



NURSE TURNOVER INTENTIONS: DO SUPPORT SYSTEMS AND SELF-EFFICACY AFFECT THEM?

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Abstrak

Penelitian ini dilakukan karena banyaknya perawat yang mengundurkan diri periode 2024, yang menggambarkan rendahnya retensi perawat. Desain penelitian menggunakan cross sectional study, dengan teknik sampel menggunakan simple random sampling, dan penentuan perhitungan jumlah sampel menggunakan rumus slovin tingkat kesalahan 5%, sehingga ditemukan jumlah sampel sebanyak 103 perawat. Hasil analisa menyimpulkan secara simultan dan parsial sistem dukungan dan efikasi diri berpengaruh negative signifikan terhadap turnover intention. Implikasi dari penelitian ini merekomendasikan agar manajemen melakukan program pengembangan karir yang berkelanjutan, dengan tujuan untuk meningkatkan kompetensi perawat, sehingga mereka memiliki kepercayaan diri yang tinggi dalam menjalankan perannya secara profesional, serta sistem pendampingan yang terintegrasi, di mana perawat senior mencoba memberikan bimbingan kepada juniornya, sehingga mereka menguasai bidang tanggung jawab mereka.

Kata Kunci: *Sistem Dukungan, Efikasi Diri, Turnover Intention, Perawat, Roy Adaptation Model*

Abstract

This research is due to the large number of nurses who resign in the 2024 period, which illustrates the low retention of nurses. The research design used a cross sectional study, with a sample technique using simple random sampling, and the determination of the calculation of the number of samples using the slovin formula with a 5% error rate, so that a sample number of 103 nurses was found. The results of the analysis concluded that simultaneously and partially the support system and self-efficacy had a significant negative effect on turnover intention. The implications of this study recommend that management carry out a sustainable career development program, with the aim of improving the competence of nurses, so that they have high confidence in carrying out their roles professionally, as well as an integrated mentoring system, where nurses Seniors try to provide guidance to their juniors, so that they master their areas of responsibility.

Keywords: *Support System, Self-Efficacy, Turnover Intention, Nurse, Roy Adaptation Model*

@Jurnal Ners Prodi Sarjana Keperawatan & Profesi Ners FIK UP 2026

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INTRODUCTION

The success of an organization in various sectors is not only related to performance as the output that the organization expects from its members, but what is also important to pay attention to is the retention of its members to stay afloat to help achieve the organization's goals (Li et al., 2025). An organization's success in creating its member retention is a low turnover rate (Lay & Masingboon, 2025), and when there is an turnover intention nurses, they tend to show negative behavior by putting aside professionalism that has an impact on the deterioration of the quality of nursing care (Alshmemri, 2025). The problem of nurse turnover in the world in 2024 is becoming a serious concern, with nurse turnover varying between 8% to 36.6%, with a combined average of around 16%, in addition, the prevalence of turnover intentions tends to be higher, with a recent meta-analysis reporting a global average of 38.4%, in other words 2 in 5 nurses plan to leave their jobs (Mafula et al., 2025).

The turnover intention that occurs in nurses starts with thinking about leaving, wanting to find another job and also having the intention to leave (Nasution et al., 2025), where this happens due to issues with job satisfaction and quality of work life (Jung & Kim, 2025). Roy Adaptation Model (RAM) as a holistic framework in the field of nursing developed by Roy (1970), originally aimed at understanding patients' adaptations to illness, the framework can be expanded to explore how nurses adapt to the pressures they face in the workplace. RAM assumes that nurses are like adaptive systems that interact directly with the internal and external environments while (Hosseini & Soltanian, 2022), and RAM links events when nurses are unable to adjust to negative stimuli such as family, coworkers, supervisors, and organizational support, so they will respond negatively by thinking about leaving the organization (Smokrović et al., 2022). In addition, RAM offers an organized framework that supports nurses in understanding and treating patients' stress holistically, which in turn increases their self-efficacy over their ability to provide effective nursing care (L. Chen, 2025), and if there is work stress that exceeds the capacity of the nurse, it can have an impact on the decrease in the self-efficacy of the nurse, so they are thinking about leaving (Hosseini & Soltanian, 2022).

The turnover intention in the world of nursing occurs because of the problem of the support system and self-efficacy, so that with a strong support system and high self-efficacy, it will form resistance to stress and form the commitment of the nursing organization to remain in the organization (Z. Liu et al., 2025). The support system consists of several aspects such as family support, co-workers, supervisors, and organizational support (Raqueno et al., 2025). Family support serves to support nurses' emotions,

thereby reducing the workload that impacts work stress (Y. Chen et al., 2024). Peer support creates a supportive work environment, so that nurses are able to control stress due to excessive workload (Dijkshoorn-Albrecht et al., 2024). Supervisor support strengthens nurses' confidence in their ability to overcome challenges, which reduces the intention to switch jobs (Siddiqi et al., 2025). In addition, support from the organization, including organizational culture, organizational commitment, compensation and career development, can significantly reduce a nurse's intention to move (Galanis et al., 2024), and basically the support system plays an important role in reducing nurse turnover intentions (Z. Liu et al., 2025); (Siddiqi et al., 2025); (Mondo et al., 2022).

Self-efficacy is needed by nurses as the foundation of their belief to be able to play an active role in realizing quality nursing services (Sicilian et al., 2023), nurse self-efficacy consists of aspects of belief in mastering practical nursing situations, nursing ethics, integrated nursing, nursing cooperation system (Momeni et al., 2025). Nurses with high self-efficacy, are confident in their ability to carry out their roles, so they are more likely to stay longer in the organization (De Simone et al., 2018). Nurses who have high self-efficacy are usually more motivated, adaptable well, and have more effective coping strategies in dealing with challenges in the work environment, thus reducing the desire to look for other jobs (Alshaibani et al., 2024). Broadly speaking, self-efficacy forms a strength for nurses to face challenges, thereby reducing the level of turnover intention (Chu et al., 2022); (Amankwah et al., 2025).

One of the Class A hospitals in East Jakarta has a problem with the replacement of nurses as members of organizations that play an important role in health services. Data and information were obtained from the HRD department, that at the beginning of 2024, the number of nurses was 138 personnel, while during the 2024 period there were 58 nurses (43.3%) who resigned, and this according to HRD is a big burden because it has to lose experienced nurses and of course has an impact on the decline in service quality, because newly recruited nurses need training to adjust to the demands of the organization for their future performance. Based on these problems, an interview was conducted by asking "During the resignation of nurses in the 2024 range, are there any reasons they submit"? There are several reasons, most notably the most common reason for getting a new job with a higher salary, but there are some nurses who quit wanting to focus on taking care of their families because of encouragement from their partners." "In addition, some nurses, especially those on duty in hospitals, are overly burdened when there are many patients,

but are not supported by an adequate number of nurses, and the most sensitive is conveyed by some junior nurses who feel that there is an injustice to the division of labour system, where they feel that the workload is heavier than the elderly".

Based on this information, it can be seen that there is a problem at the level of turnover intention nurses, because the resignation of individuals is certainly preceded by the behavior of thinking to leave, the desire to look for another job and also having the intention to leave, and according to research Gebregziabher et al. (2020), this behavior is an aspect of the nurse's turnover intention. In addition, the information from the interview results described problems with the support system that did not match the expectations of nurses where salary, family support, leadership and organizational support were the reasons for their resignation, as well as the problem of excessive workload which illustrated the problem of self-efficacy related to the mentality of nurses. Previous research by Liu et al.(2025), but the study did not associate the problem of turnover

This study uses a cross sectional study design. The population used is nurses at Class A Hospitals in East Jakarta which totals 138 nurses. The sampling technique uses simple random sampling, the sample calculation uses the slovin formula with an error rate of 5%, so that a minimum sample number of 103 responses is found. Inclusion criteria (1) nurses who have served for at least 1 year; (2) Implementing nurses. Exclusion criteria (1) are leave; (2) occupying the position of the head of the room. Data collection was carried out by a direct survey method to respondents using self-developed questionnaires, but still referred to indicators adopted in relevant studies, such as a support system (X1) with indicators of support for families, colleagues, supervisors, and organizational support (Raqueno et al., 2025), consists of 46 statements with the aim of measuring nurses' perceptions of the support underlying their work in the hospital. Self-efficacy variable (X2) with confidence indicators that master the practical situation of nursing, nursing ethics, integrated nursing, and nursing cooperation system (Momeni et al., 2025), consists of 19 statements with the aim of measuring their confidence in carrying out their role in the hospital. Variable (Y) replacement intention with an indicator of thinking to leave, desire to look for another job and also having an intention to leave (Gebregziabher et al., 2020), consists of 8 statements that aim to measure nurses' willingness to resign from the hospital where they currently work. The questionnaire scale uses a range of 1 – 5 with alternative answers and qu Because the questionnaire was developed by itself, the validity and reliability test was carried out on 30 respondents. The validity

intention with RAM as a framework of nurses' adaptive systems to their working conditions, so it is a novelty in this study, which relates turnover intention to the RAM model related to the problem of nurses' behavior in adapting to carry out their roles.

To prove the truth of the initial prediction related to nurse turnover intention which is influenced by the support system and self-efficacy, therefore, it is necessary to conduct further research, with the aim of finding out the influence of the support system and self-efficacy on the turnover intention of nurses, therefore, as an initial conjecture, a research hypothesis is determined:

H1: The support system and self-efficacy nurse turnover intentions.

H2: Support systems affect nurse turnover intentions.

H3: Self-efficacy affects nurse turnover intentions.

METHODS

test uses moment product correlation, where all instruments in the variables of the support system, self-efficacy and turnover intention are declared valid because they have a calculation value of > 0.361 , so that all instruments are declared valid and on the variable support system (X1) using 46 statements, self-efficacy (X2) using 19 statements and turnover intention (Y) using 8 statements. The reliability test used Cronbach alpha, where the supporting system variable had an alpha Cronbach value of $0.741 > 0.70$, the self-efficacy variable had a Cronbach alpha value of $0.769 > 0.70$, and the turnover intention variable had a Cronbach alpha value of $0.761 > 0.70$. So it is concluded that all statements on each research variable are reliable.

Submission of ethics review is carried out by filling out the form and completing the required documents, such as ethics protocols, proposals complete with the researcher's CV, informed consent and research instruments, proof of payment. The UNKAHA Ethics Committee assesses the risks of the research and determines the categories of the study: Exempted (free of ethical review, minimal risk), Expedited (quick review, medium risk), Full board (plenary review, high risk or vulnerable subject). The results of the study by the UNKAHA Ethics Committee were approved and given an Ethical Approval letter with letter number 0412/KEP/UNKAHA/LPPM/XI/2025. The data analysis technique used a statistical program, which consisted of descriptive analysis using an average with a scale range on the support system variable 1 – 1.80 (Very Poor); 1.81 – 2.60 (not good); 2.61 – 3.40 (Pretty good); 3.41 – 4.20 (Good); 4.21 – 5 (Very good). The quality scale for the self-efficacy variable was 1 – 1.80 (Highly

uncertain); 1.81 – 2.60 (Unsure); 2.61 – 3.40 (Quite sure); 3.41 – 4.20 (Confident); 4.21 – 5 (Very confident). The quality scale of turnover intent is 1 – 1.80 (strongly disagree); 1.81 – 2.60 (disapproving); 2.61 – 3.40 (Somewhat agreed); 3.41 – 4.20 (Agree); 4.21 – 5 (Strongly agreed). Multiple linear regression analysis was carried out to determine the relationship between research variables, in accordance with what had been previously formulated in the research hypothesis, by previously conducting a classical assumption

test consisting of normality, heteroscedasticity and multicollinearity tests.

RESULTS AND DISCUSSION

Results

A total of 103 nurses who participated in the survey, the majority were in the age range of 26-30 years (49.51%), dominated by women (88.35%), and most had final education in the nursing profession (43.69%). Based on work experience, 58.3% have a working period of 1-3 years.

Table 1. Descriptive Analysis Results of Support Systems

| Variable | Mean | Standard Deviation | Remarks |
|------------------------|------|--------------------|-----------|
| Family support | 3,99 | 0,78 | Good |
| Peer support | 3,81 | 0,73 | Good |
| Supervisor support | 4,27 | 0,59 | Excellent |
| Organizational support | 3,81 | 0,91 | Good |
| Support system | 3,97 | 0,68 | Good |

Source: Data processed, 2025

Based on table 1, it can be concluded that nurses consider the support system to be at a good level, by utilizing the standard deviation value, the support system is in a fairly good to very good range. The highest indicator is in the support of supervisors with an excellent level, by utilizing

the standard deviation value, supervisor support is in the good to very good range, while the lowest indicator is in the good to very good range, by utilizing the standard deviation value, then organizational support is in the good to very good range.

Table 2. Results of Descriptive Analysis of Self-Efficacy

| Variable | Mean | Standard Deviation | Remarks |
|------------------------------|------|--------------------|----------------|
| Nursing practice situation | 4,08 | 0,71 | Confidence |
| Nursing ethical situation | 4,70 | 0,72 | Very confident |
| Integrated nursing situation | 4,04 | 0,69 | Confidence |
| Nursing cooperation system | 4,08 | 0,71 | Confidence |
| Self-efficacy | 4,08 | 0,68 | Confidence |

Source: Data processed, 2025

Based on table 2, it can be concluded that nurses have self-efficacy at the level of confidence, by utilizing the standard deviation value, the self-efficacy of nurses is in the range of quite confident to very confident. The highest indicator is nurses' confidence in mastering the ethical situation of care, entering at a very confident level, by utilizing the standard deviation

value, then the confidence of nurses in mastering the ethical situation of care enters the range of confidence to very confident. The lowest indicator is on nurses' confidence in mastering integrated nursing situations, in the category of confident, by utilizing standard deviation values, then nurses' confidence in mastering integrated nursing situations goes into the range of quite confident to very confident.

Table 3. Results of Descriptive Analysis of Turnover Intention

| Variable | Mean | Standard Deviation | Remarks |
|----------------------------|------|--------------------|----------|
| Thinking about going out | 2,24 | 0,41 | Disagree |
| Desire to find another job | 2,19 | 0,45 | Disagree |
| Intention to go out | 2,26 | 0,43 | Disagree |
| Turnover intention | 2,23 | 0,38 | Disagree |

Source: Data processed, 2025

Based on table 3, it can be concluded that nurses do not agree to think about leaving the organization, by utilizing the standard deviation value, then the intention of the tour is in the range of disagreeing to agree to think about leaving the organization. The highest indicator is the intention to leave is at the level of disagreement, by utilizing the standard value of deviation, then the

intention of the nurse to leave is within the range of disagreement until they are sufficiently agreed. The lowest indicator is the desire to find another job, in the category of disagreeing, by utilizing the standard deviation value, then the desire to look for another job goes into the range of strongly disagreeing until agreeing enough.

The results of the classical assumption test were carried out before the advanced stage of multiple linear regression analysis, where in the data normality test using Kolmogorov-Smirnov it was concluded that the significance value was 0.200. Based on the assumption of decision-making of the data normality test using Kolmogorov-Smirnov, if the significance value > 0.05 , then the data is distributed normally. In the heteroscedasticity test through the glerger test, it was found that the significance value of the support system variable and self-efficacy was 1.00. In accordance with the heteroscedasticity test decision-making assumption, if the significance value > 0.05 is expressed as non-

existent heteroscedasticity, and in the regression model is free from the problem of uneven residual variance. The multicollinearity test showed that the support system variables and self-efficacy had a tolerance value of $0.216 > 0.10$ and a VIF value of $4.621 < 10$. Based on the assumption of multicollinearity test decision-making, if the tolerance value is > 0.10 and the tolerance is < 10 , then there are no symptoms of multicollinearity, meaning that the independent variables are not correlated with each other. Based on these results, the requirements in the double linear regression model have been met, and can be continued to analyze the double linear regression model.

Table 4. Results of Multiple Linear Regression Analysis

| Variable | Constant | Coefficients | Adjusted R2 | Significance Test | |
|----------|----------|--------------|-------------|-------------------|--------|
| | | | | FValue | TValue |
| X1 | 38,874 | -0,839 | 0,768 | 0,000 | 0,000 |
| X2 | | -0,160 | | | 0,000 |

Source: Data Processed, 2025

Based on table 4, the regression equation $Y = 38.874 - 0.839(X1) - 0.160(X2)$ was found. The result means that when the support and self-efficacy systems are rated 0, then the turnover intention is 38,874. Meanwhile, for every increase in the support system by 1 unit, there will be a decrease in the turnover intention nurses, and for

Based on table 4, it is concluded that the influence of the support system and simultaneous self-efficacy on turnover intention shows a significance value comparison of $0.000 < 0.05$ which means that simultaneously the support system and self-efficacy have a significant influence on turnover intention, and is included in the category of acceptance hypothesis 1. On the influence of the support system on turnover intention, a significance value comparison of $0.000 < 0.05$ is shown, so it is concluded that the support system has a significant influence on turnover intention and is included in the category of acceptance hypothesis 2. On the effect of self-efficacy on turnover intention, showing a comparison of significance values of $0.000 < 0.05$, it was concluded that self-efficacy had a significant effect on turnover intention and was included in the category of acceptance of hypothesis 3.

Discussion

The support system and self-efficacy have a significant negative influence on turnover intention, which is in line with research that concludes that The turnover intention in the world of nursing occurs because of the problem of the support system and self-efficacy, so that with a strong support system and high self-efficacy, it will form resistance to stress and form the commitment of the nursing organization to remain in the organization (Z. Liu et al., 2025). Support systems play an important role in reducing nurse

every increase in self-efficacy of one unit, it will be followed by a decrease in the turnover intention nurses. An adjusted R2 value of 0.768 explained that support systems and self-efficacy could explain the intention of nurse turnover by 76.8%, and the remaining 3.2% were influenced by other factors that were not studied. turnover intentions (Z. Liu et al., 2025); (Siddiqi et al., 2025); (Mondo et al., 2022), and self-efficacy forms a strength for nurses to face challenges, thereby reducing the rate of intention turnover (Chu et al., 2022); (Amankwah et al., 2025).

Capabilities support system and self-efficacy in reducing the turnover intention of nurse, proving the existence of Roy Adaptation Model (RAM) initiated by Roy (1970), where the model discusses that the individual, or in this case the nurse as a system that constantly tries to adapt to the conditions of the surrounding environment, both internal and external. RAM through its framework can analyze problems that trigger low job satisfaction of nurses due to the lack of support systems and problems of nurses' trust in carrying out their roles triggered by excessive workload, where these problems have an impact on the turnover intention (Hosseini & Soltanian, 2022). The RAM model aims to create a supportive work environment and train nurses to adapt quickly to the demands of their profession and role, so that they are confident that they can perform their roles well (Kumar et al., 2022), and when nurses feel supported for their work, and are confident that they can master the breadth of the field for which they are responsible, they are more likely to stay in the organization longer (Z. Liu et al., 2025). As a holistic framework in nursing, RAM provides an understanding of nurses' expectations in interacting in the work environment, and by utilizing RAM, organizations

can plan support systems that are useful in reducing nurses' stress levels, as well as developing nurses' self-efficacy in dealing with stress while performing their roles, as well as improving their ability to adapt (Jennings, 2017).

The results of the analysis showed that the level of intention to leave the nurses was at a low level, thus indicating that the situation being treated disagreed with the thought of leaving the organization, especially the Not thinking about looking for another job, besides his current job. When associated with demographics, nurses are tame by the final education of the nursing profession, and according to research Mrayyan et al. (2023) have superior clinical competence, so that they master the field for which they are responsible, and in accordance with Avcı & Avcı (2025) Competent nurses view their role as a form of responsibility rather than a burden, so they commit to the success of the organization's goals, by staying longer in the organization and not thinking about leaving the organization. In addition, nurses with the final education of the nursing profession have a wide open career path, since the level of competence is higher than the final education of a diploma or bachelor's degree in nursing, so with the opening of opportunities to work, they are reluctant to think about leaving the organization (Freire & Azevedo, 2023).

The support system makes the highest contribution in reducing the level of turnover intention compared to self-efficacy, this proves that the support system is a social protection and a form of nurse professionalism, so it is effective in reducing turnover intention (Z. Liu et al., 2025). This happens because Nurses consider the support system to be at a good level, mainly due to the dominance of supervisory support, where basically the support Supervisors reinforce nurses' confidence in their ability to overcome challenges, which reduces the turnover intention jobs (Siddiqi et al., 2025), supervisor support in the form of guidance can motivate nurses to overcome workload, thereby reducing nurses' desire to look for other jobs (Modaresnezhad et al., 2021), and supervisor support has an impact on job satisfaction levels, thus practically reducing nurses' intention to leave the organization (Chami-Malaeb, 2021). However, the problem can be seen in the support aspect of the organization, although it is at a good level, but the standard deviation shows that it is possible to be within a fairly good range. Organizational support is important for improvement, organizational support is related to organizational culture, organizational commitment, compensation and career development, all of which are key factors in lowering nurses' intention to move (Galanis et al., 2024), and when organizational support is perceived as less supportive, it has an impact on decreased job satisfaction, thus shaping the mindset of nurses to leave (Galanis et al., 2024).

Self-efficacy is the lowest factor that can reduce the turnover intention of nurse, this if it is associated with descriptive analysis occurs due to problems Nurses' confidence in mastering integrated nursing situations is problematic because their belief in mastering integrated nursing situations is related to the level of competence, and these doubts will be an indicator of nurses' inability to overcome clinical problems, as well as complex nursing situations, and these problems become the basis for nurses' thinking to look for new jobs (Chu et al., 2022), to a lack of confidence that nurses master the peculiarities of an integrated nursing situation will have an impact on work stress, so they prefer to look for other jobs (Amankwah et al., 2025). But the self-efficacy of nurses is at a certain level, especially in terms of The belief of nurses mastering the ethical situation of care, this belief can form the resilience of nurses when ethical dilemmas arise in providing nursing care, so this ability is the key to successfully reducing the intention of nurses to leave (Y. Liu et al., 2023), nurses who feel protected and adhere to the principles of nursing ethics tend to feel more satisfied with their work, which can reduce their desire to leave the organization (Wang et al., 2024), and when nurses feel confident in mastering nursing ethics, it will form a dynamic work environment, where a harmonious work atmosphere will shape nurse retention (Smokrović et al., 2022).

CONCLUSION

The support system and self-efficacy have a significant negative effect on the turnover intention either simultaneously or partially. The implications of this study recommend that management carry out a continuous career development program, with the aim of improving the competence of nurses, so that they have high confidence in carrying out their roles professionally, as well as an integrated mentoring system, in which senior nurses try to provide guidance to their juniors, so that they master their areas of responsibility. This study was limited to the use of cross sectional studies, so it could not describe the changes in respondents' behavior because they were taken at one time, so it was recommended to use a longitudinal design that could observe the subjects repeatedly over a long period of time.

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