Addis Ababa, Ethiopia: a cross-sectional institutional based study.			
The Relationship between Nurses' Job Satisfaction and Organizational Commitment	Health Science Journal	Afaf Hakami, Hessa Almutairi, Raid Al Otaibi, Turki Al Otaibi, and Abdullah Al Battal (2020)	Job satisfaction is essential for nurses to be satisfied and committed to their organization, which has a positive effect on job performance.
Nurses' job satisfaction as a mediator of the relationship between organizational commitment components and job performance	Journal of Workplace Behavioral Health	M. Sait Dinc, Cemil Kuzey, and Nejra Steta (2018)	Affective and normative commitments are found to influence job satisfaction, whereas job satisfaction has a strong effect on job performance.
Analysis of the Nurse's Turnover Intentions at Private Hospitals in Indonesia	KnE Life Sciences	Rindu, Hardisman, Sutoto, and Astrid Novita (2018)	Hospital management should prioritize improving leadership management and quality of life to improve turnover intention.
Mediating effects of nurses' personal and organizational values between organizational commitment and turnover: Cross-sectional study	PLOS ONE	Wentong Wei, Mengxin Gan, Yanhui Liu, Mengyu Yang, Jingying Liu (2021)	Personal and organizational values play an indirect role in organizational commitment and turnover intention.
Transformational leadership practices of nurse managers: the effects on the organizational commitment and job satisfaction of staff nurses	Leadership in Health Service (Bradford England)	Fatma Uslu Sahan, Fusun Terzioglu (2022)	Leadership practices by nurse managers need to be aware of the impact of TL on organizational commitment and job satisfaction, as well as how they can affect health priorities and retention.
Role of job satisfaction and work environment on the organizational commitment of nurses: a cross-sectional study	Contemporary Nurse	Seyda Seren Intepeler, Gülay Esrefgil, Fatma Yilmazmis, Nergiz Bengu, Nuray Gunes Dinc, Serap Ileri, Zerrin Ataman & Hasan Fehmi Dirik (2019)	Administrators should create techniques to improve nurse job satisfaction and work environments to address the nursing shortage.
Effect of Nurses' Grit on Nursing Job Performance and the Double Mediating Effect of Job Satisfaction and Organizational Commitment	Healthcare (Basel, Switzerland)	Hyun-Kuk Cho, Boyoung Kim (2022)	Grit, job satisfaction, and organizational commitment are all important for nursing job performance.

From Job Satisfaction to Organizational Commitment: The Mediating Influence of Perceived Treatment of Diversity among Nigeria's Public Healthcare Employees	Open Access Macedonian Journal of Medical Sciences	Anthonia Adenike Adeniji, Adewale Omotayo Osibanjo, Tunde Charles Iruonagbe, Tomike Olawande, Ayodotun Stephen Ibidunni,* and Maxwell Ayodele Olokundun (2019)	Job happiness is essential for healthcare professionals' commitment to their organization, but workforce diversity can help them transition to organizational commitment.
Organizational trust, employee commitment and job satisfaction in Turkish hospitals: implications for public policy and health	Eastern Mediterranean Health Journal	Ömer Gider, Mesut Akdere and Mehmet Top (2019)	Policymakers should consider reforms to improve the working conditions of doctors in Turkey to recruit and retain them and prevent health-care labor force losses.
The Effect of Nurse Support Programs on Job Satisfaction and Organizational Behaviors among Hospital Nurses: A Meta-Analysis	International Journal of Environmental Research and Public Health	Se Young Kim, Mi-Kyoung Cho (2022)	The program had statistically significant effects on job satisfaction and organizational behavior for hospital nurses.
The impact of organizational commitment and leadership style on job satisfaction of nurse practitioners in acute care practices	Journal of Nursing Management	Lee-Pi Lei, Kuan-Pin Lin, Sheng-Shiung Huang, Heng-Hsin Tung, Jung-Mei Tsai, Shiow-Luan Tsay (2022)	Organizational commitment and leadership approaches influence NP work satisfaction.
Does empowerment enhance nurses' organizational commitment?	Journal of Nursing Management	Chad N Loes, Mary B Tobin (2022)	Nurse administrators should use the information to reduce the flow of nurses leaving the profession due to the pandemic and retirements.
Improving nurses' organizational commitment by participating in their performance appraisal process	Journal of Nursing Management	Faribah Sepahvand, Fatemeh Mohammadipour, Soroor Parvizy, Mansoureh Zagheri Tafreshi, Victoria Skerrett, Foroozan Atashzadeh-Shoorideh (2020)	Nurse managers can enhance the assessment process to increase motivation and minimize job discontent.
The relationship between organizational commitment and work engagement among clinical nurses in China: A cross-sectional study	Journal of Nursing Management	Ping Tang, Xiangeng Zhang, Fen Feng, Junwen Li, Li Zeng, Wanqing Xie, Man Jin, Jialin Wang (2022)	Hospitals should prioritize analyzing and developing nurses' organizational commitment to improving job engagement, rest time, performance rating system, and psychological well-being.
The Relationship between Empowerment and Organizational Commitment from Nurse's Perspective in the Ministry of Health Hospitals	Healthcare (Basel, Switzerland)	Rehab Rawah, Maram Banakhar (2022)	Nursing leaders must implement transformational leadership to improve the work environment, job satisfaction, and autonomy.

The moderating effect of emotional competence on job satisfaction and organizational commitment of healthcare professionals	BMC Health Services Research	Elena Stamouli and Sebastian Gerbeth (2021)	High emotional competence helps healthcare professionals manage workplace dissatisfaction to maintain organizational commitment.
Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals	BMC Health Services Research	Aysen Berberoglu (2018)	Results revealed that organizational climate is highly correlated with organizational commitment and perceived organizational performance.
Organizational commitment of health professionals and associated factors in primary healthcare facilities of Addis Ababa, Ethiopia: A multi-center cross-sectional study	Frontiers in Public Health	Sulyeman Mohammed Arage, Derese Bekele Daba, Abere Yekoye Dessalegn (2022)	Recommendations should be made to improve the organizational commitment of health professionals in Addis Ababa due to age, job satisfaction, and transformational leadership.
Effects of internal service quality on nurses' job satisfaction, commitment, and performance: Mediating role of employee well-being	Nursing Open	Muhammad Ibrahim Abdullah, Dechun Huang, Muddassar Sarfraz, Larisa Ivascu, and Amir Riaz (2020)	Employee satisfaction and commitment are key drivers of internal service quality measurement.
The Effect of Perceiving a Calling on Pakistani Nurses' Organizational Commitment, Organizational Citizenship Behavior, and Job Stress	Journal of Transcultural Nursing	Bilal Afsar, Asad Shahjehan, Sadia Cheema, Farheen Javed (2018)	Organizational commitment, job stress, and career commitment are linked.
Turnover prevention: The direct and indirect association between organizational job stressors, negative emotions and professional commitment in novice nurses.	Journal of Advance Nursing	Yvonne Ten Hoeve, Jasperina Brouwer, Saskia Kunnen (2020)	Nurse supervisors and managers can help reduce negative emotions in novice nurses by providing support.
Role of organizational commitment in career growth and turnover intention in the public sector of Oman	PLOS ONE	Adil Khamis Al Balushi, Venkat Ram Raj Thumiki, Nishad Nawaz, Ana Jurcic, Vijayakumar Gajenderan (2022)	Effective commitment mediates the relationship between career growth and intention to leave.

How Workplace Social Capital Affects Turnover Intention: The Mediating Role of Job Satisfaction and Burnout	International Journal of Environmental Research and Public Health	Huan Zhang, Lin Sun, Qiujie Zhang (2022)	Public service organizations should foster cooperation and trust to prevent burnout and build social capital.
The importance of organizational commitment in rural nurses' intent to leave	Journal of Advanced Nursing	Norma J Stewart, Martha L P MacLeod, Julie G Kosteniuk, Janna Olynick, Kelly L Penz, Chandima P Karunanayake, Judith C Kulig, Mary Ellen Labrecque, Debra G Morgan (2020)	Organizational commitment is essential for reducing quit and turnover in rural and remote nurses.
Relationships among basic psychological needs, organizational commitment, perceived authentic leadership and turnover intention in Korean nurses: A cross-sectional study	Journal of Nursing Management	Jina Hwang, Eun Kyeong Song Sangjin Ko (2022)	Transparent work environment requires real leadership and consideration of individual needs.
Predicting nurses' organizational and professional turnover intentions	Japan Journal of Nursing Science	Havva Arslan Yürümezoğlu, Gülseren Kocaman, Semra Mert Haydarlı (2019)	Develop a transparent work environment based on real leadership and recognize individual frustrations.
A meta-analysis on predictors of the turnover intention of hospital nurses in South Korea (2000-2020)	Nursing Open	Hyeoneui Kim, Eun Gyung Kim (2021)	Organizations must recognize the organizational and professional commitment to recruit new nurses.
A systematic review study on the factors affecting the shortage of nursing workforce in hospitals.	Nursing Open	Adel Tutuo Tamata, Masoud Mohammadnezhad (2022)	The global nursing workforce crisis has had a negative impact on nurses' health outcomes, due to policy and planning hurdles, training and enrollment barriers, and staff turnover.
Safeguarding the retention of nurses: A systematic review on determinants of nurses' intentions to stay	Nursing Open	Charlene Pressley, Joanne Garside (2023)	Nurses stay due to job satisfaction, commitment, and workplace needs.

## CONCLUSION

According to numerous literature reviews, job satisfaction has a substantial influence on nurse retention and organizational commitment also has an impact on nurse retention. Yet, organizational commitment has a more complicated component and, as a result, is a greater predictor of nurse retention than work satisfaction. Both must be addressed while establishing the best nurse retention strategy. The involvement of the nursing manager and human resource management is critical; the nursing manager's evidence-based skills and expertise are required to decide the nurse's retention plan. Future research should concentrate on evaluating work satisfaction and organizational commitment through in-depth interviews, as well as performing systematic assessments of various nurse retention techniques.



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**CONFLICT OF INTEREST**

No conflict of interest among authors.

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