

Personal Variables, Work Environment, Organisational Justice, Job Embeddedness, and Satisfaction as Predictors of Turnover Intention Among Nurses

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Abstract— - This study examines the predictors of turnover intention among nurses, focusing on personal variables, work environment, organisational justice, job embeddedness, and satisfaction. Using a non-experimental design with 92 nurses, data was collected through standardised questionnaires and analysed with descriptive and inferential statistics, including T-test, ANOVA, Pearson's R, and Multiple Regression. Findings reveal that most nurses perceive a positive work environment but hold opposing views on organisational justice. High job embeddedness was noted, though job satisfaction varied. The respondents intend to remain with the organisation, with age significantly linked to work environment perceptions. Length of service correlated with work environment and organisational justice, and work arrangements influenced organisational justice. Diligence impacted organisational justice and job satisfaction. While personal factors like age, sex and income show no significant association with turnover intention, diligence is notably linked to turnover intentions. The study highlights the critical role of work environment, organisational justice, and job satisfaction in predicting nurses' turnover intention.

Index Terms: Work Environment, Organisational Justice, Job Embeddedness, Job Satisfaction, Turnover Intention.

I. INTRODUCTION

Nurses are a vital component of the healthcare system, making up the largest workforce. They are crucial in promoting health, preventing diseases, providing community-based care, and delivering emergency services, all essential for universal health coverage (World Health Organization, 2020). Despite comprising approximately 29 million globally, nearly half the health workforce, the nursing sector faces significant shortages due to high turnover rates (Buerhaus, 2009). Historically, nursing shortages have been a recurring issue since World War II, driven by various factors such as reliance on gender, increasing patient acuity, low wages, challenging work conditions, family commitments, nurse-to-patient ratios, and the allure of better job opportunities (Cullen et al., 2010). By 2030, the global nursing workforce will need an additional 9 million nurses, resulting in an anticipated shortfall of 300,000 (World Health Organization; Buerhaus, 2009). The costs associated with employee turnover are substantial, averaging about one year's salary per departing nurse, which negatively impacts care quality and performance (Boroş et al., 2013; Flint et al., 2013). In the United States, these shortages exacerbate financial pressures and compromise patient care (Liou, 2009). While the Philippines has a surplus of nurses, it faces a significant depletion of its nursing workforce, projecting a deficit of 249,843 nurses by 2030 unless retention efforts are strengthened (World Health Organization, 2020; Lorenzo,

2007). Retention strategies focus on promoting nursing careers and enhancing work environments, but a more sustained approach is required (Carver et al., 2008). Essential to improving retention are factors such as effective leadership, adequate staffing, collaborative relationships, and employee engagement (Lake, 2002; McHugh et al., 2016). Key elements influencing turnover include organisational justice, job embeddedness, and job satisfaction, with studies indicating that higher satisfaction correlates with lower turnover intentions (Colquitt, 2001; Mitchell et al., 2001; Weir, 2013). However, limited research exists on these factors in the Philippine nursing context, highlighting the urgent need to investigate their interconnections to address the high turnover rates that jeopardise healthcare systems and human well-being.

II. LITERATURE REVIEW

The work environment encompasses a range of intrinsic and extrinsic factors that significantly influence job satisfaction and performance, critical for predicting positive outcomes such as enhanced care quality and reduced turnover intentions (Huang et al., 2021). Edem et al. (2017) identify key elements of a supportive work environment, including employee safety, job security, positive interpersonal relationships, recognition of efforts, motivation, and involvement in decision-making. Such an environment reflects an organisation's commitment to supporting its professional staff and fostering retention through effective

leadership (Johnson et al., 2018). The nursing practice environment involves organisational characteristics that facilitate or hinder nursing practice, including nurse participation in hospital affairs, strong nursing foundations, competent leadership, adequate staffing, and collaborative relationships with physicians (Lake et al., 2019). Improved work conditions correlate with increased job satisfaction, reduced burnout, and enhanced patient safety (Liu et al., 2019). Organisational justice relates to perceptions of fairness regarding resource allocation and reward systems within an organisation. It comprises four elements: distributive, procedural, interpersonal, and interactional justice (Colquitt, 2001). Fair treatment in the workplace fosters job satisfaction and commitment, improving employee well-being and reducing stress (Luo, 2007). Job embeddedness, developed by Mitchell et al. (2001), refers to the connections, fit, and sacrifices that influence employee retention. A solid connection to an organisation leads to higher engagement and retention (Holtom et al., 2001). Job satisfaction, impacted by various factors, is positively linked to organisational commitment and performance (Yousef, 2000). Finally, turnover intention, which predicts voluntary departure from an organisation, is distinct from actual turnover and is influenced by factors such as dissatisfaction with pay, lack of advancement opportunities, and unfavourable work conditions (Wubetie et al., 2020).

III. THEORETICAL AND CONCEPTUAL FRAMEWORK

The theoretical framework for this study is grounded in several vital theories that explore factors influencing turnover intention among staff nurses. Herzberg's Two-Factor Motivation-Hygiene Theory suggests that job satisfaction and dissatisfaction arise from different factors. Motivation factors, such as achievement and recognition, enhance job satisfaction, while hygiene factors, including poor management and inadequate working conditions, lead to dissatisfaction. Improvements in hygiene factors do not automatically lead to increased satisfaction, indicating that turnover intentions are influenced when negative factors impact job contentment. Organisational Justice Theory, developed by Jerald Greenberg, examines how perceptions of fairness within an organisation affect employee attitudes and behaviours. This theory categorises justice into four components: distributive, procedural, interpersonal, and informational justice. Employees who perceive fairness in these areas will likely exhibit loyalty and positive behaviours, reducing turnover. Job Embeddedness Theory highlights the importance of social and organisational connections, suggesting that employees with strong ties to their workplace and community are less likely to leave. Factors like relationships with coworkers and alignment with organisational culture contribute to this embeddedness, making employees hesitant to sever ties with their current roles.

Additionally, as proposed by Blau, Social Exchange Theory emphasises the reciprocal nature of workplace relationships. It suggests that employee satisfaction and loyalty depend on perceived fairness in organisational exchanges. When expectations are unmet, employees may choose to resign. These theories collectively inform the study's exploration of how personal variables, work environment, organisational justice, job embeddedness, and overall job satisfaction influence nurses' turnover intentions, ultimately guiding strategies for enhancing employee retention in healthcare settings.

IV. SIGNIFICANCE OF THE STUDY

Studying the factors influencing nurses' decisions to stay or leave an organisation is paramount for enhancing nurse retention in healthcare settings. By identifying the elements that motivate nurses to remain with an organisation, healthcare institutions can develop strategies that bolster their retention rates. This study's findings are particularly beneficial across several domains. For the Human Resource Division of the Province of Iloilo, the insights gained could illuminate the complexities of hospital management and help pinpoint the factors that foster a positive and meaningful employee experience. Nurses benefit significantly from this research, as it could shed light on their work environment, addressing issues such as fairness, embeddedness, and job satisfaction while proposing strategies to improve retention. Chief nurses can use the findings to understand their departments' current conditions and refine retention strategies accordingly.

Additionally, nurse supervisors may find the results valuable for creating effective management practices and identifying ways to enhance nurse retention. Hospital administrators could leverage this research to reassess existing policies, identify areas requiring corrective measures, and implement effective retention strategies. The Department of Health could also gain essential insights to tackle the high attrition rates among nurses nationwide, guiding the development of actionable plans to improve retention. For private hospitals, the findings will provide a framework for formulating targeted strategies to retain nursing staff, enabling them to recognise critical areas needing attention and improvement. Finally, the implications of this study are significant for future researchers, as it opens avenues for exploring various factors and domains related to nurse retention, encouraging further investigation into this critical issue. The study allows healthcare stakeholders to foster a more stable and satisfied nursing workforce.

V. OBJECTIVES OF THE STUDY

The study aims to identify predictors of turnover intention among nurses, focusing on personal variables, work environment, organisational justice, job embeddedness, and job satisfaction. Specific objectives include analysing

personal factors such as age, sex, civil status, length of service, work arrangement, salary, area of assignment, and values; assessing the work environment and level of organisational justice; evaluating job embeddedness and satisfaction; and exploring relationships among these factors and turnover intention. Additionally, the study seeks to determine which variables significantly predict employee turnover intention among nurses. The study proposed four hypotheses: first, that personal variables are not significantly related to work environment, organisational justice, job embeddedness, and satisfaction; second, that personal variables have no significant relationship with turnover intention; third, that work environment, organisational justice, job embeddedness, and satisfaction are not significantly related to turnover intention; and fourth, that none of these factors are significant predictors of turnover intention.

VI. METHODOLOGY

A. Research Design

This study utilised a non-experimental causal-predictive research design, focusing on the relationships between various variables to understand how changes in one variable influence another. Data collection was conducted at a single point in time from a targeted group of respondents using standardised instruments, providing insight into the existing conditions within the study population.

B. Participants of the Study

The study targeted 92 staff nurses employed in district hospitals across Iloilo Province. Given the limited number of staff nurses, the enumeration included all eligible participants. The inclusion criteria specified that only actively employed staff nurses in the district hospitals were eligible. Conversely, Chief Nurses, Nurse Supervisors, Head Nurses, Job Hires, Nurse Trainees, and Nursing Aides were excluded from the study.

C. Research Instrument

The primary data collection method involved using questionnaires tailored to measure critical variables. The instrument was divided into six parts:

1. **Personal Variables:** This section gathered demographic information, including age, sex, civil status, length of service, work arrangement, monthly salary, area of assignment, and values.
2. **Work Environment:** The professional milieu was measured using a 31-item questionnaire developed by Lake (2002). Responses were recorded on a four-point Likert scale, with higher scores indicating a more supportive work environment.
3. **Organisational Justice:** Perceived organisational justice was assessed using a 20-item questionnaire developed by Colquitt (2001). Responses were measured on a five-point Likert scale, with mean scores above 4

indicating a positive perception of justice.

4. **Job Embeddedness:** An 18-item questionnaire developed by Holtom et al. (2006) evaluated the degree to which individuals felt integrated into their roles. Responses utilised a seven-point Likert scale, with higher scores reflecting greater embeddedness.
5. **Job Satisfaction:** Job satisfaction was assessed using Spector's 36-item questionnaire (1994). A six-point scale was employed, and scores were adjusted to account for negatively phrased items. Higher scores indicated greater job satisfaction.
6. **Turnover Intention:** Participants' intention to leave were assessed using a 6-item questionnaire by Roodt et al. (2013). Responses were recorded on a five-point Likert scale, with scores below 18 indicating a preference for staying.

D. Data-Gathering Procedure

Before distributing the questionnaires, the researcher ensured compliance with data collection purposes by seeking approval from the adviser and the pre-oral examination panel. A permission letter was submitted to the district hospitals' Hospital Management Office and Chief Nurses. Informed consent was obtained from respondents, assuring them that their participation was voluntary and that they could withdraw at any time. The questionnaires were prepared in English and distributed for self-completion at the respondents' convenience. Completed questionnaires were compiled into a digital database, thoroughly verifying data completeness.

E. Data-Processing and Analysis

Post-data collection, the researcher conducted field and office editing of the questionnaires to identify and rectify any omissions. The data were categorised, coded, and encoded in preparation for statistical analysis. Data analysis was performed using SPSS Version 23.0, employing several statistical methods: Descriptive Statistics summarised the key features of the collected data, using frequency distributions and measures of central tendency to describe demographic variables. A T-test was used to determine significant differences between the means of the two groups, assessing whether observed differences were statistically significant. Analysis of Variance was utilised to evaluate differences among means of three or more groups, testing the null hypothesis of equal means. Multiple Regression examined relationships between various independent variables and a dependent variable, helping to clarify how changes in predictors influenced the outcome. Pearson's r correlation coefficient measured the strength and direction of the linear relationship between two continuous variables.

F. Ethical Considerations

Before the study, ethical guidelines were adhered to, including obtaining ethical clearance from the Central Philippine University Research Ethics and Review Board. A

letter outlining the study's significance and data confidentiality was submitted to relevant hospital authorities. While the survey posed minimal psychological risks, potential triggers related to past experiences in healthcare were acknowledged. To mitigate these risks, the researcher emphasised the potential benefits of the study for organisational improvement, which could enhance working conditions and decrease turnover. Key benefits of the study include insights into factors influencing nurse turnover, which can inform strategies for retention, enhance working conditions, and support professional development. Improved retention contributes to better patient care continuity, reduces costs associated with recruitment, and bolsters community healthcare stability. Participants were informed about the study's purpose and confidentiality measures before providing informed consent. Data confidentiality was maintained by assigning unique identifiers to participants and storing data securely. Participation was voluntary, with no incentives provided. The researcher declared no conflicts of interest and committed to reporting any potential conflicts during the research process.

VII. RESULTS AND DISCUSSION

A. Personal Variables of the Respondents

The respondents' variables, including age, sex, civil status, length of service, work arrangement, monthly salary, area of assignment, and personal values, are presented in Table 1. The demographic analysis reveals significant trends:

- **Age:** The majority (62.0%) of the respondents are between 30 and 39 years old, with an overall mean age of 39.36. This result suggests a workforce with substantial experience, as older and tenured nurses are still active in district hospitals.
- **Sex:** A notable 79.0% of respondents are female, indicating a continued predominance of women in nursing. However, the increasing presence of males suggests a gradual change in gender dynamics within the profession.
- **Civil Status:** A significant portion (72.0%) of the nurses are married, highlighting that married individuals constitute a large part of the nursing workforce.
- **Length of Service:** Nearly half (47.0%) of the respondents have served for 5-14 years, and 33.0% have more than 21 years of experience. This result suggests a workforce characterised by tenure and experience.
- **Work Arrangement:** All respondents work an 8-hour shift, with most having afternoon shifts.
- **Monthly Salary:** A large majority (89.0%) earn between 31,000 and 40,000 pesos, consistent with salary structures in government hospitals.
- **Area of Assignment:** Respondents are distributed across various departments, with 39.0% in general nursing wards, 35.0% in the emergency and outpatient departments, and 26.0% in operating or delivery rooms.

- **Values:** A solid commitment to professional values is evident, with 77.2% expressing compassion, 64.1% valuing discipline, and 60.8% indicating diligence.

Table I: Distribution of the Respondents According to Personal Variables

Personal Variables	f	%
Age		
30 – 39 years old	57	62.0
40 – 49 years old	24	26.0
50 – 59 years old	11	12.0
Total	92	100.0
Mean = 39.36 years old		
Sex		
Male	19	21.0
Female	73	79.0
Total	92	100.0
Civil Status		
Single	26	28.0
Married	66	72.0
Total	92	100.0
Length of Service		
5 - 14 years of experience	43	47.0
15 - 20 years of experience	19	20.0
More than 21 years of experience	30	33.0
Total	92	100.0
Work Arrangement		
8-hour shift	92	100.0
Total	92	100.0
Mostly Morning		
Mostly Morning	43	47.0
Mostly Afternoon	41	44.0
Mostly Night	8	9.0
Total	92	100.0
Monthly Salary		
Between 20,000 – 30,000 pesos	10	11.0
Between 31,000 – 40,000 pesos	82	89.0
Total	92	100.0
Area of Assignment		
General Nursing Wards	36	39.0
Emergency Room and Outpatient Department	24	26.0
Operating Room/ Delivery Room	32	35.0
Total	92	100.0
Values		
Compassion	71	77.2
Diligence	56	60.9
Integrity	52	56.5
Discipline	59	64.1

B. Work Environment of the Respondents

The work environment is perceived positively, with a mean score of 3.17, suggesting that most respondents find their work conditions conducive to productivity and satisfaction. This positive perception is crucial for informing organisational strategies to enhance employee morale and retention.

C. Organisational Justice of the Respondents

In contrast, perceptions of organisational justice are less favourable, with a mean score of 3.65. This score suggests a negative perception of fairness within the organisation, indicating potential areas for improvement in organisational policies and practices to enhance nurses' experiences.

D. Job Embeddedness of the Respondents

The respondents' level of job embeddedness is high, with a mean score of 5.48, indicating that nurses feel significantly integrated and attached to their jobs. This high level of embeddedness can be a positive indicator of retention, suggesting that nurses are likely to stay with the organisation due to their strong connections and commitments.

E. Job Satisfaction of the Respondents

Job satisfaction levels present a more ambivalent picture. While 82.6% of respondents feel ambivalent about their job satisfaction, only 17.4% express satisfaction. The mean score for job satisfaction is 3.81, highlighting that while nurses do

not think of outright dissatisfaction, they also do not fully experience job satisfaction. This ambivalence indicates a critical need for interventions to improve job satisfaction and enhance nurses' overall work experience.

F. Turnover Intention of the Respondents

When examining turnover intentions, the data reveal that 55.4% of respondents desire to stay in their current positions, while 44.6% indicate intentions to leave. The mean turnover intention score aligns with stay, suggesting that nurses prefer remaining in their roles. However, a significant percentage intends to leave points to underlying retention issues.

G. Overall Relationship of Turnover Intention Predictors When Grouped Concerning Age

Table 2 shows mixed results from analysing the relationships between turnover intention predictors and age. A significant relationship exists between the work environment and age, as indicated by a significance level of 0.002, suggesting that older nurses may have a more positive perception of their work environment. However, organisational justice, job embeddedness, and job satisfaction do not demonstrate significant relationships with age. These findings reflect broader trends noted in the literature, indicating that younger workers may feel undervalued in the workplace, impacting their perceptions of organisational dynamics.

Table II: Overall Relationship of Turnover Intention Predictors when Grouped Concerning Age

Turnover Intention Predictors	ρ	Sig	Interpretation	Decision
Work Environment*	0.317	0.002	Significant	Reject Ho
Organisational Justice	0.178	0.090	Not Significant	Retain Ho
Job Embeddedness	0.021	0.839	Not Significant	Retain Ho
Job Satisfaction	0.017	0.869	Not Significant	Retain Ho

*Significant at 0.05 Value

H. Overall Relationship of Turnover Intention Predictors by Sex

When examining turnover intention predictors by sex, no significant relationships were found across the predictors analysed. Work environment ($\rho = -0.186$, Sig = 0.775), organisational justice ($\rho = 0.059$, Sig = 0.575), job embeddedness ($\rho = -0.043$, Sig = 0.686), and job satisfaction ($\rho = 0.035$, Sig = 0.741) all yielded non-significant results, leading to the retention of the null hypothesis for each predictor.

I. Overall Relationship of Turnover Intention Predictors by Civil Status

Similar to the previous analysis, the relationship of turnover intention predictors by civil status showed no significant associations. The work environment ($\rho = -0.025$, Sig = 0.814), organisational justice ($\rho = 0.142$, Sig = 0.177),

job embeddedness ($\rho = 0.020$, Sig = 0.849), and job satisfaction ($\rho = 0.021$, Sig = 0.841) indicated non-significant correlations, resulting in the retention of the null hypothesis across all predictors.

J. Overall Relationship of Turnover Intention Predictors by Length of Service

Length of service emerged as a significant factor influencing turnover intention predictors, as presented in Table 3. Both work environment ($\rho = 0.321$, Sig = 0.002) and organisational justice ($\rho = 0.206$, Sig = 0.048) were significantly correlated with length of service, leading to the rejection of the null hypothesis for these predictors. In contrast, job embeddedness ($\rho = 0.015$, Sig = 0.885) and job satisfaction ($\rho = -0.021$, Sig = 0.841) showed no significant relationships, thereby retaining the null hypothesis.

Table III: Overall Relationship of Turnover Intention Predictors when Grouped Concerning Length of Service

Turnover Intention Predictors	ρ	Sig	Interpretation	Decision
Work Environment*	0.321	0.002	Significant	Reject Ho
Organisational justice*	0.206	0.048	Significant	Reject Ho
Job Embeddedness	0.015	0.885	Not Significant	Retain Ho
Job Satisfaction	-0.021	0.841	Not Significant	Retain Ho

*Significant at 0.05 Value

K. Overall Relationship of Turnover Intention Predictors by Work Arrangement

Table 4 shows that within work arrangements, only organisational justice demonstrated a significant relationship ($\rho = -0.231$, Sig = 0.027), rejecting the null hypothesis. The

other predictors—work environment ($\rho = -0.007$, Sig = 0.948), job embeddedness ($\rho = -0.126$, Sig = 0.230), and job satisfaction ($\rho = -0.050$, Sig = 0.635)—were not significantly correlated with work arrangement, leading to the retention of the null hypothesis.

Table IV: Overall Relationship of Turnover Intention Predictors when Grouped according to Work Arrangement

Turnover Intention Predictors	ρ	Sig	Interpretation	Decision
Work Environment	-0.007	0.948	Not Significant	Retain Ho
Organisational Justice*	-0.231	0.027	Significant	Reject Ho
Job Embeddedness	-0.126	0.230	Not Significant	Retain Ho
Job Satisfaction	-0.050	0.635	Not Significant	Retain Ho

*Significant at 0.05 Value

L. Overall Relationship of Turnover Intention Predictors by Monthly Income

The analysis of predictors grouped by monthly income revealed no significant relationships. Work environment ($\rho = 0.075$, Sig = 0.542), organisational justice ($\rho = 0.005$, Sig = 0.706), job embeddedness ($\rho = 0.220$, Sig = 0.220), and job satisfaction ($\rho = 0.426$, Sig = 0.426) all failed to demonstrate statistically significant correlations, leading to the retention of the null hypothesis for each predictor.

N. Overall Relationship of Turnover Intention Predictors by Compassion

The findings concerning compassion as a variable also demonstrated no significant relationships among the predictors. Work environment ($\rho = -0.064$, Sig = 0.544), organisational justice ($\rho = -0.035$, Sig = 0.744), job embeddedness ($\rho = 0.045$, Sig = 0.670), and job satisfaction ($\rho = 0.000$, Sig = 0.999) all failed to establish significant correlations, leading to the retention of the null hypothesis for each.

M. Overall Relationship of Turnover Intention Predictors by Area of Assignment

This analysis also indicated no significant relationships with work environment ($\rho = 0.064$, Sig = 0.542), organisational justice ($\rho = 0.040$, Sig = 0.706), job embeddedness ($\rho = 0.129$, Sig = 0.220), and job satisfaction ($\rho = 0.084$, Sig = 0.426) all showing non-significant correlations, resulting in the retention of the null hypothesis across all predictors.

O. Overall Relationship of Turnover Intention Predictors by Diligence

Table 5 shows the analysis of turnover intention predictors grouped by diligence. The results revealed significant relationships between organisational justice ($\rho = 0.254$, Sig = 0.015) and job satisfaction ($\rho = 0.319$, Sig = 0.002), rejecting the null hypothesis for these predictors. However, the work environment ($\rho = 0.086$, Sig = 0.413) and job embeddedness ($\rho = -0.018$, Sig = 0.867) exhibited no significant relationships, leading to the retention of the null hypothesis.

Table 5: Overall Relationship of Turnover Intention Predictors when Grouped Concerning Diligence

Turnover Intention Predictors	ρ	Sig	Interpretation	Decision
Work Environment	0.086	0.413	Not Significant	Retain Ho
Organisational justice*	0.254	0.015	Significant	Reject Ho
Job Embeddedness	-0.018	0.867	Not Significant	Retain Ho
Job Satisfaction*	0.319	0.002	Significant	Reject Ho

*Significant at 0.05 Value

P. Overall Relationship of Turnover Intention Predictors by Integrity

In the context of integrity, predictors such as work environment, organisational justice, job embeddedness, and job satisfaction all show non-significant correlations with integrity, as indicated by significance values exceeding the 0.05 threshold, leading to the retention of the null hypothesis for all.

Q. Overall Relationship of Turnover Intention Predictors by Discipline

Regarding discipline, factors like work environment, organisational justice, job embeddedness, and job satisfaction

all exhibit non-significant correlations with discipline, as their significance values surpass the 0.05 threshold, resulting in the retention of the null hypothesis for each.

R. Overall Relationship of Personal Variables to Turnover Intention

Table 6 assesses personal variables, including age, sex, civil status, and more, against turnover intention. Most variables show non-significant relationships, but diligence stands out with a significant negative correlation ($\rho = -0.238$, Sig = 0.022), prompting a rejection of the null hypothesis for this variable.

Table VI: Overall Relationship of Personal Variables to Turnover Intention

Personal Variables	Turnover Intention		Interpretation	Decision
	ρ	Sig		
Age	-0.182	0.082	Not Significant	Retain Ho
Sex	-0.032	0.759	Not Significant	Retain Ho
Civil Status	-0.074	0.480	Not Significant	Retain Ho
Length of Service	-0.161	0.126	Not Significant	Retain Ho
Work Schedule	0.014	0.894	Not Significant	Retain Ho
Gross Monthly Income	-0.006	0.957	Not Significant	Retain Ho
Area of Assignment	-0.049	0.640	Not Significant	Retain Ho
Compassion	-0.026	0.808	Not Significant	Retain Ho
Diligence*	-0.238	0.022	Significant	Reject Ho
Integrity	-0.028	0.793	Not Significant	Retain Ho
Discipline	0.035	0.741	Not Significant	Retain Ho

*Significant at 0.05 Value

S. Overall Relationship of Turnover Intention Predictors to Turnover Intention

Table 7 highlights the overall relationships of turnover intention predictors. Work environment, organisational

justice, job embeddedness, and job satisfaction demonstrate strong negative correlations with turnover intention (all Sig values at 0.000), indicating that improvements in these areas could effectively reduce turnover intentions.

Table VII: Overall Relationship of Turnover Intention Predictors to Turnover Intention

Turnover Intention Predictors	Turnover Intention		Interpretation	Decision
	ρ	Sig		
Work Environment*	-0.368	0.000	Significant	Reject Ho
Organisational justice*	-0.400	0.000	Significant	Reject Ho
Job Embeddedness*	-0.389	0.000	Significant	Reject Ho
Job Satisfaction*	-0.377	0.000	Significant	Reject Ho

*Significant at 0.05 Value

T. Significant Predictors of Turnover Intention

Table 8 further underscores the significant predictors, identifying organisational justice, job satisfaction, and work environment as key influencers. Organisational justice has

the most substantial impact (standardised coefficient = -0.316, Sig = 0.001). Overall, the findings emphasise enhancing organisational justice, job satisfaction, and work environment to mitigate employee turnover intention.

Table VIII: Significant Predictors of Turnover Intention

Turnover Intention Predictors	Standardised Coefficients	Sig. Value
Organisational justice*	-.316	.001
Job Satisfaction*	-.297	.002
Work Environment*	-.201	.037

*Significant at 0.05 Value

VIII. CONCLUSION

The study's findings lead to several important conclusions regarding nurses' workplace experiences and intentions to remain in their positions. First, it was revealed that nurses perceive their work environment positively but negatively view organisational justice. They are highly embedded in their jobs, experience ambivalent satisfaction, and are likely to stay within their organisations. Age emerged as a significant factor influencing perceptions of the work environment, indicating that different age groups experience their work settings in varied ways. Additionally, length of service affects these perceptions and correlates with views on organisational justice, suggesting that tenure impacts workplace experiences and fairness perceptions. The type of work schedule employees follow was linked to their perceptions of organisational justice, highlighting the importance of scheduling policies in shaping views on fairness. Furthermore, diligence in work—characterised by conscientiousness and thoroughness—was positively associated with perceptions of organisational justice and job satisfaction.

Moreover, while demographic factors such as age, sex, civil status, length of service, monthly income, and area of assignment were not significantly associated with turnover intention, individual work attitudes—precisely diligence—played a critical role in turnover intentions. The study established that the work environment, organisational justice, job embeddedness, and job satisfaction are closely linked to turnover intentions. A positive work environment and fair perceptions lead to higher job satisfaction and increased job embeddedness, reducing the likelihood of turnover. Conversely, negative perceptions in these areas increase the chances of employees considering leaving their positions. The study further identifies organisational justice, job satisfaction, and the work environment as predictors of turnover intention, indicating that employees who perceive fairness, feel satisfied with their jobs and work in a supportive environment are less likely to seek employment elsewhere.

IX. RECOMMENDATION

In light of these conclusions, several recommendations are made to enhance nurses' overall experience and retention within organisations. Addressing issues related to organisational justice is paramount; implementing transparent policies, fair decision-making processes, and

equitable treatment across all levels can alleviate negative perceptions. Regular feedback and open communication can enhance perceptions of fairness. Given the high levels of job embeddedness among nurses, organisations should capitalise on this commitment by providing opportunities for career development and recognising contributions through rewards and recognition programs. Exploring underlying factors contributing to ambivalent satisfaction can help address areas of dissatisfaction, leading to improved job satisfaction. Fostering a supportive and collaborative work environment by promoting teamwork and reducing workload stressors is crucial. Tailoring workplace policies to accommodate differences in age-related perceptions of the work environment can foster inclusivity. Organisations should also implement practices recognising and rewarding tenure and reviewing scheduling policies to ensure fairness.

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