



Research Article

Qualitative Study of Factors Influencing Nurses' Turnover Intention

Birry Assidiqy^{1*}

¹ Nursing Department, Faculty of Nursing, Bhakti Kencana University, Indonesia

Article Information

Received: 12 June 2025
Revised: 23 January 2026
Accepted: 28 January 2026
Available online: 31 January 2026

Keywords

Community Health Centers;
Health Center; Nurse;
Qualitative Study; Turnover
Intention

Correspondence

Phone: (+62) 81224894250

E-mail: birry.assidiqy@bku.ac.id

Website

<https://journal.umtas.ac.id/index.php/healthcare/index>

Doi

10.35568/healthcare.v8i1.6744

ABSTRACT

The high level of turnover intention among nurses is a significant issue in Indonesia, as it affects the continuity of healthcare services at community health centers. This phenomenon is driven by various internal and external factors that require deeper understanding. This study aims to explore the factors underlying nurses' turnover intention using a qualitative phenomenological approach. The study population consisted of 23 nurses at community health centers X, with a sample of seven nurses identified as having an intention to leave their job, selected through purposive sampling. Data were collected through in-depth interviews and analyzed thematically using Colaizzi's method. The findings revealed that factors triggering turnover intention include workload, salary, the policy of eliminating non-permanent staff, and career shifts. This study concluded that, to reduce turnover intention, community health centers need to improve workload management and consider clarifying employment status. Meanwhile, nurses are encouraged to continuously enhance their competencies to adapt to job demands. To reduce turnover intention, health center management should improve workload distribution, clarify employment policies, and support nurses' professional development to enhance retention and service continuity.

©The Author(s) 2026

This is an **Open Access** article
distributed under the terms of
the Creative Commons
Attribution-Non Commercial 4.0
International License

INTRODUCTION

Turnover intention among nurses in public health centers (Community health center) is a recurring issue that requires serious attention (Okstoria, 2022). As the primary healthcare provider, Community health center play a crucial role in delivering health services to the community (Fangidae et al., 2016). However, the high level of turnover intention among nurses in Community health center can disrupt service continuity and negatively impact the quality of care provided (Yuniarti & Tutiany, 2019).

The prevalence of healthcare worker turnover in Asia, according to WHO data from 2013, ranges from 20% to 30% annually. Furthermore, the International Council of Nurses (ICN) reported in 2019 that turnover rates in Asia could reach up to 50% (S. J. Jang et al., 2022). In Indonesia, data from 2019 shows that the turnover rate of healthcare workers was approximately 25.6% (Ministry of Health RI, 2022). Previous studies recorded high turnover intention rates among nurses in Indonesian healthcare services between 2016 and 2018, with percentages of 29% in 2016, 20% in 2017, and 28% in 2018 (Christina, 2023).

Turnover intention is defined as the desire of nurses to leave the organization where they are currently employed, which can potentially lead to actual turnover (GirmaAlemGetie, 2015). This issue presents a serious challenge, as it affects the efficiency and effectiveness of healthcare services in both hospitals and Community health center (Ayalew et al., 2015). If left unaddressed, turnover intention can result in the loss of valuable human resources, forcing Community health center to recruit and train new staff—an effort that requires time and cost. Vacant positions often lead to unfinished tasks and suboptimal service delivery (Hayward et al., 2016).

Community health center serve as the frontline health service unit directly accessible to the public, providing comprehensive healthcare services, including promotive, preventive, curative,

and rehabilitative programs (Ministry of Health RI, 1997/1998). As technical implementing units, Community health center are responsible for health development in a sub-district area, functioning as centers of community health development, community empowerment, and primary healthcare delivery (Fangidae et al., 2016).

Previous studies investigating factors influencing turnover intention often used quantitative methods to produce generalizable data. However, such approaches may miss important nuances of individual experiences and contextual factors influencing nurses' decisions to stay or leave their jobs (Karomah et al., 2020; Yuniarti & Tutiany, 2019). Given that Community health center operate under different conditions and challenges compared to hospitals or large clinics, there is a lack of qualitative research exploring these issues (Fangidae et al., 2016). This reveals a research gap in comprehensively understanding how factors such as working conditions, management support, collaboration, and nurses' personal motivations contribute to turnover intention in Community health center.

A previous study at Cileungsi Hospital, Indonesia, identified the causes of nurses' turnover intention as including significant wage disparities between senior and newly recruited nurses, personal attitudes and characteristics, conflicts with colleagues or family, and better offers from competing facilities (Maryanti et al., 2023). This study was qualitative in nature and focused on a hospital setting. Similar studies specifically addressing turnover intention factors in Community health center are still lacking. However, a study conducted in Southeast Sulawesi revealed that 37.5% of nurses in Community health center had high levels of turnover intention (Tomalili & Risky, 2017), indicating that this issue also exists in primary healthcare settings.

The phenomenon of nurse turnover intention in Community health center is

often likened to an iceberg, where the visible data on the surface does not fully reflect the many underlying and hidden factors. Turnover intention is a personal sentiment that is often not openly expressed; thus, qualitative research is valuable for uncovering the underlying experiences of nurses regarding this issue. Previous quantitative studies have described several contributing factors to turnover intention (Liu et al., 2023; Yuniarti & Tutiany, 2019). An intriguing phenomenon observed in Community health center X is the presence of civil servant (PNS) nurses who express the intention to leave their positions. This finding is particularly interesting as it contradicts previous research, which commonly identified unstable salaries as a key factor behind turnover intention (Alshareef et al., 2020). Exploring the factors behind turnover intention among nurses in Community health center X is essential to obtain in-depth data, which is crucial for reducing the occurrence of turnover intention. Considering the critical role of nurses in Community health center X and the significant impact of turnover intention on healthcare services, it is important for healthcare management and policymakers to understand and address the factors that may drive nurses to leave their jobs. Data from the Tasikmalaya City Health Office showed that the turnover rate of nurses in Community health center X reached 16% in 2022, supported by the Head of Community health center X who stated that “eight nurses are indicated to have the intention to leave their jobs at the Community health center.” This intention to leave needs to be explored further to obtain comprehensive data on the motivations behind it. Therefore, this study aims to explore the various factors that potentially underlie turnover intention among nurses in Community health center X, Tasikmalaya City.

METHOD

Research Design

This study employed a qualitative research design using a phenomenological approach to explore the factors influencing nurses' turnover intention at Community Health Center X in Tasikmalaya City. The phenomenological approach was chosen because it allows for an in-depth understanding of individuals' lived experiences, which is essential for uncovering the underlying reasons behind turnover intention. This design provides a rich, detailed view of how nurses perceive and respond to various factors that may influence their decision to leave their current employment.

Participants

The study population consisted of 23 nurses working at Community Health Center X. From this group, seven nurses were selected through purposive sampling, as they were identified as having a clear intention to leave their jobs. The purposive sampling technique was employed to ensure that participants had relevant experiences related to turnover intention, thereby allowing the study to focus on those with direct and meaningful insights into the issue. These nurses had worked at the health center for a minimum of one year and had expressed, either directly or through their behavior, their intention to leave the organization.

Data Collection

Data were collected using in-depth, semi-structured interviews with the selected nurses. The interviews were designed to gather detailed personal accounts of the factors influencing their turnover intention, allowing the researcher to explore not only the reasons for their intentions but also the emotional and contextual aspects

associated with their experiences. A semi-structured interview guide was used, which provided flexibility to explore individual experiences while ensuring consistency across interviews. The interviews were conducted in private, ensuring confidentiality, and each interview lasted between 30 and 60 minutes. All interviews were audio-recorded with participants' consent and subsequently transcribed verbatim for analysis.

Data Analysis

The data were analyzed thematically using Colaizzi's method, a widely used approach in phenomenological research. The process began with the researcher reading and rereading the transcriptions to become thoroughly familiar with the content. This initial step helped in understanding the overall context and nuances of the data. Next, significant statements related to turnover intention were identified and extracted. These statements were then formulated into meanings that captured the essence of the participants' experiences. The formulated meanings were grouped into themes, which reflected the core ideas and perceptions of the nurses regarding their turnover intentions. The final step involved refining these themes to ensure that they accurately represented the participants' views and experiences. This iterative process helped ensure that the themes were comprehensive and credible. Through this detailed analysis, the researcher was able to derive a deep understanding of the factors influencing turnover intention among the nurses, providing valuable insights into their motivations and concerns.

Ethical Considerations

Ethical approval for the study was obtained from the relevant institutional review board to ensure that the research adhered to

ethical guidelines and standards. Informed consent was obtained from all participants prior to their involvement in the study. The consent form detailed the purpose of the study, the voluntary nature of participation, and the right to withdraw from the study at any time without consequence. Participants were assured that their identities would remain confidential and that all data would be anonymized. The interviews were conducted in a private setting to protect participants' privacy, and all data were securely stored and only accessible to the research team. Additionally, the study complied with ethical standards concerning the handling of sensitive information, ensuring that no harm came to the participants as a result of their involvement.

RESULTS

In this section, the researcher provides a detailed explanation of the themes that emerged from the conducted study. These themes are categorized into several groups.

Factors Underlying Turnover Intention

Based on the interview results, the researcher identified several subthemes related to the factors underlying turnover intention among nurses at Community health center X. These subthemes include: salary not meeting expectations, mismatch in workload, policy changes regarding contract (honorary) workers, and transitioning to independent professions. Interview data from seven nurses revealed that salary concerns were expressed by almost all participants. This issue was considered especially critical by honorary nurses.

1) Salary Not Meeting Expectations

Most nurses stated that salary was the main issue influencing their desire to change jobs. The salary did not match their needs or workload, prompting them to seek employment elsewhere.

“Sorry to say this, but yeah, it's really about the pay or salary. It's not just lacking—it doesn't even cover transportation costs. You could say it's minimal or inadequate.” (P3)

“The salary we receive does not meet our expectations.” (P4)

“When I first received my salary, I was shocked that it was different from what nurses at other Community health center were getting. It wasn't what I had in mind.” (P5)

“Financially, we're not well-off. It's probably not even up to the minimum wage. That's the point—it's all about the salary.” (P6)

“At first, I didn't mind the salary because I was looking for experience. But now, I can really feel that it's not enough. It feels like nurses aren't appreciated.” (P7)

2) Mismatch in Workload

The heavy workload at Community health center was a concern for nurses. They felt that their workload was greater than that of hospital nurses, as Community health center nurses had to handle both program responsibilities and clinical duties.

“Another issue is the workload, because at the Community health center it's a lot, and there's a shortage of nurses and midwives.” (P1)

“Every day after my shift inside the building, like in the ER, I have to spend extra time visiting the community. So aside from in-house services, we also have to serve outside to meet our performance targets.” (P1)

“Even as a civil servant, I still feel overwhelmed. I have to do shifts—day and night—and also handle program responsibilities. Sometimes I even get called to provide care at patients' homes.” (P2)

“You already know how Community health center programs work. Especially now that we provide inpatient care and have to manage programs too. If it were just outpatient services, that would be fine. But now it's a lot heavier.” (P3)

“Another issue is workload—not matching our employment status. Now we're involved in program assistance and are made responsible for program management too. That's a policy from the Community health center.” (P5)

“The workload—it's really not aligned with our status. Now we're doing double work: managing programs and also providing services. That just means the workload is excessive.” (P6)

3) Policy Changes Regarding Honorary Workers

Many nurses expressed concern about the new policy regarding the removal of honorary worker status, which created uncertainty about their position. The unclear future for honorary staff made them feel the need to be prepared for policy shifts.

“Hearing the rumor that honorary workers will be eliminated by the end of 2024 is really unsettling. I've been an honorary worker for a long time. Suddenly there's a decision, and we don't even know if it will actually happen. Honorary staff would become BLUD employees, paid based on the institution's capability.” (P4)

“The policy regarding honorary staff is still unclear. They say it will be abolished, but nothing is definite yet. That's worrisome, and it's better to just find a more permanent job.” (P3)

4) Transitioning to Independent Professions

Although civil servant nurses receive fixed salaries and stable employment, some feel bored and stagnant in their roles at the Community health center. As a result, they consider starting their own businesses.

“Honestly, I've been working at the Community health center for a very long time. I'm actually bored and want to focus on running my own clinic. Starting a business could also be something to pass down to my children and serve as a future investment.” (P1)

“My intention is to focus on opening a circumcision clinic. It seems more promising in terms of creating business opportunities.” (P2)

DISCUSSION

Factors Underlying Turnover Intention Among Nurses

The factors underlying turnover intention among nurses include mismatched workloads, salaries that do not meet expectations, the policy of phasing out non-permanent (honorary) staff, and independent career changes such as transitioning to self-employment.

1) Mismatched Workload

A heavy workload often leads to stress and fatigue, which negatively impact nurses' job satisfaction. Inadequate compensation causes financial dissatisfaction and motivates nurses to seek better-paying jobs. Unclear organizational policies—particularly those affecting honorary staff without long-term job security—create uncertainty and increase the desire to seek stability elsewhere. Additionally, some nurses aspire to start their own businesses as a more profitable and flexible alternative career.

The high workload at Community health center X is a significant factor contributing to turnover intention among nurses. This is largely due to the high number of residents served by Community health center X—around 46,000 people—which is the largest population coverage among Community health center in Tasikmalaya City. As a result, program targets are particularly high. Moreover, a shortage of nursing staff, as stated by one informant—“Another thing is related to workload at the Community health center, because it's really a lot, and we don't have enough nurses” (P1)—and numerous administrative responsibilities further exacerbate the workload.

Nurses burdened with excessive tasks are more likely to experience stress and exhaustion, reducing their job satisfaction

(T. Zhang et al., 2021). Research by Hou et al. (2021) shows that high workload is directly related to burnout among nurses, ultimately increasing their intention to leave. Additionally, imbalanced workload affects nurses' quality of life, reducing rest time and lowering productivity.

Workload is one of the main contributors to turnover intention. Previous studies indicate that heavy workloads are significantly associated with nurses' desire to find employment elsewhere (Akbolat et al., 2021). High workloads are often due to human resource shortages, especially in rural areas. These shortages force nurses to care for more patients with limited resources, increasing the risk of medical errors and decreasing the quality of care.

Nurses at Community health center X work longer hours compared to hospital nurses. They provide inpatient services for 8 hours a day and then continue with additional programs. Each nurse is responsible for one to two programs. Their work hours are further extended due to long travel times, caused by distance and poor road conditions. “I have to dedicate time outside of my regular working hours to visit the community or targeted groups. So, every day after providing services inside the facility, for example at the ER, I must continue with outreach services to meet performance targets,” stated one nurse (P1).

A high workload creates physically and mentally taxing situations for nurses at Community health center, which can result in chronic stress and fatigue, ultimately affecting their job satisfaction (Ibrahim Alzamel et al., 2020). This condition not only increases the risk of burnout but also lowers nurses' motivation to remain in their profession. Previous studies have shown that overburdened nurses are more likely to seek new jobs or leave the profession, emphasizing the urgency of better workload management to reduce turnover intention (H.-Y. Chang et al., 2019).

Heavy workloads at Community health center are often caused by multiple complex factors. A high number of patients and the complexity of their conditions force nurses to care for many patients simultaneously under tight time constraints, increasing physical and mental fatigue (Ding & Wu, 2023). Additionally, complex administrative tasks—such as medical documentation and coordination with medical teams—add to the workload. The insufficient number of nurses compared to the practical need is also a key factor, forcing nurses to manage an unrealistic number of patients (Kang et al., 2017). These factors reduce work efficiency, increase stress levels, and affect job satisfaction, which ultimately contributes to the high turnover intention among nurses at Community health center (Arifah et al., 2021).

2) Salary Not Meeting Expectations

Inadequate salaries are another key factor influencing turnover intention among nurses at Community health center. Nurses who feel that their compensation does not match the workload and responsibilities they carry tend to feel undervalued and demotivated. Research by Okstoria (2022) indicates that dissatisfaction with salaries is a strong predictor of turnover intention among nurses. Furthermore, uncompetitive salaries compared to the private sector are often a primary reason nurses seek better job opportunities.

Informants reported that honorary nurses were not given contracts before starting work at the Community health center. This led to dissatisfaction with their first paycheck. “I was shocked when I got my first salary—it was different from other Community health center. It wasn’t what I had in mind” (P5), said one informant. Although dissatisfied, they had no alternative employment. This situation highlights a significant issue in the recruitment process, where the absence of clear contractual agreements contributes to

negative perceptions and insecurity among nurses from the beginning of their employment.

Nurses’ dissatisfaction is also caused by their lack of awareness about employment contracts before joining the Community health center. Employment contracts are official documents outlining the terms and conditions of employment, including salary, working hours, and responsibilities (Irshad et al., 2020). Clear contracts are essential for ensuring that both parties understand and agree to the job terms, which helps prevent future dissatisfaction and conflict. Contracts must be agreed upon and clearly understood by both nurses and Community health center management to build a more satisfied and motivated workforce.

Salaries that do not match the workload are one of the main reasons nurses consider changing jobs. Nurses feel that their pay does not reflect the effort and time they invest, especially when overtime hours are unpaid. This situation leads to significant dissatisfaction among nurses, as they feel their hard work is not financially appreciated (Falatah, 2021). Lack of compensation for extra hours creates a sense of injustice and devaluation, encouraging nurses to look for jobs with fairer wages and benefits.

This study supports previous findings that salary is one of the primary factors affecting job satisfaction and turnover intention. Prior research shows that fair and competitive compensation can improve staff retention in healthcare settings (Boateng et al., 2022). At Community health center, nurses often feel that their pay is not proportional to their workload and responsibilities, particularly when they must work under pressure with limited resources.

3) Changes in Non-Permanent Staff Policy

The decision to eliminate honorary staff is outlined in a letter from the Ministry of Administrative and Bureaucratic Reform (MenPAN-RB) issued on May 31, 2022. The letter states that as of November 28, 2023,

government institutions will only employ two types of staff: Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). “This policy makes everyone anxious—especially me. If honorary staff are eliminated, what will happen to me? My future feels uncertain,” said one informant (P6).

Clarity regarding nurses' positions at Community health center is crucial, as it directly affects their motivation and loyalty. Job insecurity makes nurses feel undervalued and unstable, negatively impacting their performance and commitment. Clear information on employment status, career paths, and opportunities for permanent or civil servant appointments is vital to ensure that nurses feel valued and have a clear career outlook. Transparent and consistent communication about job roles and future opportunities is essential to increase job satisfaction and reduce turnover intention (Okstoria, 2022). Institutional policies are another significant factor influencing turnover intention among nurses at Community health center. Unsupportive policies—such as rigid schedules, limited career development opportunities, and strict work rules without additional incentives—can leave nurses feeling dissatisfied and unappreciated. In addition, unclear status for honorary nurses and the government's plan to eliminate such roles increase uncertainty and anxiety among these workers. This aligns with previous research showing that organizational policies that do not support employee welfare and career development significantly contribute to turnover intention (Boateng et al., 2022). Policies designed with nurses' needs and well-being in mind can help reduce their desire to leave and increase staff retention (Choi & Shin, 2022).

Policies that threaten job continuity—such as the plan to phase out honorary staff—create an unstable and uncertain work environment. This can make honorary nurses feel unappreciated and demotivated.

Previous research shows that inflexible institutional policies that do not support work-life balance increase stress and job dissatisfaction among nurses (Rafiq et al., 2022). At Community health center, unclear policies regarding honorary nurses and uncertainty about their future are often major reasons for nurses to seek employment elsewhere.

4) Independent Career Changes (Entrepreneurship)

The intention to become self-employed is also identified as a factor behind turnover intention at Community health center X. “My plan is to focus on opening a circumcision clinic. It's more promising as a business opportunity,” said one informant (P2). Some nurses choose to leave their jobs at Community health center to start their own businesses, which they perceive as opportunities to achieve financial and professional independence (Rafiq et al., 2022). The desire to start a business may be triggered by various factors, including dissatisfaction with the current work environment, a passion for entrepreneurship, and attractive market opportunities. “I've been working at the Community health center for a very long time. Honestly, I'm bored and want to focus on my clinic. Starting a business is something I can pass on to my children—it's also a long-term investment,” said another informant (P1).

Dissatisfaction with the current job and a desire for financial independence are the main drivers behind individuals transitioning into entrepreneurship. Previous research shows that the desire for autonomy and independence is a strong motivator for professionals to start their own ventures (Wubetie et al., 2020). At Community health center, nurses who feel undervalued or limited in their career development may view entrepreneurship as a more fulfilling and profitable alternative.

CONCLUSIONS AND RECOMMENDATION

Conclusion

This study identifies four key factors underlying turnover intention among nurses at Community Health Center X, namely mismatched workload, salary that does not meet expectations, policy changes related to honorary staff, and transitions to independent professions. Excessive workload contributes to increased stress and fatigue, which heightens nurses' intention to leave their jobs. Inadequate compensation relative to responsibilities, along with unclear or perceived unfair employment policies—particularly regarding the elimination of honorary staff—further exacerbate turnover intention. Additionally, some nurses consider shifting to independent professions, which are perceived as offering greater financial stability and autonomy.

Recommendations

Based on these findings, community health centers are encouraged to improve workload management through fair task distribution aligned with nurses' competencies, strengthen professional and career development through training and clear career pathways, and enhance transparent communication between management and nurses to reduce uncertainty and build trust. Nurses are advised to continuously improve their competencies through education and training, adopt effective stress management strategies, and actively engage in communication with management to address workplace challenges. Future research is recommended to employ mixed-method approaches and focus on developing and evaluating intervention strategies aimed at reducing nurses' turnover intention.

REFERENCES

- Akbolat, M., Sezgin, B., Ünal, Ö., & Yilmaz, A. (2021). The effect of work overload on turnover intention: An empirical study on nurses. *Journal of Nursing Management*, 29(4), 567-575. <https://doi.org/10.1111/jonm.13197>
- Alshareef, A. G., Al Zamel, L. G., Alhuwaydi, A. M., Alotaibi, S. G., Alghamdi, E. A., & Alqurashi, K. A. (2020). Exploring the factors contributing to nursing turnover in Saudi Arabia. *Journal of Hospital Administration*, 9(1), 18. <https://doi.org/10.5430/jha.v9n1p1>
- Ayalew, F., Kols, A., Kim, Y. M., Schuler, S., & Haws, J. (2015). Factors influencing turnover intention among nurses in Ethiopia. *BMC Nursing*, 14, 1–10. <https://doi.org/10.1186/s12912-015-0052-x>
- Boateng, G. O., Adams, A., & Laar, A. (2022). Job satisfaction, salary, and retention among healthcare workers in Ghana: Evidence from a cross-sectional survey. *Human Resources for Health*, 20(1), 1–12. <https://doi.org/10.1186/s12960-022-00715-9>
- Chang, H.-Y., Shyu, Y.-I. L., Wong, M. K., Friesner, D., Chu, T.-L., & Teng, C.-I. (2019). Which aspects of professional commitment can effectively retain nurses in the nursing profession? *Journal of Nursing Scholarship*, 51(6), 712-720. <https://doi.org/10.1111/jnu.12528>
- Choi, S. P. P., & Shin, S. (2022). Effects of organizational support on nurse retention and performance: A systematic review. *International Journal of Environmental Research and Public Health*, 19(9), 5671.

<https://doi.org/10.3390/ijerph19095671>

- Christina. (2023). Analysis of nurse turnover intention trends in Indonesia from 2016 to 2018. *Indonesian Journal of Nursing Management*, 11(1), 10–18.
- Ding, Y., & Wu, Y. (2023). The impact of workload on nurses' well-being: A cross-sectional study. *Journal of Advanced Nursing*, 79(2), 568–577. <https://doi.org/10.1111/jan.15466>
- Fangidae, T. J., Suwondo, A., & Haryani, H. (2016). Factors related to nurses' performance in Community health center. *Jurnal Kesehatan Masyarakat*, 4(2), 89–97.
- Falatah, R. (2021). The impact of COVID-19 on turnover intention among nurses in Saudi Arabia: A cross-sectional study. *Journal of Healthcare Leadership*, 13, 45–52. <https://doi.org/10.2147/JHL.S276551>
- GirmaAlemGetie. (2015). Nurses' turnover intention and associated factors in public hospitals in Ethiopia. *Journal of Health, Medicine and Nursing*, 17, 34–40.
- Hayward, D., Bungay, V., Wolff, A. C., & MacDonald, V. (2016). A qualitative study of experienced nurses' voluntary turnover: Learning from their perspectives. *Journal of Clinical Nursing*, 25(9–10), 1336–1345. <https://doi.org/10.1111/jocn.13210>
- Hou, T., Zhang, T., Li, Q., Li, X., & Wang, C. (2021). The relationship between workload and burnout among nurses: A meta-analysis. *Journal of Nursing Research*, 29(3), e152. <https://doi.org/10.1097/jnr.0000000000000415>
- Ibrahim Alzamel, L., Alomran, Y., Al Dossary, R., & Aljohani, S. (2020). Burnout and job satisfaction among nurses in Saudi Arabia. *International Journal of Medical Science and Public Health*, 9(1), 56–62. <https://doi.org/10.5455/ijmsph.2020.1317201929042019>
- Irshad, M., Khattak, S. A., & Hassan, M. M. (2020). Enhancing organizational performance through contractual clarity and employee engagement. *Employee Relations*, 42(2), 408–426. <https://doi.org/10.1108/ER-07-2019-0294>
- Jang, S. J., Lee, H. E., & Kim, H. (2022). Nurse turnover intention in East Asia: Systematic review and meta-analysis. *International Journal of Environmental Research and Public Health*, 19(5), 2745. <https://doi.org/10.3390/ijerph19052745>
- Kang, J., Kim, C. W., & Lee, S. Y. (2017). The impact of nurse staffing on in-hospital mortality: A systematic review and meta-analysis. *Nursing Outlook*, 65(5), 574–582. <https://doi.org/10.1016/j.outlook.2017.03.002>
- Karomah, S., Uliyah, M., & Isnaini, R. (2020). A study on nurses' intention to leave work: A literature review. *Journal of Nursing and Midwifery Science*, 11(2), 123–130.
- Kementerian Kesehatan Republik Indonesia. (2022). *Indonesia Health Profile 2019*. Jakarta: Kemenkes RI.
- Liu, Y., Aunguroch, Y., & Gunawan, J. (2023). Job satisfaction, organizational commitment, and turnover intention of nurses: A review. *International Journal of*

- Nursing Studies*, 138, 104365. <https://doi.org/10.1016/j.ijnurstu.2022.104365>
- Maryanti, R., Hadi, S., & Nurlaela, L. (2023). Factors of turnover intention among nurses at Cileungsi Hospital: A qualitative study. *Indonesian Journal of Nursing*, 26(1), 1–12.
- Ministry of Health of the Republic of Indonesia. (1997/1998). *Guidelines for the Implementation of Community Health Centers*. Jakarta: Ministry of Health RI.
- Okstoria, D. (2022). Turnover intention among nurses in primary health care facilities: A critical review. *Journal of Nursing and Health*, 10(1), 45–53.
- Rafiq, M., Wang, C., & Zhao, X. (2022). Work-life balance and turnover intention among healthcare workers: Mediating role of job stress. *Healthcare*, 10(6), 1083. <https://doi.org/10.3390/healthcare10061083>
- Tomalili, D. S., & Risky, F. (2017). Factors related to nurses' turnover intention at Community health center. *Journal of Health Science and Technology*, 7(2), 45–50.
- Wubetie, A., Ayalew, E., & Lemma, B. (2020). Intention to leave the profession and associated factors among nurses in public hospitals of Northwest Ethiopia. *BMC Nursing*, 19, 79. <https://doi.org/10.1186/s12912-020-00466-1>
- Yuniarti, T., & Tutiany, T. (2019). The relationship between workload, job satisfaction, and turnover intention among Community health center nurses. *Journal of Nursing*, 10(2), 132–140.
- Zhang, T., Tang, L., Zhao, Y., & Lou, F. (2021). Relationship between workload and burnout among nurses: A meta-analysis. *International Journal of Nursing Sciences*, 8(3), 295301. <https://doi.org/10.1016/j.ijnss.2021.03.004>