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## Turnover intention and job satisfaction among nurses in a tertiary level hospital

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### Abstract

**Introduction:** Turnover intention, the likelihood of leaving a job, is a global challenge in nursing, affecting healthcare stability. Job satisfaction, a positive attitude toward job stability and professional growth, plays a crucial role in retaining nurses and ensuring quality care. This study aims to identify turnover intention and job satisfaction level among nurses.

**Method:** A mixed-method descriptive cross-sectional study design with a simple random sampling technique, select 422 nurses from a tertiary-level hospital in Lalitpur, Nepal. Data were collected from 408 nurses using the Job Satisfaction Survey (JSS) and Turnover Intention Scale (TIS-6) from January to March 2024. Data were analyzed using SPSS 16 for quantitative data, descriptive statistics for socio-demographics, job satisfaction, and turnover intention levels. A chi-square test examined the association between turnover intention and job satisfaction. Thematic analysis was done for open-ended questions.

**Result:** More than half, 243(59.6%), reported ambivalence, 123(30.10%) were satisfied, and 42(10.30%) were dissatisfied with their jobs. Additionally, 205(50.20%) reported turnover intention, while 203(49.8%) did not. There was a significant association between turnover intention and job satisfaction among nurses in the tertiary-level hospital ( $p < 0.001$ ).

**Conclusion:** Most of the respondents revealed ambivalence regarding job satisfaction, and half expressed turnover intention. The significant association highlights the need for targeted interventions to enhance job satisfaction such as improving workplace conditions, fostering supportive management, and implementing retention strategies to reduce turnover intention.

**Keywords:** job satisfaction; job turnover intention; nurses



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## Introduction

In low resource settings, turnover intention is a major public health challenge.<sup>1</sup> It is the likelihood of leaving their current job, which is a growing challenge in nursing.<sup>2</sup> Job satisfaction is characterized by a positive attitude of job stability, professional growth, and the individual's expectations are met as an employee.<sup>3</sup> Unsatisfied payment, benefits, performance appraisal and low continuance commitment were significantly associated with nurses' turnover intention.<sup>4</sup> It is costly and compromises the quality of patient care and outcome.<sup>5</sup>

Nursing turnover is a global issue of concern with varying prevalence rates. The global turnover intention is 16%, with Asia at 19%.<sup>6</sup> A meta-analysis among Intensive Care Unit (ICU) nurses reported 27.7%.<sup>7</sup> In Ethiopia, turnover was 64.9%, with 52.7% being dissatisfied with job autonomy and 36.5% with pay and benefits.<sup>8</sup> In Iran, 32.7% planned to leave for other opportunities.<sup>9</sup> In Korea, 12.8% of newly graduated nurses had turnover intention due to job stress.<sup>10</sup> In India, 60% intended to leave their current job.<sup>11</sup> In Nepal, 50.5% had turnover intention, with 56% dissatisfied.<sup>12</sup> Job satisfaction is linked to turnover.<sup>13</sup> A private hospital study in Nepal found 93.2% intended to leave their current job for better job security abroad.<sup>14</sup>

This study aims to assess the levels of turnover intention and job satisfaction among nurses in a tertiary hospital of Nepal.

## Method

This is a multi-method cross-sectional study, which was conducted among registered nurses working in Patan Hospital, Lalitpur, Nepal from March to May 2024. The study was approved by Institutional Review Committee (IRC) of Patan Academy of Health Sciences (PAHS), Lalitpur, Nepal (Ref. nrs2312151829). Patan Hospital is a tertiary level hospital in Lalitpur District, Bagmati Province, Nepal. There were 563 nurses working at the time of data collection. Total sample size was 422 which was calculated using Cochran formula.<sup>15</sup>

Samples were selected by probability simple random sampling technique through Random Generator Application. Nursing supervisors, Auxiliary Nurse Midwives, and nurses with less than 3 months of work experience and those on leave at the time of the study period were excluded from the study. Among the selected sample eight respondents resigned from the job, three were on without pay leave, one was on study leave, and two were on maternity leave. Thus, total sample size was 408. Data was collected

using "Turnover Intention Scale (TIS-6)" which was developed by Roodt, Gert in 2013 and "Job Satisfaction Survey (JSS)" which was developed by Paul Spector in 1994.<sup>16,17</sup>

Part I included Demographic variables, Part II included "Turnover Intention Scale (TIS-6)", Part III included "Job Satisfaction Survey (JSS)" and Part IV consisted of open-ended question related to nurses' opinion on ways to reduced turnover.

"Turnover Intention Scale (TIS-6)" has total 6 items, the minimum a person can get is 6(6x1) and the maximum is 30(6x5). No item scores need to be reflected (reverse scored). The midpoint of the scale is 18(6x3). If the total score is above 18, it indicates a desire to leave the organization. The Job Satisfaction Survey (JSS), has its items written in both directions; positive and negative. Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24, while scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216. Each item is scored from 1 to 6 if the original response choices are used. High scores on the scale represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. For the 36-items total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent. Translated into the summed scores, for the 4-items subscales with a range from 4 to 24, scores of 4 to 12 are dissatisfied, 16 to 24 are satisfied, and between 12 and 16 are ambivalent. For open ended question thematic analysis was done.

The researcher met the respondents individually and explained the objectives of the study. Written consent was taken from each of them. They were requested to fill up the self-administered questionnaire in their free time. The original questionnaire was translated into Nepali using a forward-translation and back-translation method to ensure both linguistic and conceptual equivalence. The translated version was reviewed by subject experts proficient in both languages to verify accuracy and clarity. Based on their input, necessary revisions were made. This finalized Nepali version of the tool was then used for data collection. The filled questionnaires were collected from each respondent by the researcher herself. The collected data was stored securely. Throughout the process, confidentiality was maintained, and respondents' information and responses were not

shared with others. Collected data was coded and entered into the Statistical Package for Social Science (SPSS) version 16.

Descriptive analysis was conducted to calculate frequencies and percentages, while inferential analysis was performed using the chi-square test to address the study objectives. Open-ended questions were analysed using Microsoft Word and Excel. The verbatim from various respondents is reported as R1, R2, ... Rn respectively for the first, second, ... n<sup>th</sup> respondents in the results section.

## Result

Among 408 nurses, the majority 134(32.84%) were between age group 25-29 years, 263(64.46%) nurses were working on contract job and 169(41.42%) had 1-5 years of work experience. Most of the respondents 236(57.84%) had the qualification of Bachelor in Nursing (BN), and 186(45.59%) nurses were worked on different wards, Table 1. Turnover intention was present among 205(50.24%) and 203(49.76%) had not present turnover intention, Table 2. Related to job satisfaction, 241(59.60%) were

responded ambivalent, 125(30.10%) were satisfied and 42(10.30%) were dissatisfied, Figure 1. While discussing subscales of job satisfaction, the majority of respondents 274(67.16%) were dissatisfied with contingent rewards whereas 321(78.68%) were satisfied with nature of work and 283(69.34%) were satisfied with supervision and 212(51.96%) were dissatisfied with job promotion, Table 3. There was a significant association between turnover intention and job satisfaction among nurses in the tertiary-level hospital ( $p<0.001$ ), Table 4. Regarding subscales pay ( $p<0.001$ ), promotion ( $p<0.001$ ), supervision ( $p=0.008$ ), fringe Benefits ( $p<0.001$ ), operating condition ( $p<0.001$ ), contingent reward ( $p<0.001$ ), co-workers ( $p=0.003$ ), nature of work ( $p<0.001$ ), communication ( $p<0.001$ ), which also shows strong association between turnover intention and job satisfaction, Table 4.

Understanding nurses' perception to reduce turnover intention various responses are emerged which was classified on various theme.

**Table 1. Socio-demographic characteristics of nurses of Patan Hospital (n=408)**

Demographic variables	Category	f (%)
Age	20-24 years	50(12.25)
	25- 29 years	134(32.84)
	30-34 years	102(25.00)
	35-39 years	60(14.71)
	40-44 years	41(10.05)
	45-49 years	9(2.21)
	50-54 years	8(1.96)
	55-59 years	3(0.74)
	60 years above	1(0.25)
Type of job	Permanent Job	145(35.54)
	Contract Job	263(64.46)
Current working post	Staff Nurse 5th level	271(66.42)
	Senior Staff Nurse 6th level	54(13.24)
	Nursing Officer 7th level	55(13.48)
	Senior Nursing Officer 8th level	21(5.15)
	Chief Nursing Officer 8.5th level	7(1.72)
Work experiences	1-5 years	169(41.42)
	6-10 years	108(26.47)
	11-15 years	70(17.16)
	More Than 16 years	61(14.95)
qualification of nurses	PCL nursing	71(17.40)
	BNS/BN Nursing	236(57.84)
	BSC Nursing	91(22.30)
	Master in Nursing	10(2.45)
Working wards	ICU	105(25.74)
	Operation Theatre	46(11.27)
	Ward	186(45.59)
	Emergency	26(6.37)
	Maternity	43(10.54)
	Admin Supervisor	2(0.49)

### Theme 1. Increment in salary

A key factor in retaining nurses within hospitals is the increase in salary.

*"Proper adequate salary scale should be there which is adequate to cover at least monthly expenditure" R25 Similarly "Salary should be increased as the workload of this hospital is high." R195*

*"Salary should be equal for both temporary and contract staff." R51.*

*Likewise, "Offer competitive salary to retain staff as all tends to move towards better opportunity and better pay." R59*

*However, "Salary should be provided as an international level and based on inflation to reduce turnover intention." R265*

### Theme 2. Working environment

Almost all respondents emphasized that a supportive working environment is key to improving job satisfaction, reducing burnout, and enhancing nursing retention and patient outcomes.

*R76 highlighted the importance of a "friendly and favourable working environment where nurses can raise their voice and views without hesitation."*

*R84 stressed that "maintaining an appropriate nurse-patient ratio is essential to prevent exhaustion and ensure quality care."*

*Additionally, R185 suggested that "providing support staff to reduce workload can help maintain a stress-free environment."*

### Theme 3. Promotion

Promotion plays a crucial role in job satisfaction and reducing turnover among nurses.

*R226 highlighted the importance of "timely internal*

**Table 2. Turnover Intention among nurses of Patan Hospital (n=408)**

Turnover intention	f (%)
Yes	205(50.24)
No	203(49.76)

**Table 3. Respondent's Level of Satisfaction towards different subscales of job satisfaction (n=408)**

Characteristics	Dissatisfaction n(%)	Ambivalence n(%)	Satisfaction n(%)
Pay	157(38.48)	157(38.48)	94(23.04)
Promotion	212(51.96)	123(30.15)	73(17.89)
Supervision	28(6.86)	97(23.77)	283(69.34)
Fringe Benefits	189(46.32)	134(32.84)	85(20.83)
Operating Condition	238(58.33)	132(32.35)	38(9.31)
Contingent Reward	274(67.16)	82(20.10)	52(12.75)
Co-workers	25(6.13)	95(23.28)	288(70.59)
Nature of Work	15(3.68)	72(17.65)	321(78.68)
Communication	85(20.83)	128(31.37)	195(47.79)

*promotions for contract nurses."*

*While R169 suggested "Promotion opportunities for those in the same position for an extended period."*

*R118 recommended "promotions based on seniority"*

*R348 echoed "the need for promotions should be based on work experience."*

### Theme 4. In service education and training

In-service education and training are vital for the professional and personal growth of nursing staff. Many respondents stressed the importance of such programs.

*R17 suggested that "specialized training should be provided based on the needs of nursing staff in various wards for personal and professional development."*

*R158 recommended "regular workshops, conferences, and training for continuous improvement."*

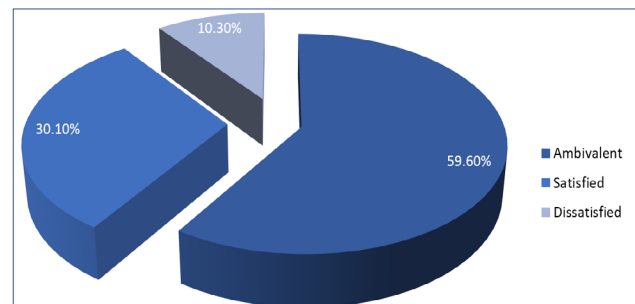
*R35 proposed "offering long-term national and international training and certification to retain staff"*

*while R149 emphasized "the need for training for both senior and junior nurses."*

### Theme 5. Incentives and extra Benefits

Respondents emphasized the importance of incentives and extra facilities within the organization.

*R1 suggested "providing incentives for occupational hazards, as nurses are frequently exposed to hazardous environments."*



**Figure 1. Level of Job Satisfaction among nurses of Patan Hospital (n=408)**

Table 4. Association between subscale wise level of satisfaction with turnover intention and overall job satisfaction

Sub scale	Level of Satisfaction	Level of turnover n(%)		Total	p value
		Yes	No		
Pay	Satisfied	23(24.47)	71(75.53)	94(100.00)	<0.001
	Ambivalent	84(53.50)	73(46.50)	157(100.00)	
	Dissatisfied	98(62.42)	59(37.58)	157(100.00)	
Promotion	Satisfied	24(32.88)	49(67.12)	73(100.00)	<0.001
	Ambivalent	46(37.40)	77(62.60)	123(100.00)	
	Dissatisfied	135(63.68)	77(36.32)	212(100.00)	
Supervision	Satisfied	129(45.58)	154(54.42)	283(100.00)	0.008
	Ambivalent	56(57.73)	41(42.27)	97(100.00)	
	Dissatisfied	20(71.43)	8(28.57)	28(100.00)	
Fringe Benefits	Satisfied	22(25.88)	63(74.12)	85(100.00)	<0.001
	Ambivalent	58(43.28)	76(56.72)	134(100.00)	
	Dissatisfied	125(66.14)	64(33.86)	189(100.00)	
Operating Condition	Satisfied	9(23.68)	29(76.32)	38(100.00)	<0.001
	Ambivalent	55(41.67)	77(58.33)	132(100.00)	
	Dissatisfied	141(59.24)	97(40.76)	238(100.00)	
Contingent Reward	Satisfied	14(26.92)	38(73.08)	52(100.00)	<0.001
	Ambivalent	20(24.39)	62(75.61)	82(100.00)	
	Dissatisfied	171(62.41)	103(37.59)	274(100.00)	
Co-workers	Satisfied	129(44.79)	159(55.21)	288(100.00)	0.003
	Ambivalent	61(64.21)	34(35.79)	95(100.00)	
	Dissatisfied	15(60.00)	10(40.00)	25(100.00)	
Nature of Work	Satisfied	143(44.55)	178(55.45)	321(100.00)	<0.001
	Ambivalent	50(69.44)	22(30.56)	72(100.00)	
	Dissatisfied	12(80.00)	3(20.00)	15(100.00)	
Communication	Satisfied	79(40.51)	116(59.49)	195(100.00)	<0.001
	Ambivalent	60(46.88)	68(53.12)	128(100.00)	
	Dissatisfied	66(77.65)	19(22.35)	85(100.00)	
Overall job satisfaction	Satisfied	96(78.05)	27(21.95)	123(100.00)	<0.001
	Ambivalent	141(58.02)	102(41.98)	243(100.00)	
	Dissatisfied	37(88.10)	5(11.90)	42(100.00)	

R40 noted that *“the night allowance is insufficient and should be increased.”*

R275 recommended *“no night duty after 50 years and suggested the provision of overtime allowances.”*

R149 proposed *“organizing refreshment activities to help employees relax and reduce work monotony.”*

R237 advocated *“for medical insurance for the family members of contract staff.”*

#### Theme 6. Job security

Job security is crucial in reducing turnover intention among employees, and many respondents highlighted the importance of permanent employment to address this issue.

R56 suggested, *“It would be better if there is a provision for temporary staff to be automatically converted to permanent after certain years (5-10 years) based on performance evaluation.”*

Table 5. Nurses' perception to reduce turnover intention themes

Theme 1	Increment in salary
Theme 2	Working environment
Theme 3	Promotion
Theme 4	In service education and training
Theme 5	Incentives and extra Benefits
Theme 6	Job security
Theme 7	Leave
Theme 8	Job description

Similarly, R94 recommended that *“internal examination should be done to make contract staff permanent,”* emphasizing the value of internal promotion for job security.

Additionally, R324 pointed out, *“Most nurses are going abroad to secure their future; if we had a pension system after retirement, there would be a significant decrease in turnover rates for nurses and all staff.”*



## Theme 7. Leave

Leave policies are closely linked to turnover intention, with many respondents emphasizing the need for various leave facilities to help reduce turnover.

R162 stated that *“Maternity leave is a right for all women and should be provided as per government rules to promote maternal and child health.”*

R181 suggested that *“Kriyabida should also be provided equally for daughters.”*

R309 highlighted that *“annual leave for contract staff should not be cancelled due to busy ward schedules, proposing that leave should either be balanced or converted into monetary value.”*

## Theme 8. Job description

Job descriptions are essential for providing structure, clarity, and alignment within organizations. Many respondents emphasized the need for clear job descriptions.

For instance, one stated, *“Tasks should be allocated according to the nurses’ qualifications and job description”* R324

While another noted, *“Proper job descriptions should be provided beforehand to reduce confusion and ensure equal workload distribution”* R330

## Discussion

The findings of this study revealed that nearly half 50.24% of the participants expressed an intention to leave their current job. This turnover intention varies significantly across different countries, highlighting the influence of contextual factors. For instance, higher turnover intentions were reported in Indonesian women nurses 62.3%, China 69.4%, the Mainland province of China 42.8%, Ethiopia 77.5% and Ghana 87.2%, compared to Korea, where only 12.8% of nurses expressed an intention to leave their current roles.<sup>1,10,18-21</sup> Comparative studies further emphasize these disparities. For example, a study conducted in Poland reported that 48.84% of nurses were willing to leave their current job.<sup>22</sup> Similarly, in Europe, 8.9% of nurses intended to leave their hospitals, while 13.6% were considering leaving the nursing profession entirely.<sup>23</sup> These regional variations in turnover intentions may be attributed to a combination of personal, cultural, economic, and organizational factors. Workplace challenges such as burnout, excessive workload, and other stressors are significant drivers that influence employees’ decisions to consider leaving their roles. The substantial turnover intention observed in this study aligns with trends reported in other countries, underscoring the

urgency of addressing systemic issues in healthcare work environments.

In the current study, the majority of nurses reported ambivalence toward their job satisfaction, with 59.60% indicating neither satisfaction nor dissatisfaction, 30.10% expressing satisfaction, and only 10.30% reporting dissatisfaction. These findings are consistent with a study conducted in Chhattisgarh, India, which revealed that 20% of nurses were satisfied, 12% were dissatisfied, and the majority remained ambivalent about their jobs.<sup>24</sup> This highlights a common trend of ambivalence among nursing professionals across various contexts. The high proportion of ambivalent responses in the present study may indicate the influence of factors that neither strongly motivate nor de-motivate nurses in their roles, such as workload, compensation, professional recognition, opportunities for career advancement, and work-life balance. However, contrasting findings were reported in a study conducted in Saudi Arabia, where 58% of nurses expressed job satisfaction and 42% reported dissatisfaction.<sup>25</sup> Similarly, another study from India reported that 56.1% of nurses were moderately satisfied, 43.6% were satisfied, and only 0.4% expressed dissatisfaction, reflecting a higher degree of overall satisfaction among Indian nurses.<sup>26</sup> These variations in findings could be attributed to differences in workplace environments, cultural contexts, and healthcare policies across regions. Understanding these influencing factors is critical for addressing ambivalence and improving job satisfaction among nurses. In Nepal, job satisfaction among nurses has shown mixed results across various studies. For instance, a study conducted at Kanti Children’s Hospital reported that 53.1% of respondents were dissatisfied with their jobs, while 46.9% expressed satisfaction.<sup>3</sup> Similarly, a study conducted in Pokhara, Nepal, found that 73.7% of nurses reported moderate satisfaction, 16.8% had low satisfaction, and only 9.5% expressed high satisfaction levels.<sup>27</sup> Furthermore, a comparative study of government and private hospitals in Nepal revealed an overall job satisfaction rate of 54.5%, with 45.5% of nurses reporting dissatisfaction. Interestingly, this study highlighted that nurses working in government hospitals generally reported higher satisfaction levels compared to those in private hospitals.<sup>28</sup> These findings underscore the significant role of institutional policies and organizational culture in shaping job satisfaction among nurses.

The current study found a statistically significant association between job satisfaction and turnover intention ( $p < 0.001$ ), indicating that nurses with higher job satisfaction were less likely to consider leaving their jobs. Similarly, a study in Ethiopia showed dissatisfaction with job autonomy and training

opportunities significantly influenced turnover intentions.<sup>8</sup> In Beijing, job satisfaction mediated the relationship between hope, career identity, and turnover intention.<sup>29</sup> Research in South America also highlighted an inverse relationship between job satisfaction and turnover intentions. Supportive work environments, professional growth opportunities, and recognition contributed to job satisfaction, while heavy workloads and inadequate staffing increased turnover intention.<sup>30</sup> In Malaysia, job satisfaction strongly influenced turnover intentions, with significant findings supporting this correlation.<sup>31</sup> These results emphasize the need to improve job satisfaction through strategies like enhancing job autonomy, professional development, and supportive workplaces. Addressing these factors can help retain nursing staff and ensure quality patient care.

Understanding nurses' perception to reduce turnover intention various responses are emerged which was classified on various themes.

### **Increment in salary**

A key factor in retaining nurses within hospitals is the increase in salary. Many respondents have indicated that raising salaries is essential in addressing turnover intentions and improving retention rates among nursing staff. This suggests that competitive compensation plays a critical role in enhancing job satisfaction and reducing the likelihood of nurses seeking employment elsewhere which is supported various other studies.<sup>31,11</sup>

### **Working environment**

Almost all respondents emphasized that a supportive working environment is key to improving job satisfaction, reducing burnout, and enhancing nursing retention and patient outcomes. These findings align with previous studies, which show that poor working conditions contribute to turnover intentions, while adequate staffing reduces turnover.<sup>2,31</sup> Another study also identified a poor working environment as a significant factor in turnover intention.<sup>32</sup> Another systematic analysis done in India also identify that working environment is one of the factor for nurses turnover,<sup>33</sup> therefore, improving working conditions, staffing levels, and support for nurses is crucial for retention and quality care.

### **Promotion**

Promotion plays a crucial role in job satisfaction and reducing turnover among nurses. Several respondents at Patan Hospital emphasized that promotions should be based on work experience, especially for contract staff. These views align with previous studies showing that clear, fair promotion opportunities improve job

satisfaction and retention.<sup>31</sup> A structured promotion system, considering experience, seniority, and fair grading, is essential to reduce turnover.<sup>33</sup> Another systematic analysis done in India found that unfair promotion policies, especially for dedicated, highly qualified nurses, lead to dissatisfaction and increased turnover, it also explored that Internal succession planning for job promotions leads to motivation among nurses and they get retained in this nursing profession.<sup>33</sup> Therefore, it is crucial for healthcare institutions to implement transparent and equitable promotion policies, ensuring opportunities based on experience, seniority, and qualifications to enhance job satisfaction and reduce turnover.

### **In service education and training**

In-service education and training are vital for the professional and personal growth of nursing staff. Many respondents stressed the importance of such programs. These views align with a study in Rajasthan, India, which found that the lack of professional development opportunities contributes to turnover intentions.<sup>11</sup> A systematic analysis also revealed that nurses often leave jobs when adequate opportunities for professional growth are not provided.<sup>33</sup> Therefore, healthcare institutions should prioritize offering diverse and regular training opportunities, including specialized and international programs, to enhance professional development and improve staff retention.

### **Incentives and extra benefits**

Respondents emphasized the importance of incentives and extra facilities within the organization. A systematic analysis found that institutions neglecting fringe benefits such as; uniform allowances, night duty allowances, transportation allowances, children's education allowances, complementary meals during overtime, and appreciation certificates, contribute to turnover intentions. Nurses often seek organizations offering competitive salaries along with comprehensive benefits.<sup>32</sup> Providing adequate fringe benefits can improve organizational commitment and reduce turnover.

### **Job security**

Job security is crucial in reducing turnover intention among employees, and many respondents highlighted the importance of permanent employment to address this issue. This perspective underscores the importance of long-term benefits in retaining employees. These findings align with a study in Rajasthan, India, which supports the idea that job security and benefits such as pension systems are critical factors in reducing turnover intention.<sup>11</sup> Retirement scheme benefits, if not provided appropriately to nurses are unable to retain nurses in their jobs.<sup>33</sup> So, ensuring job security

through permanent employment opportunities and long-term benefits like pension schemes is essential for reducing turnover and retaining nursing staff.

### Leave

Leave policies are closely linked to turnover intention, with many respondents emphasizing the need for various leave facilities to help reduce turnover. A systematic review supported that while maternity and childcare leave are available, they are often not granted unless there is a family emergency. Ineffective leave planning and understaffing put pressure on nurses, leading to job dissatisfaction. Respondents emphasized the need for better leave facilities to reduce turnover intention.<sup>33</sup>

### Job description

Job descriptions are essential for providing structure, clarity, and alignment within organizations. Many respondents emphasized the need for clear job descriptions. This aligns with a study conducted in Rajasthan, India, supporting the importance of job descriptions.<sup>8</sup> Another systematic review revealed job ambiguity occurs when roles and responsibilities are not clearly defined. Often, when nurse managers fail to assign duties according to standard guidelines, qualifications, experience, and seniority, job ambiguity arises. This is especially stressful for younger nurses, who experience higher levels of occupational stress compared to more experienced nurses due to unclear roles and working conditions,<sup>30</sup> therefore clear job descriptions are critical in reducing job ambiguity, stress, and workload imbalances, particularly for less experienced nurses.

In addition, as this study was conducted in a single institutional setting, the findings may not reflect the experiences of nurses working in other hospitals or healthcare institutions across Nepal. The responses may have been influenced by the organizational policies, working culture, and available resources specific to the study site. Similarly, personal factors such as family responsibilities, individual career goals, and intentions to migrate abroad were not explored, although these may also contribute to turnover intention. Future studies with larger sample sizes, multi-centre representation, and longitudinal design are recommended to gain a more comprehensive understanding of the issue. Moreover, this study focused only on the perspectives of nurses. Including the views of hospital management and nursing supervisors in future research may provide valuable insights to develop practical and administrative strategies to improve job satisfaction and reduce turnover intention. Strategies such as addressing burnout, offering fair and competitive compensation, and promoting opportunities for professional growth

are essential to enhance job satisfaction and staff retention. Recognizing and addressing institutional differences is also important to develop targeted interventions that support a stable nursing workforce across diverse healthcare settings.

### Conclusion

This study revealed that nearly half of the nurses expressed turnover intention, and the majority reported ambivalence toward their job satisfaction. Key factors contributing to dissatisfaction included limited promotion opportunities, inadequate contingent rewards, and lack of fringe benefits. A significant association was found between turnover intention and various dimensions of job satisfaction. Qualitative findings further emphasized the importance of salary increment, supportive working environment, job security, clear job descriptions, and in-service education in reducing turnover.

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None

### Conflict of Interest

None

### Author's Contribution

Concept, design, planning - SDS, RS; Literature review - SN, SM, AR; Data collection/analysis - SN, SM; Draft manuscript - RS, SM; Revision of draft - RS, SN; Final manuscript - SDS, RS; Accountability of the work - SDS, RS, AR, SN, SM.

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