Meta Analysis Article

Meta Analysis: Analysis of Factors that Influence Turnover Intention among Nurses in Hospitals

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ABSTRACT

Turnover intention refers to an employee's intention to leave their current job and seek new employment within a specific time frame. High turnover of nurses in hospitals can create obstacles in providing services to patients. This study aims to analyze workload, salary and job satisfaction with nurse turnover intention. The data source uses secondary data obtained from previous research online. The data collection procedure uses the Garuda Portal and Scopus which were published in the last 5 years. Data were analyzed using Review Manager 5.4.1. Of the 375 studies obtained according to the inclusion and exclusion criteria, 14 studies were obtained which could be continued into the analysis. The workload variable uses 5 studies, salary 7 studies and job satisfaction 5 studies. The results of data analysis show that there is a relationship between workload and nurse turnover intention with a p value of 0.04, namely p<0.05 and a pooled odds ratio value of 2.36 (95% CI 1.06-5.28). The results of data analysis show that there is a relationship between salary and nurse turnover intention with a p value <0.00001 and a pooled odds ratio value of 0.71 (95% CI 0.64-0.79). The results of data analysis show that there is a relationship between job satisfaction and nurse turnover intention, namely a p value <0.00001 and a pooled odds ratio value of 0.63 (95% CI 0.50-0.78). The findings indicate that workload, salary, and job satisfaction are significantly related to nurses' turnover intention in hospitals, as evidenced by this meta-analysis study.

Keywords: Workload, salary, job satisfaction, nurse turnover intention

INTRODUCTION

Turnover intention is an employee who has the intention to leave his current job and look for a new job within a certain time period.[1] The high incidence of nurse turnover in hospitals can create obstacles in providing services to patients. Nurse turnover can take the form of resignation, transfer out of the organizational unit, dismissal, or death.[2] The optimum rate for nurse turnover according to Maier (1970) is that the turnover rate can be said to be high if it reaches 5-10% per year.[3]

Based on the NSI National HealthCare Retention and RN Staffing Report, the turnover rate of healthcare workers in hospitals was 17.8% in 2019, 19.5% in 2020, 25.9% in 2021, and 22.7% in 2022. Data from 2020 to 2021 looks very high. This is most likely caused by the pandemic. In 2022, turnover data for health workers in hospitals will be 22.7% and the average turnover for nurses will be 22.5%. This data exceeds the optimum number of turnover events.[4]

The world health agency WHO recorded a total number of health workers at 43 million, consisting of 9.8 million doctors, 20.7 million nurses/midwives and 13 million other health workers. Meanwhile in Indonesia, there are 354,218 health workers and nurses have the largest number, around 60.55% of all health workers.[5] Apart from that, the nursing profession is the profession that most often comes into contact with patients. Nurses are health workers who have the first and longest contact with patients or their families. Therefore, nurses have an important role in efforts to improve health services.[6]

High turnover intention will cause turnover and affect hospital performance. Hospitals will experience a decrease in the number of nurses who have better competence and experience.[7] Hospitals will of course allocate more costs to

recruit and train new nurses. If it is not addressed immediately, it will indirectly affect the quality of service to patients.

Turnover intention in a worker, especially nurses, can be influenced by various things, including according to Abelson[8], there are several factors that influence the occurrence of turnover intention, including individual factors including age, education, skills, family size, workload, length of work, personal typology, copying stress and organizational factors include organizational policies, recruitment, salary, career development, job design, work affiliation, supervision, leadership and environmental factors including competitors and geography (distance or transportation). Apart from that, according to Mobley[9], the factors that influence turnover intention consist of external factors, namely environmental aspects and individual aspects (young age, gender and length of service), internal factors include organizational culture, leadership style, compensation, job satisfaction and career. This study is a development of Abelson's theory regarding factors that influence turnover intention, namely workload and salary and adds another factor, namely job satisfaction, which comes from Mobley's theory.[8,9]

Research related to workload conducted by (Siregar (2019); Xu et al (2020); Okstoria (2022)) obtained ($p < \alpha$ (0.05)) stating that there is a relationship between workload and turnover intention in nurses.[10-12] Meanwhile, according to research conducted by (Lee (2020); Yoon (2020)), based on the chi-square test, the value obtained ($p > \alpha$ (0.05)) states that there is no relationship between workload and turnover intention in nurses.[13,14]

The results of research (Bolado (2023); Sokhanvar (2018)) using the chi square test obtained a value ($p < \alpha$ (0.05)) stating that there is a relationship between salary and turnover intention in nurses.[15,16] Meanwhile research by (Bae (2023); Boateng et al (2022)) states that the results of the analysis between salary and turnover intention in nurses based on the chi-square test obtained a value of ($p > \alpha$ (0.05)) which means there is no relationship between salary and turnover intention in nurses.[17,18]

Research related to job satisfaction by (Hua (2023); Liu (2023)) states that ($p < \alpha$ (0.05)) there is a relationship between job satisfaction and turnover intention in nurses. Meanwhile, according to research conducted by (Muharni (2020)), it is stated that ($p > \alpha$ (0.05)) there is no relationship between job satisfaction and turnover intention in nurses.[19,20]

Based on the description above, it can be seen that there are differences in results between one study and another, where many studies have been carried out to determine the risk factors related to turnover intention in nurses. In general, it shows that there is no consistency in research results that there is a relationship between workload, salary and job satisfaction on turnover intention among nurses. Given these discrepancies, this study aims to conduct a meta-analysis to synthesize evidence from various studies on the relationship between workload, salary, and job satisfaction with turnover intention among nurses. The goal is to provide a clearer understanding of these associations and to inform hospital policies aimed at reducing nurse turnover.

METHOD

This study is a systematic review and meta-analysis aimed at assessing the effect size of workload, salary, and job satisfaction on turnover intention among nurses. Meta-analysis is a high-quality method of systematic review considered one of the most reliable sources of evidence for guiding clinical practice. The objective of this systematic review is to provide a comprehensive summary of primary research addressing the research question.

The research protocol uses the concept of Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA).[21] The quality assessment of the article is based on the criteria of the Joanna Briggs Institute Checklist for analytical cross-sectional studies (JBI). JBI is an instrument to assess the methodological quality of a study and to determine the extent to which a study has addressed potential bias in its design, implementation and analysis. This instrument includes 8 questions with the answers Yes, No, Unclear, and Not applicable. The results of this assessment can then be used to inform the synthesis and interpretation of research results. Literature or articles that can be said to be good and valid to be used as research material if they get results above 50% of the research.[22]

The 8 questions include:

1. Were the inclusion criteria for the sample clearly defined?
2. Were the study subjects and setting described in detail?
3. Were the exposures measured in a valid and reliable manner?
4. What were the standard criteria used for measuring the objective conditions?
5. Were confounding factors identified?
6. Were strategies for dealing with confounding factors stated?
7. Were the outcomes measured in an appropriate and reliable manner?
8. Was the statistical analysis used appropriate?

The results of the presentation/reporting of the meta-analysis use the RevMan 5.4.1 application. The results of data processing are presented in a forest plot graph to illustrate the effect size (combined effect) of each variable studied. The search was conducted on 2 databases, namely Portal Garuda and Scopus.

The research inclusion criteria are set as follows:

a) The maximum publication period of the journal is the last 5 years
b) Using Indonesian or English
c) The research subjects are nurses
d) The type of article is original research, with a cross-sectional research design
e) The journal is available in full text and can be downloaded
f) The theme and content of the journal are about the relationship between workload and nurse turnover intention, the relationship between salary and nurse turnover intention and the relationship between job satisfaction and nurse turnover intention.

Table 1. Results of Analysis using JBI Critical Appraisal Tools

ID Study	Question No								JBI Total	Quality Evaluation
	1	2	3	4	5	6	7	8		
Sokhanvar (2018)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Bae (2023)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Siregar (2019)	Yes	Yes	Yes	Yes	No	No	Yes	Yes	6/8 (75%)	Fair Quality
Xu (2020)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Lee (2020)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Gebregziabher (2020)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Hua (2023)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Muharni (2020)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	6/8 (75%)	Good Quality
Yoon (2020)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Boateng (2022)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Okstoria (2022)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Bolado (2023)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Liu (2023)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality
Tang (2023)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	7/8 (87,5%)	Good Quality

*** Description:** The article uses the JBI Critical Appraisal Tool for Cross-sectional design. The question criteria in JBI include inclusion criteria, research subjects, population, validity of exposure measurement, objectives, standard criteria, identification of confounders, coping strategies, outcome measurement standards, statistics for analysis of research results.

The study quality of each article designated as a systematic review reference was determined based on the quality analysis of the JBI critical appraisal tools, so that 14 articles were obtained that were in accordance with the provisions of the systematic review and were given a quality score of 5-6 sufficient, 7-8 good, in studies with articles using the JBI critical appraisal tools with a cross-sectional study design.

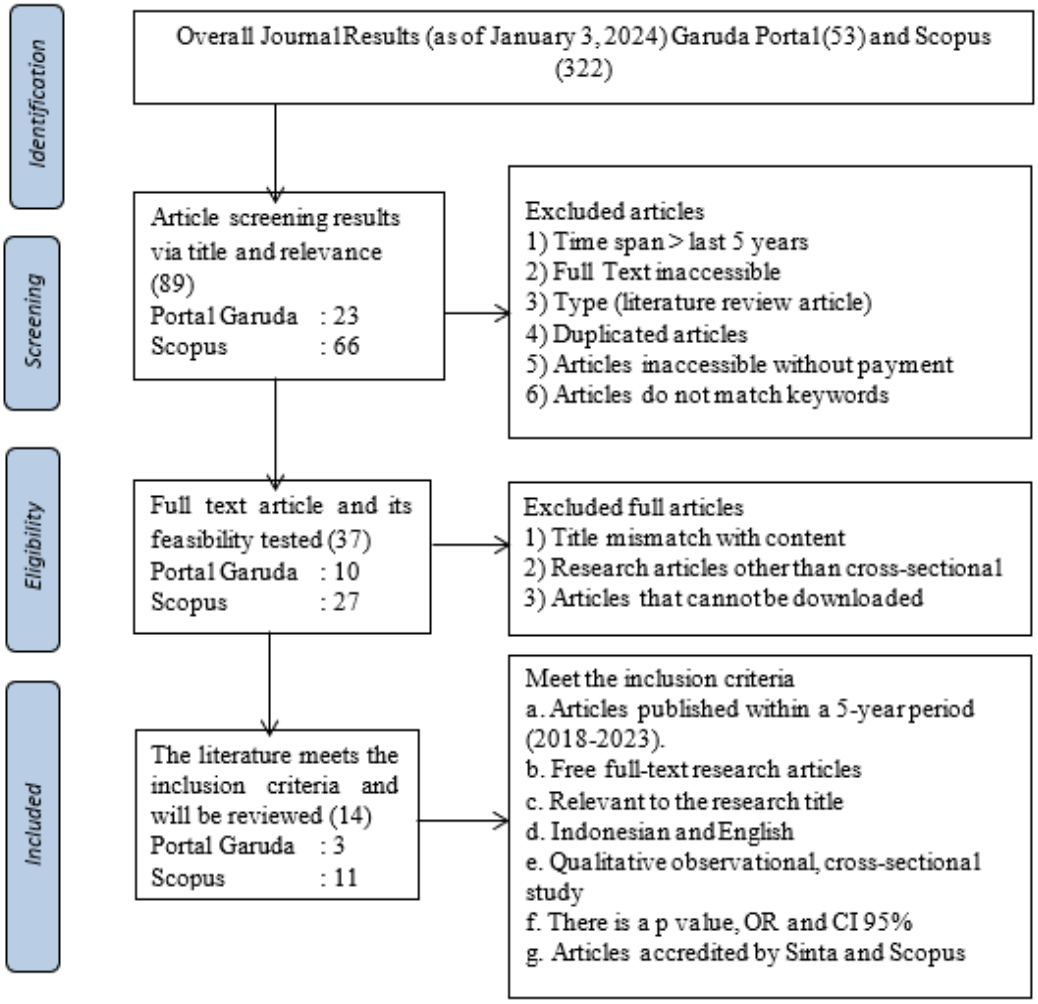

Figure 1. PRISMA Diagram

PRISMA describes the steps taken by researchers in conducting meta-analysis starting from research identification to research included in the meta-analysis. The search or collection of data in this study was carried out by conducting a literature search through electronic media with reference to database sources, including the Garuda Portal and Scopus with Indonesian keywords and English keywords with the help of the Publish or Perish application. Furthermore, data screening is the filtering or selection of data (research articles) which aims to select research problems that are in accordance with the topic or title, abstract and keywords being studied. Screening is carried out based on the identification of appropriate titles and a time span of 5 years (2018-2023), the types of journals used are research articles and original articles. Screening based on duplication, journals that meet the above criteria are obtained, then a check is carried out to see if there are the same/duplicate articles. If the same article is found, it is discarded so that there is only one article with the same title and content, the number of articles after screening is based on duplication. Screening based on abstracts, abstracts that are not relevant to the screening criteria will be excluded. All data (research articles) obtained are in the form of quantitative research articles that have met all the requirements and criteria that have been determined so that the analysis stage can be carried out. Then, determine the final number of journals that match the inclusion criteria and exclusion criteria.

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RESULT AND DISCUSSION

Table 2. Research Characteristics of Workload Relationship with Turnover Intention in Nurses

No	Researcher	Year	Sample	P value	OR	CI 95%
1	Lee	2020	113	0.461	1.18	0.76-1.83
2	Okstoria	2022	109	0.002	3.32	1.55-7.09
3	Siregar	2019	30	0.000	5.30	4.85-5.79
4	Xu	2020	547	0.001	5.33	3.40-8.28
5	Yoon	2020	250	0.129	0.60	0.31-1.16
	Total Sample :		1.049			

Source: Processed Data, 2023

A total of 14 research journals were reviewed and were eligible for data input using the RevMan 5.4.1 program. There are 5 research journals that examine the relationship between workload and turnover intention in nurses, all of which are cross-sectional studies with a total (n) sample of 1.049.

Table 3. Research Characteristics of Salary Relationship with Turnover Intention in Nurses

No	Researcher	Year	Sample	P value	OR	CI 95%
1	Bae	2023	17.046	0.001	0.69	0.75-0.86
2	Tang	2023	2.863	0.001	0.79	0.67-0.92
3	Bolado	2023	384	0.469	1.45	0.53-3.96
4	Boateng	2022	226	0.049	0.38	0.13-1.00
5	Gebregziabher	2020	148	0.566	1.27	0.57-2.84
6	Liu	2023	1.286	0.000	0.60	0.50-0.72
7	Sokhanvar	2018	600	0.62	0.85	0.45-1.62
	Total Sample		22.533			

Source: Processed data, 2023

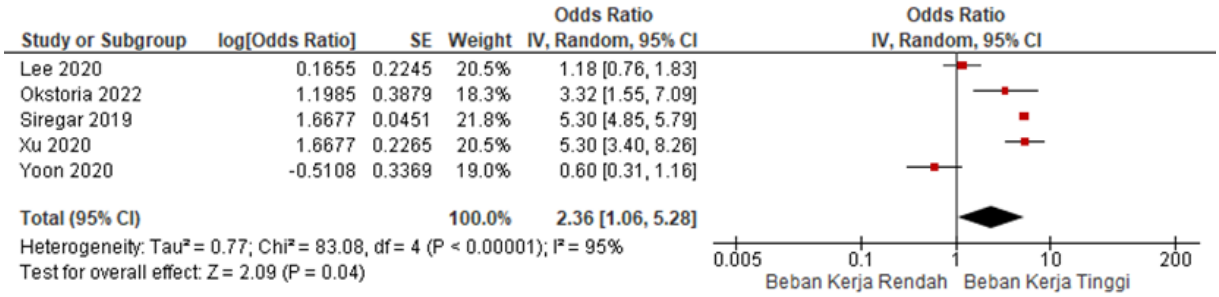
A total of 14 research journals were reviewed and were eligible for data input using the RevMan 5.4.1 program. there are 5 research journals that examine the relationship between pay and turnover intention in nurses, all of which are cross-sectional studies with a total (n) sample of 22.533.

Table 4. Research Characteristics of Job Satisfaction Relationship with Turnover Intention in Nurses

No	Researcher	Year	Sample	P value	OR	CI 95%
1	Liu	2023	1.286	0.000	0.41	0.33-0.50
2	Hua	2023	180	0.0001	0.96	0.94-0.98
3	Bae	2023	17.046	0.000	0.477	0.440-0.517
4	Tang	2023	2.863	0.000	0.79	0.77-0.80
5	Muharni	2020	82	0.08	0.69	0.46-1.05
	Total Sample :		21.457			

Source: Processed data, 2023

A total of 14 research journals were reviewed and were eligible for data input using the RevMan 5.4.1 program. There are 5 research journals that examine the relationship between job satisfaction and turnover intention in nurses, all of which are cross-sectional studies with a total (n) sample of 21.457.



Source: Processed data, 2023

Figure 2. The Results of Forest Plot the Analysis of the Relationship between Workload with Turnover Intention in Nurses

The image above shows the results of a meta-analysis of data from 5 research articles regarding the relationship between workload and turnover intention among nurses in hospitals. The variance in effect size includes the variance in the actual effect size of the research study. The I^2 value obtained is 95% and the p-value of the heterogeneity test is p<0.00001, meaning that heterogeneity between studies is high because the p-value is <0.05 and heterogeneity is >50%, so To assess the magnitude of the effect of workload on turnover intention in nurses using a random effect model. The diamond image is more to the right of the vertical line (line no effect) showing that many nurses with a low workload increase the risk of turnover intention compared to nurses with a high workload.

The results of the data analysis displayed in the forest plot show that there is a relationship between workload and turnover intention among nurses in hospitals with a value of p=0.04, namely p<0.05 and a pooled odds ratio value of 2.36 with a CI range of 95% (1.06-5.28). This value shows that nurses with a low workload increase the risk of turnover intention 2.36 times greater than nurses with a high workload. Workload tends to have a large effect on turnover intention with an ES value (2.09).

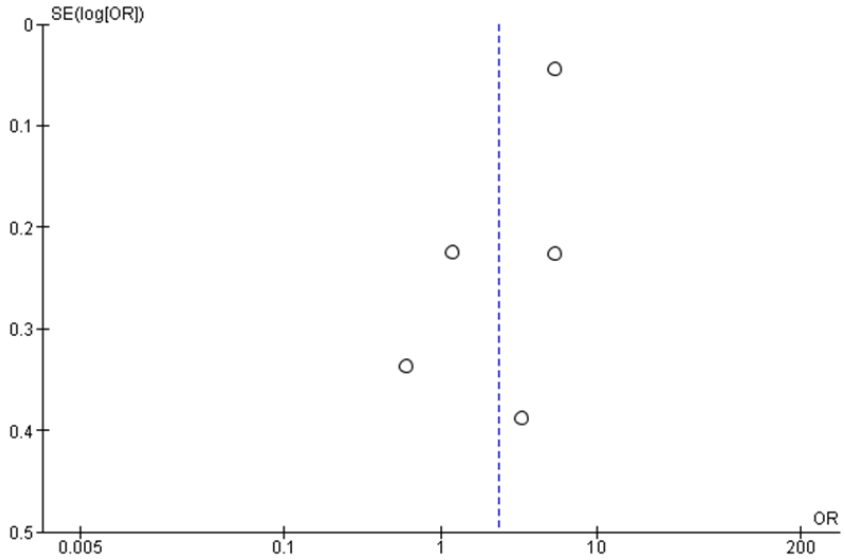


Figure 3. The Funnel Plot of the Analysis of the Relationship between Workload with turnover Intention in Nurses

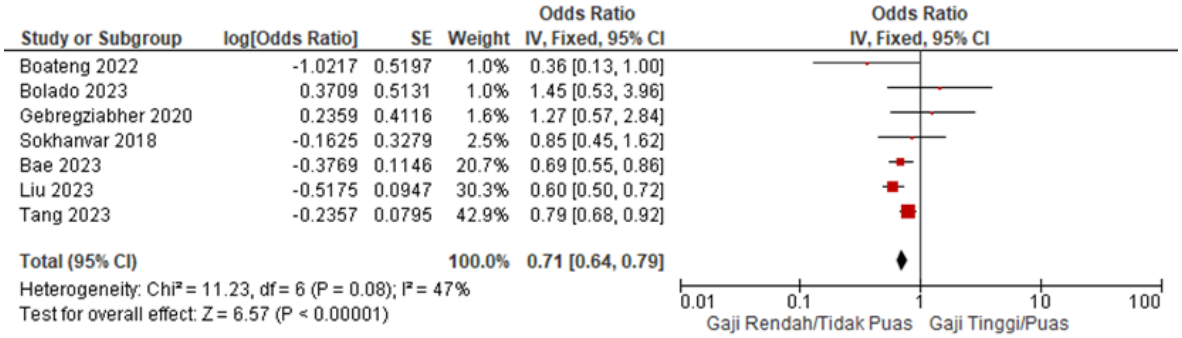
In the funnel plot above, it can be seen that the studies are spread asymmetrically which indicates that there is publication bias for studies that examine the relationship between workload with turnover intention in nurses.[22]

The results of journal searches from the Garuda Portal and Scopus ultimately produced 5 articles that met the inclusion criteria that could be analyzed into a meta-analysis with the RevMan 5.4.1 application software. This can be continued using meta-analysis because according to Sastroasmoro (2011) in his book, meta-analysis is a combination of two or more studies. So it can be concluded that with a minimum of two studies, quantitative analysis can be carried out with meta-analysis. 5 studies with workload variables were analyzed involving 1,049 research samples from the total number of samples in each research study. Analysis results for 3 research studies which stated there was a

relationship between workload and nurse turnover intention (Okstoria (2022); Siregar (2019); Xu (2020)) and 2 studies which stated there was no relationship between workload and nurse turnover intention (Lee (2020); Yoon (2020).[10-14] Results of the heterogeneity test analysis of 5 study articles. The I^2 value obtained was 95% and the heterogeneity test p-value was p<0.00001, meaning that heterogeneity between studies was high. The results of the data analysis displayed in the forest plot show that there is The relationship between workload and turnover intention among nurses in hospitals with a value of p=0.04, namely p<0.05 and a pooled odds ratio value of 2.36 with a CI range of 95% (1.06-5.28). shows that nurses with a heavy workload increase the risk of turnover intention 2.36 times greater than nurses with a light workload. Workload tends to have a large effect on turnover intention with an ES value of (2.09).

The funnel plot appears asymmetrical indicating that there is publication bias. The results of this meta-analysis research are in line with research by Okstoria which states that there is a relationship between workload and turnover intention in nurses (p-value= 0.002).[12] Excessive workload will affect the productivity of health workers and of course the productivity of the hospital itself. High workload is obtained due to high standards and achievements so that the workload is felt to be high. Apart from that, inappropriate division of tasks causes high workloads and physical and emotional fatigue in nurses which then gives rise to turnover intention in nurses. The results of this study are supported by Xu et al's research, there is a significant relationship between workload and the desire for turnover intention in nurses (p-value=0.001). The results of the analysis show an OR value=5.33. This determines that nurses with a low workload have 5.33 times more likely to want to make turnover compared to nurses with a high workload.

Based on findings from research articles, workload is a factor that can influence turnover intention. Research shows that excessive workload can lead to the need to work an excessive number of hours, which is an additional source of stress. This can cause turnover intention. Fatigue and exhaustion can occur when nurses work more than 80% of their work time. This means that the nurse's productive time is less than or only reaches 80%, if it is more than 80% then the nurse's workload is said to be high or inappropriate so that excessive working hours cause stress for nurses and greatly affect the level of turnover intention.



Source: Processed data, 2023

Figure 4. The Results of Forest Plot the Analysis of the Relationship between Pay with Turnover Intention in Nurses

The image above shows the results of a meta-analysis of data from 7 research articles regarding the relationship between salary and turnover intention among nurses in hospitals. The variance in effect size includes the variance in the actual effect size of the research study. The I^2 value obtained is 47% and the p-value of the heterogeneity test is p=0.08, meaning heterogeneity between studies is low because the p value is>0.05 and heterogeneity is <50%, so To assess the magnitude of the effect of salary on turnover intention for nurses using a fixed effect model. The diamond image is more to the right of the vertical line (line no effect) showing that many nurses with low salaries or who are dissatisfied can increase the risk of turnover intention compared to nurses with high salaries or who are satisfied.

The results of the data analysis displayed in the forest plot show that there is a relationship between salary and turnover intention among nurses in hospitals with a value of p<0.00001, namely p<0.05 and a pooled odds ratio value of 0.71 with a CI range of 95% (0.64-0.79). This value shows that nurses with high salaries or satisfaction can prevent the risk of turnover intention. Salary tends to have a large effect on turnover intention with an ES value of (6.57).

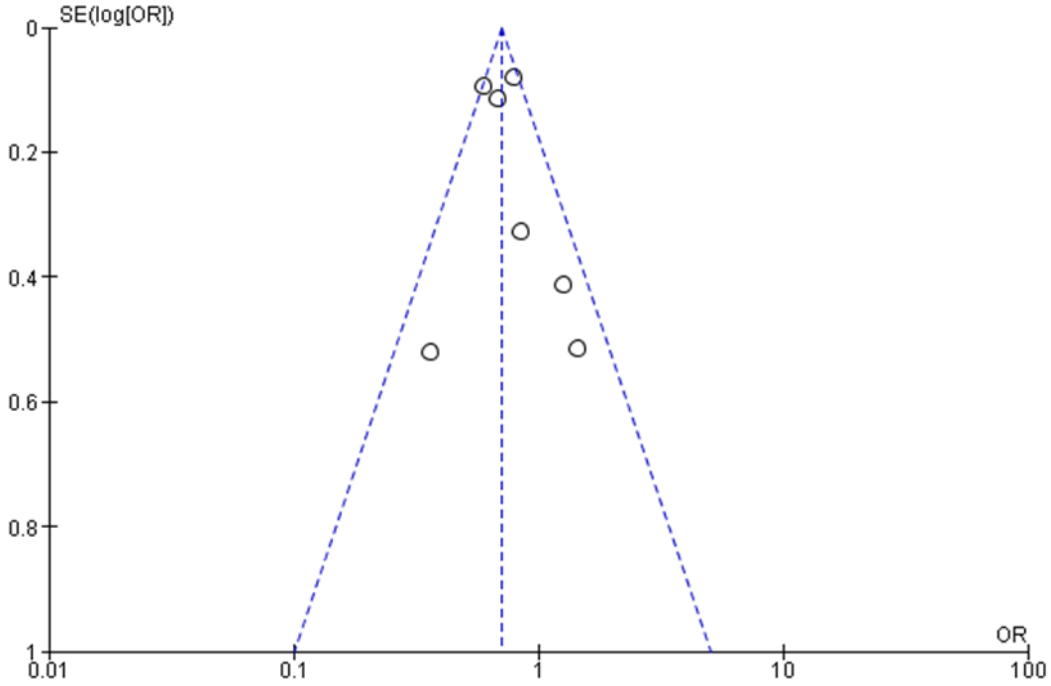


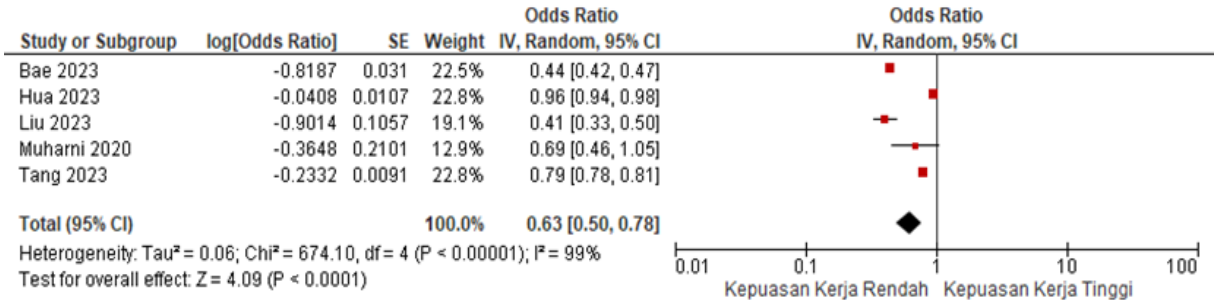
Figure 5. The Results of Funnel Plot the Analysis of the Relationship between pay with Turnover Intention in Nurses

In the funnel plot above, it can be seen that the studies are spread asymmetrically which indicates that there is publication bias for studies that examine the relationship between salary and turnover intention in nurses.[22]

Analysis results for 4 research studies which stated there was a relationship between salary and nurse turnover intention (Bolado (2023); Gebregziabher (2020); Sokhanvar (2018)) and 3 studies which stated there was no relationship between salary and nurse turnover intention (Bae (2023); Tang (2023); Boateng (2022); Liu (2023))).[15-18,24-25] The results of the analysis of 7 studies showed that the I2 obtained was 47% and the p-value of the heterogeneity test was p=0.08, meaning that heterogeneity between studies was low, so the fixed effect model was used. The results of the data analysis displayed in the forest plot show that there is a relationship between salary and turnover intention among nurses in hospitals with a value of p<0.00001, namely p<0.05 and a pooled odds ratio value of 0.71 with a CI range of 95% (0 .64-.79). This value shows that nurses with high salaries or satisfaction can prevent the risk of turnover intention. Salary tends to have a large effect on turnover intention with an ES value of (6.57). The funnel plot appears asymmetrical indicating that there is publication bias.

According to research conducted by Suyono et al (2018) on nursing staff in hospitals, it was stated that the salary given by the hospital to nurses greatly determines the nurse's desire to change jobs.[26] Therefore, the greater the salary given, the higher the satisfaction with salary will be. The higher the level of salary satisfaction, the lower the turnover intention rate and vice versa.[27] The results of this meta-analysis are in line with research conducted by Tang (2023) which stated that there was a relationship between salary and nurse turnover intention (p-value=0.001).[25] This research is in accordance with research according to Bae (2023) which states that there is a relationship between basic salary and nurse turnover intention (p-value=0.001) with an OR= 0.69 meaning that nurses with low salaries are 0.69 times more likely to want to make a turnover than nurses. with high salaries.[17]

According to research articles, it was found that turnover intention was caused by salary dissatisfaction or low salaries, mismatches in salary and allowances received caused high turnover intention of nurses in hospitals. Nurses with lower salaries show higher turnover intentions than employees with higher salaries. One of the hopes of a person working is to fulfill their own and their family's living needs. If a nurse feels that the salary they are given cannot fulfill their living needs, they will feel dissatisfied with their salary and potentially the employee will leave the hospital and look for another hospital with an appropriate salary. with his and his family's living needs.[17]



Source: Processed data, 2023

Figure 6. The Results of Forest Plot the Analysis of the Relationship between Job Satisfaction with Turnover Intention in Nurses

The image above shows the results of a meta-analysis of data from 5 research articles regarding the relationship between job satisfaction and turnover intention among nurses in hospitals. The variance in effect size includes the variance in the actual effect size of the research study. The I2 value obtained is 99% and the p-value of the heterogeneity test is p<0.00001, meaning that heterogeneity between studies is high because the p-value is <0.05 and heterogeneity is >50%, so To assess the magnitude of the effect of job satisfaction on turnover intention in nurses using a random effect model. The diamond image is more to the right of the vertical line (line no effect) showing that many nurses with low job satisfaction increase the risk of turnover intention compared to nurses with high job satisfaction.

The results of the data analysis displayed in the forest plot show that there is a relationship between job satisfaction and turnover intention among nurses in hospitals with a value of p<0.00001, namely p<0.05 and a pooled odds ratio value of 0.63 with a CI range of 95% (0.50-0.78). This value shows that nurses with high job satisfaction can prevent the risk of turnover intention. Job satisfaction tends to have a large effect on turnover intention with an ES value of (4.09).

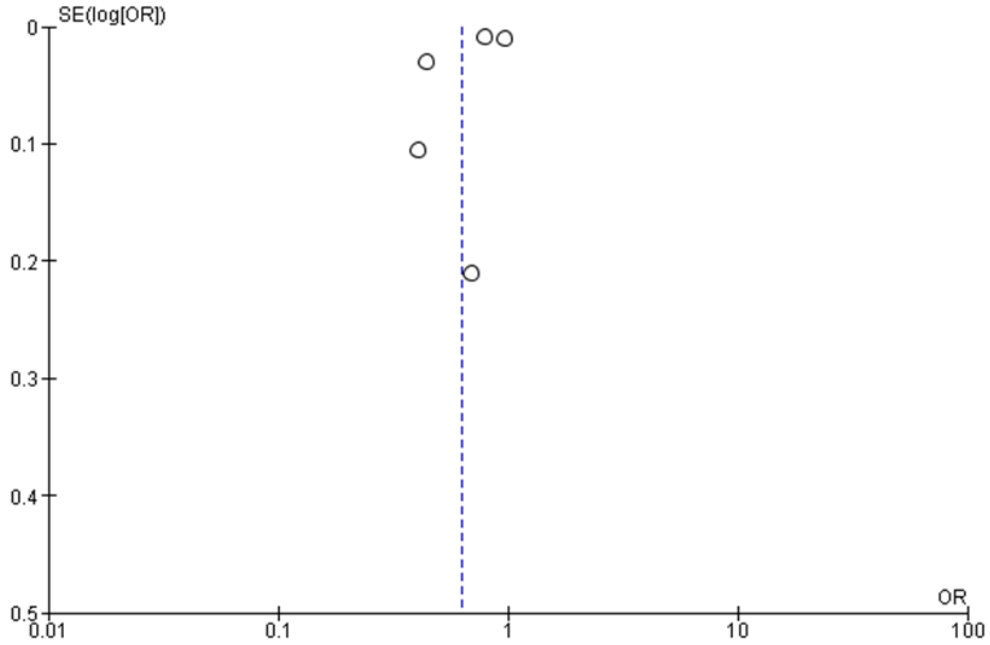


Figure 7. The Results of Funnel Plot the Analysis of the Relationship between Job Satisfaction with Turnover Intention in Nurses

In the funnel plot above, it can be seen that the studies are spread asymmetrically which indicates that there is a publication bias for studies that examine the relationship between job satisfaction with turnover intention in nurses.[22]

Analysis results for 4 research studies which stated there was a relationship between job satisfaction and nurse turnover intention (Liu (2023); Hua (2023); Bae (2023); Tang (2023)) and 1 study which stated there was no

relationship between job satisfaction and turnover intention nurse (Muharni (2020)).[17,19,20,25,28] Meta-analysis of 5 studies shows that the I^2 value obtained is 99% and the p-value of the heterogeneity test is p<0.00001, meaning that heterogeneity between studies is high, so the random effect model is used. The results of the data analysis displayed in the forest plot show that there is a relationship between job satisfaction and turnover intention among nurses in hospitals with a value of p<0.00001, namely p<0.05 and a pooled odds ratio value of 0.63 with a CI range of 95% (0.50-0.78). This value shows that nurses with high job satisfaction can prevent the risk of turnover intention. Job satisfaction tends to have a large effect on turnover intention with an ES value of (4.09). The funnel plot appears asymmetrical indicating that there is publication bias.

The causes of turnover intention include dissatisfaction with work at the hospital. Nurse turnover intention can cause a reduction in trained nurses and experts in their field. Job satisfaction is an emotional state that is pleasant and unpleasant for employees in carrying out their work. Job satisfaction reflects a person's feelings towards their work, which is visible in the employee's positive attitude towards work results. So when job satisfaction decreases, the tendency to leave or leave work increases.[29]

The results of this meta-analysis are in line with research by Tang (2023) which states that there is a relationship between job satisfaction and turnover intention in nurses (p-value=0.000). The results of further analysis showed that OR = 0.79, indicating that nurses who were dissatisfied with their work had a turnover intention that was 0.79 times greater than nurses who were satisfied with their work.[24] Job satisfaction is related to the desire to change jobs because the more dissatisfied with a job, the higher the desire to change jobs. This is also in line with research by Liu (2023) which states that there is a relationship between job satisfaction and turnover intention in nurses (p-value=0.0001).[20]

According to research articles, turnover intention occurs due to low job satisfaction. This is caused by the work environment in the hospital. Based on research findings, most of the nurses who enter hospitals are fresh graduates who still have high idealism. They need more experience and are looking for a comfortable working atmosphere so that if the relationship with their superiors who are expected to support their career is not obtained, then their motivation to work will decrease. The occurrence of discomfort in the work atmosphere can influence the opportunity for turnover intention in nurses.

CONCLUSION

This meta-analysis demonstrates that workload, salary, and job satisfaction are significantly associated with turnover intention among nurses in hospitals. Nurses experiencing high workloads are 2.36 times more likely to have turnover intentions. Conversely, adequate salary and high job satisfaction can reduce the likelihood of turnover intention, with pooled odds ratios of 0.71 and 0.63, respectively. Based on these findings, hospital policymakers are encouraged to evaluate and revise workforce management strategies to improve nurse retention. Then it is expected to improve control related to workload so that no nurses get excessive workload through periodic evaluations by considering the calculation of formation needs. The amount of workload is obtained based on the number of work targets set by each work unit/unit. and implementing a reward and punishment system in the workplace.

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