

## Organizational Culture, Career Development, and Job Satisfaction as Predictors of Nurses' Turnover Intention in a Private Hospital

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### Abstract

Nurses' turnover intention is a critical issue that can disrupt human resource stability and reduce the quality of hospital services. High workload, emotional pressure, and limited career development opportunities often encourage nurses to consider leaving their organization. This study aims to analyze the effect of organizational culture, career development, and job satisfaction on nurses' turnover intention at RSU PKU Muhammadiyah Bantul. This research employed a quantitative approach using a survey method by distributing questionnaires to 69 nurses selected through simple random sampling. The data were analyzed using multiple linear regression with the assistance of IBM SPSS version 26. The results indicate that organizational culture does not have a significant effect on turnover intention partially, while career development and job satisfaction have a negative and significant effect on nurses' turnover intention. Simultaneously, organizational culture, career development, and job satisfaction significantly influence turnover intention. These findings suggest that improving career development opportunities and enhancing job satisfaction are essential factors in reducing nurses' intention to leave the organization. Therefore, hospitals are encouraged to implement human resource management policies that focus on structured career development programs and the improvement of nurses' job satisfaction to minimize turnover intention.

**Keywords:** *organizational culture, career development, job satisfaction, turnover intention, nurses*

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## INTRODUCTION

Human resources are a key determinant of organizational success, particularly in healthcare institutions such as hospitals. Among healthcare professionals, nurses occupy a strategic position because they interact directly with patients throughout the care process. Nurses are required to provide professional, prompt, and empathetic services under working conditions that often demand high physical and emotional resilience. These conditions make the nursing profession vulnerable to burnout, stress, and decreased job satisfaction, which may ultimately lead to turnover intention, defined as an employee's intention to leave the organization (Hu et al., 2022). Turnover intention is a serious issue in human resource management because it frequently serves as an early indicator of actual turnover. High turnover rates can negatively affect organizational effectiveness, service quality, and hospital operational stability. Hospitals with high turnover face increased recruitment and training costs, reduced service continuity, and potential threats to patient safety due to the loss of experienced

personnel. Therefore, understanding the factors influencing nurses' turnover intention is a strategic step for hospital management in maintaining service continuity and quality (Nurriszka, 2020).

Previous studies indicate that turnover intention is influenced by both individual and organizational factors. From an organizational perspective, organizational culture plays a crucial role in shaping employee behavior, attitudes, and commitment. Organizational culture represents a shared system of values, norms, and beliefs that guides members' actions. A strong and positive culture can create a supportive work environment, enhance a sense of belonging, and strengthen employee commitment. Conversely, a weak or unsupportive culture may reduce engagement and increase the likelihood of employees leaving the organization (Noerchoidah, 2020).

However, empirical findings regarding the relationship between organizational culture and turnover intention remain inconsistent. Some studies report a significant negative effect, while others find no significant relationship. These inconsistencies suggest that the influence of organizational culture is contextual and may depend on organizational characteristics, job type, and work environment conditions. Therefore, further investigation is needed in different sectors and contexts, particularly within Indonesian healthcare institutions.

In addition to organizational culture, career development is another important factor affecting employees' decisions to remain in an organization. Career development includes organizational efforts to enhance employee competencies, skills, and promotion opportunities. Clear and fair career development opportunities can increase motivation, satisfaction, and loyalty. In nursing, career development is not limited to structural promotion but also includes training, certification, continuing education, and professional competency development relevant to nursing practice (Dian Eka Resty et al., 2024).

Previous research shows that limited career development opportunities are a major contributor to high turnover intention among healthcare workers. Nurses who perceive a lack of development opportunities tend to experience burnout and seek employment elsewhere, whereas adequate career support increases organizational commitment and reduces turnover intention (Dian Eka Resty et al., 2024). Nevertheless, empirical studies examining this relationship in private regional hospitals remain limited.

Another factor influencing turnover intention is job satisfaction. Job satisfaction refers to an employee's positive or negative attitude toward their job, formed through evaluation of workload, compensation, work environment, relationships with supervisors, and relationships with colleagues. Low job satisfaction is often associated with increased stress, reduced performance, and higher turnover intention, whereas high job satisfaction strengthens engagement and retention (Nurriszka, 2020).

Studies in nursing contexts consistently demonstrate a significant negative relationship between job satisfaction and turnover intention. Nurses who are satisfied with their jobs tend to remain in the organization despite high workloads. However, similar to organizational culture and career development, this relationship is influenced by organizational context, management systems, and individual characteristics. Therefore, integrated empirical research examining these variables simultaneously remains necessary.

PKU Muhammadiyah Bantul General Hospital is a developing private hospital that plays an important role in healthcare services in Bantul Regency. Increasing service demands and work complexity present challenges in managing nursing human resources. High workloads, organizational dynamics, and professional demands may influence nurses' perceptions of organizational culture, career development, and job satisfaction, which in turn may affect turnover intention.

To date, empirical studies simultaneously examining the effects of organizational culture, career development, and job satisfaction on nurses' turnover intention at PKU Muhammadiyah Bantul General Hospital are still limited. A comprehensive understanding of these factors is essential for managerial decision-making in designing effective human resource policies. Therefore, this study aims to fill this gap and provide empirical evidence relevant to the Indonesian healthcare context.

The findings are expected to contribute theoretically to human resource management literature in the healthcare sector and practically assist hospital management in developing strategies to improve nurse retention through strengthening organizational culture, structured career development, and enhanced job satisfaction.

H1: Organizational culture has a negative and significant effect on nurses' turnover intention

H2: Career development has a negative and significant effect on nurses' turnover intention

H3: Job satisfaction has a negative and significant effect on nurses' turnover intention

H4: Organizational culture, career development, and job satisfaction simultaneously have a negative and significant effect on nurses' turnover intention

## METHODOLOGY

This study used a quantitative approach with an explanatory research design, aiming to explain the causal relationship between organizational culture, career development, and job satisfaction variables and nurses' turnover intention. The quantitative approach was chosen because it allows for objective measurement of variables and hypothesis testing through statistical analysis. This study was conducted at PKU Muhammadiyah Bantul General Hospital, with data collection conducted over a specific period, thus making this study *cross-sectional in nature*.

The population in this study was all nurses working at PKU Muhammadiyah Bantul General Hospital. Based on hospital data, the number of nurses in the study population was 69. Given the relatively small population, the sampling technique used was *total sampling*, so that all members of the population were used as research samples. The use of total sampling is expected to provide a more comprehensive picture of the actual conditions of nurses related to organizational culture, career development, job satisfaction, and turnover intention.

The data in this study consisted of primary and secondary data. Primary data were obtained directly from respondents through the distribution of structured questionnaires, while secondary data were obtained from internal hospital documents

and reports relevant to the study. Data collection techniques were carried out using questionnaires compiled based on indicators of each research variable. The organizational culture variable was measured through respondents' perceptions of the values, norms, and work practices applicable in the hospital. The career development variable was measured through respondents' perceptions of promotion opportunities, training, and competency development. The job satisfaction variable was measured based on respondents' satisfaction with their jobs, work environment, reward systems, and work relationships. Meanwhile, turnover intention was measured through respondents' level of intention to leave the organization within a certain period.

The research instrument used a five-point Likert scale, ranging from strongly disagree to strongly agree, to facilitate respondents' assessment of each statement. Before being used in the analysis, the research instrument was tested for validity and reliability to ensure that each statement item consistently and accurately measured the intended variable. Validity was assessed by examining the correlation between item scores and the total score, while reliability was assessed using Cronbach's Alpha.

Data analysis was conducted using IBM SPSS version 26 statistical software. The data analysis stage began with descriptive analysis to describe the characteristics of respondents and the distribution of answers to each research variable. Next, classical assumption tests were conducted, including normality tests, multicollinearity tests, and heteroscedasticity tests, to ensure that the data met the requirements for regression analysis. Hypothesis testing was conducted using multiple linear regression analysis to determine the influence of organizational culture, career development, and job satisfaction on turnover intention, both partially and simultaneously. The significance level used in this study was 5 percent ( $\alpha = 0.05$ ). The results of the data analysis were then interpreted to answer the research objectives and provide managerial implications for human resource management in hospitals.

## RESULTS AND DISCUSSION

### Research result

#### Respondent Characteristics

In this study, respondents numbered 69 nurses at PKU Muhammadiyah Bantul Hospital, where most respondents ( 87% ) had worked for at least 6 months , so they had sufficient experience in understanding the hospital work environment. Respondents were dominated by women (87%) , while men (13%) , with the majority having permanent employee status (72.5%) . Viewed from age, most respondents were in the range of 26–38 years (46.4%) and 39–53 years (43.5%) , which showed the dominance of productive and experienced age. Based on education level, the majority of respondents had a Diploma (56.5%) , followed by Bachelor's degree (43.5%) . Meanwhile, in terms of length of service, most respondents had a work period of 1–10 years (52.2%) , followed by 11–20 years (29.0%) and more than 20 years (18.8%) , which reflects that respondents generally had mature and stable work experience in the organization.

#### Descriptive Test of Variables

##### a. Organizational Culture Variables

Based on the analysis of eight indicators of the Organizational Culture variable (BO1–BO8), it can be seen that respondents' perceptions generally tended to be

negative. This is evident from the predominance of Disagree (DS) and Strongly Disagree (STS) responses across nearly all measured indicators.

In indicators BO1 and BO2, more than 70% of respondents disagreed and strongly disagreed, indicating that aspects of organizational culture related to these indicators have not been optimally perceived by the majority of respondents. Similar conditions were also seen in BO3 and BO4, where the percentage of STS and TS reached more than 80%, indicating weak internalization of organizational cultural values in daily work practices.

Indicators BO5 and BO6 showed very high levels of disagreement, with over 80% of respondents choosing STS and TS. This indicates that the values, norms, or work habits that should reflect the organization's culture are not being implemented effectively or are not being perceived positively by employees.

Respondent dissatisfaction was most pronounced in indicators BO7 and BO8, where the Strongly Disagree category reached 49.3% and 53.6%, respectively. These high percentages indicate a highly critical assessment of the measured aspects of organizational culture, which may reflect a mismatch between the organization's expected values and the reality perceived by employees.

Meanwhile, Neutral (N) responses only appeared in a relatively small proportion across all indicators, ranging from 7.2% to 21.7%. This indicates that most respondents have a fairly firm stance in assessing the state of organizational culture, both positively and negatively. However, the Agree (S) and Strongly Agree (SS) categories showed very low percentages, generally no more than 4.3%, indicating a lack of respondents with a positive perception of organizational culture.

Thus, the results of the Organizational Culture variable test indicate that respondents' perceptions are still dominated by disagreement with the indicators used. This finding indicates that organizational culture has not been optimally formed or implemented, necessitating evaluation and strengthening of organizational cultural values to better align with employee expectations and needs.

## **b. Career Development Variable Test**

Based on the analysis of the six Career Development variable indicators (PK1–PK6), it can be seen that respondents' perceptions generally show a very positive tendency. This is evident from the dominance of answers in the Agree (S) and Strongly Agree (SS) categories across all indicators, with a much higher percentage than the other categories. For indicator PK1, the majority of respondents stated they agreed (49.3%) and strongly agreed (43.5%). This percentage indicates that respondents assessed the career development aspects measured in this indicator as having been running very well. Neutral responses were only 5.8% and there were almost no rejection responses, indicating a high level of acceptance.

The PK2 indicator showed a similar pattern, with 59.4% of respondents choosing to agree and 37.7% strongly agree. The absence of respondents choosing to strongly disagree and the low percentage of disagreeers (1.4%) indicate that career development policies or practices related to this indicator are perceived positively by almost all respondents. Furthermore, for the PK3 indicator, the majority of respondents also gave a positive assessment, with 53.6% choosing to agree and 36.2% strongly agreeing. Although there were 8.7% of neutral responses, this proportion was still relatively small and did not diminish the overall positive trend towards this indicator.

For the PK4 indicator, the percentage of neutral responses was slightly higher than the other indicators, at 15.9%. However, positive responses still dominated, with 53.6% of respondents agreeing and 29.0% strongly agreeing. This indicates that, despite some moderate responses, the majority still viewed career development positively.

The PK5 indicator again showed a high level of agreement, with 59.4% of respondents choosing to agree and 31.9% strongly agree. Negative responses were almost non-existent, indicating that the career development aspect of this indicator has been very well received by respondents. The PK6 indicator showed the highest level of agreement compared to the other indicators, with 66.7% of respondents choosing to agree and 21.7% strongly agree. This dominant agreement category indicates that the PK6 indicator is the aspect of career development that respondents feel most benefited from.

Thus, the results of the Career Development variable test indicate that respondents have a very positive perception of all measured indicators. The predominance of agree and strongly agree responses confirms that the organization's career development systems and practices are well-functioning and meeting respondents' expectations, potentially positively impacting employee attitudes and performance.

### **c. Job Opportunity Variable Test**

Based on the analysis of eight indicators of the Employment Opportunity variable (KK1–KK8), it can be seen that respondents' perceptions generally tend to be very positive. This is indicated by the predominance of Agree (S) and Strongly Agree (SS) responses across all indicators, with very minimal levels of rejection.

In the KK1 indicator, the majority of respondents agreed (65.2%) and strongly agreed (23.2%), indicating that the job opportunities they perceived were good and adequate. Neutral responses were only 8.7%, and negative responses were very small, indicating strong acceptance. A similar pattern was also seen in KK2, where, although there was a slight increase in neutral (14.5%) and disagree (8.7%) responses, the agree category remained dominant at 58.0%.

The KK3 indicator showed a relatively higher proportion of neutral responses (20.3%), but was still dominated by agree responses (60.9%) and strongly agree (17.4%). This indicates that, despite some respondents holding moderate attitudes, job opportunities are generally perceived positively. In KK4, the dominance of positive responses became even more pronounced, with 63.8% agreeing and 24.6% strongly agreeing, while negative responses were almost non-existent.

Furthermore, KK5 demonstrated a very high level of agreement with no responses that strongly disagreed or disagreed. A total of 65.2% of respondents agreed and 21.7% strongly agreed, indicating that this indicator was rated very favorably by respondents. KK6 even had the highest approval percentage of all indicators, at 72.5%, indicating the strongest support and perception for the employment opportunity aspect being measured.

Indicators KK7 and KK8 also show consistent positive responses, with agree categories of 59.4% and 53.6%, respectively, and quite high strongly agree, namely 29.0% in KK7 and 36.2% in KK8. This high percentage of agreement indicates that respondents feel they have good job opportunities and chances in the organization.

The results of the Job Opportunity variable test show that respondents gave very positive and consistent assessments of all measured indicators. The minimal negative responses indicate that job opportunities in the organization have been felt to be fair, open, and supportive of employee career sustainability.

#### **d. Turnover Intention Variable Test**

Based on the analysis of eight indicators of the Turnover Intention variable (TI1–TI8), it can be seen that respondents' answers were dominated by the Agree (S) and Strongly Agree (SS) categories. This finding indicates that respondents have a strong and consistent perception of statements that describe turnover intention tendencies.

For indicator TI1, more than half of respondents agreed (53.6%) and 17.4% strongly agreed, although a small number responded neutrally (18.8%) and disagreed (8.7%). This indicates that the majority of respondents acknowledged a trend consistent with the turnover intention indicator measured. Indicators TI2 and TI3 showed very high levels of agreement, with percentages of 66.7% and 69.6%, respectively, indicating consistency in respondents' perceptions of turnover intentions.

In TI4, the proportion of neutral responses was relatively higher than in other indicators, at 29.0%. However, the agree category remained dominant at 65.2%, indicating that respondents' primary tendency remained toward agreement with the turnover intention statement. A similar pattern was also seen in TI5 and TI6, where the agree responses ranged from 63.8% to 65.2%, accompanied by a significant number of strongly agree responses.

Indicators TI7 and TI8 showed the strongest support, with 33.3% and 37.7% strongly agreeing. This high percentage indicates that some respondents have a strong tendency to change jobs, as depicted in these indicators. The results of the Turnover Intention variable test show that respondents tend to agree with statements describing the intention to change jobs. The dominance of agreeing and strongly agreeing responses, as well as the minimal number of rejection responses, indicate that turnover intention is a real phenomenon and is felt by respondents in the organization, so it needs to be a management concern in efforts to retain employees.

#### **Validity Test**

Validity testing is conducted to determine the extent to which the research instrument is able to measure the variables studied precisely and accurately. A statement item is declared valid if the calculated  $r$  value is greater than the table  $r$  value (calculated  $r >$  table  $r$ ). In this study, the table  $r$  value used was 0.236.

Based on the validity test results for the Organizational Culture variable, all indicators BO1 to BO8 showed calculated  $r$  values ranging from 0.756 to 0.925. All of these values were greater than the table  $r$  value (0.236), thus it can be concluded that all indicators in the Organizational Culture variable were declared valid. This indicates that each statement item is able to represent the concept of organizational culture measured in this study.

In the Career Development variable, indicators PK1 to PK6 have calculated  $r$  values between 0.642 and 0.935. All indicators show calculated  $r$  values greater than the table  $r$  (0.236), so all statement items in the Career Development variable are declared valid. Thus, the instrument used has been able to measure aspects of career development consistently and accurately.

Furthermore, the validity test results for the Job Satisfaction variable show that indicators KK1 to KK8 have calculated  $r$  values ranging from 0.614 to 0.877. All of these values exceed the table  $r$  (0.236), so all indicators in the Job Satisfaction variable are declared valid. This indicates that the statement items used are appropriate for measuring respondents' job satisfaction levels.

For the Turnover Intention variable, indicators TI1 to TI8 have calculated  $r$  values between 0.535 and 0.811. All indicators also show calculated  $r$  values greater than the table  $r$  (0.236), so all statement items in the Turnover Intention variable are declared valid. This indicates that the instrument used is able to accurately measure the tendency to change jobs.

The validity test results indicate that all indicators from the four research variables—Organizational Culture, Career Development, Job Satisfaction, and Turnover Intention—met the validity criteria. Therefore, all research instruments are suitable for further analysis in the next testing phase.

### **Reliability Test**

Reliability testing is conducted to determine the level of consistency and reliability of the research instrument in measuring the variables being studied. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60, indicating that the statement items within the variable have good internal consistency.

Based on the reliability test results, the Organizational Culture variable has a Cronbach's Alpha value of 0.950, which is well above the reliability threshold of 0.60. This value indicates that all statement items in the Organizational Culture variable have a very high level of consistency in measuring the same construct.

The Career Development variable also demonstrated excellent reliability, with a Cronbach's Alpha value of 0.934. This result indicates that the instrument used to measure career development is capable of providing stable and consistent results when used in repeated measurements.

Furthermore, the Job Satisfaction variable obtained a Cronbach's Alpha value of 0.897, which also exceeds the threshold of 0.60. This indicates that the statement items in the job satisfaction variable have high reliability and can be trusted to measure respondents' job satisfaction levels.

For the Turnover Intention variable, a Cronbach's Alpha value of 0.863 indicates that the instrument used has good internal consistency and is considered reliable. Therefore, the statement items in this variable are able to consistently measure respondents' turnover intentions.

The reliability test results show that all research variables—Organizational Culture, Career Development, Job Satisfaction, and Turnover Intention—have Cronbach's Alpha values greater than 0.60. Therefore, it can be concluded that all research instruments are reliable and suitable for use in subsequent data analysis.

### **Classical Assumption Test**

#### **a. Normality Test**

The normality test was conducted to determine whether the research data was normally distributed or not. This test is one of the prerequisites in parametric statistical analysis, particularly regression analysis. In this study, the normality test was conducted using three approaches: the histogram, the normal probability plot (P-P Plot), and the Kolmogorov-Smirnov (K-S) test. Based on the histogram graph, it can



be seen that the data distribution forms a bell-shaped curve. This pattern indicates that the data frequencies are distributed symmetrically around the mean value. Thus, the histogram visually indicates that the data has met the assumption of normality. Furthermore, based on the Normal P-P Plot graph, the data points appear to be spread around and follow the direction of the diagonal line. This condition indicates that the residual value is close to a normal distribution, so it can be concluded that the data meets the assumption of normality based on the P-P Plot graph approach.

To strengthen the visual test results, a One-Sample Kolmogorov-Smirnov Test was also conducted on the unstandardized residual values. The test results showed an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the 0.05 significance level ( $0.200 > 0.05$ ). Thus, it can be concluded that there is no significant difference between the data distribution and the normal distribution.

Based on the results of the histogram, P-P Plot, and Kolmogorov-Smirnov tests, it can be concluded that the research data is normally distributed. Therefore, the assumption of normality has been met, and the data is suitable for further statistical analysis.

### **b. Multicollinearity Test**

A multicollinearity test is performed to determine whether there is a strong relationship between the independent variables in a regression model. A good regression model is one that does not contain multicollinearity, namely when the Variance Inflation Factor (VIF) value is less than 10 and the Tolerance value is greater than 0.10.

Based on the results of the multicollinearity test, the Organizational Culture variable has a tolerance value of 0.933 and a VIF value of 1.072. The Career Development variable has a tolerance value of 0.478 and a VIF value of 2.092, while the Job Satisfaction variable shows a tolerance value of 0.464 and a VIF value of 2.156. All independent variables have VIF values smaller than 10 and tolerance values greater than 0.10.

Thus, it can be concluded that there is no strong relationship between the independent variables in the regression model. Therefore, this research data is free from multicollinearity issues and is suitable for further regression analysis.

### **c. Heteroscedasticity Test**

The heteroscedasticity test is performed to determine whether the regression model exhibits unequal residual variances from one observation to another. A good regression model is one that does not experience heteroscedasticity or has constant residual variance (homoscedasticity).

Based on the scatterplot graph, it can be seen that the distribution of residual points is randomly spread and is above and below the zero line on the Y axis. The distribution pattern does not form a certain pattern, such as tapering or widening, so that visually it can be concluded that there is no heteroscedasticity problem.

In addition, heteroscedasticity testing was also conducted using the Glejser test, namely by using absolute residual values (resabs) as the dependent variable. The test results showed that all independent variables had a significance value greater than 0.05, namely Organizational Culture at 0.599, Career Development at 0.979, and Job Satisfaction at 0.564.

A significance value greater than 0.05 indicates that there is no significant influence between the independent variables on the absolute residual. Thus, it can be

concluded that this research data meets the assumption of homogeneity and is free from heteroscedasticity.

#### d. Autocorrelation Test

An autocorrelation test is conducted to determine whether there is a correlation between the residual errors from one period to another in a regression model. A good regression model is one that does not experience autocorrelation. The autocorrelation test in this study uses the Durbin-Watson (DW) test.

Based on the test results, the Durbin-Watson value was obtained at 1.820. Next, this value was compared with the lower limit (Dl) and upper limit (Du) values at a significance level of 5%, with the number of samples (n) = 69 and the number of independent variables (k) = 3. It is known that the value of Dl = 1.5164 and Du = 1.7001. The decision-making criteria for the Durbin-Watson test are:

- If  $DW < Dl \rightarrow$  positive autocorrelation occurs
- If  $Dl < DW < Du \rightarrow$  doubtful region
- If  $Du < DW < 4 - Du \rightarrow$  no autocorrelation occurs
- If  $4 - Du < DW < 4 - Dl \rightarrow$  doubtful region
- If  $DW > 4 - Dl \rightarrow$  negative autocorrelation occurs

The value of  $4 - Du = 2.2999$ , so the position of the DW value is in the range  $Du < DW < 4 - Du$  or  $1.7001 < 1.820 < 2.2999$ . Thus, it can be concluded that there is no autocorrelation in the regression model.

#### e. Regression Equation Test

Table 1 Results of the Regression Equation

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	7,311	2,648		2,761	.007	
Organizational culture	-.014	.050	-.022	-.271	.788	
Career Development	.337	.124	.301	2,708	.009	
Job satisfaction	.501	.105	.540	4,782	.000	

##### a. Dependent Variable: Turnover Intention

A multiple linear regression equation test was conducted to determine the influence of independent variables, namely Organizational Culture ( $X_1$ ), Career Development ( $X_2$ ), and Job Satisfaction ( $X_3$ ) on the dependent variable Turnover Intention (Y). Based on the results of the regression analysis, the multiple linear regression equation was obtained as follows:

$$Y = 7.311 - 0.014X_1 + 0.337X_2 + 0.501X_3$$

The interpretation of the regression equation is as follows:

##### a. Constant (7.311)

A positive constant value indicates that if all independent variables (Organizational Culture, Career Development, and Job Satisfaction) are zero, the Turnover Intention value remains at 7.311. This indicates a baseline Turnover Intention level that is influenced by factors outside the research model.

- b. The Organizational Culture Coefficient ( $X_1$ ) is  $-0.014$

A negative coefficient indicates that an increase in Organizational Culture will decrease Turnover Intention by 0.014 units, assuming other variables remain constant. However, a significance value of 0.788 ( $> 0.05$ ) indicates that the effect of Organizational Culture on Turnover Intention is not statistically significant.

- c. Career Development Coefficient ( $X_2$ ) is 0.337

A positive coefficient indicates that every one-unit increase in Career Development will increase Turnover Intention by 0.337 units, assuming other variables remain constant. A significance value of 0.009 ( $< 0.05$ ) indicates that Career Development has a significant effect on Turnover Intention.

- d. Job Satisfaction Coefficient ( $X_3$ ) is 0.501

A positive coefficient indicates that every one-unit increase in Job Satisfaction will increase Turnover Intention by 0.501 units, assuming other variables are constant. A significance value of 0.000 ( $< 0.05$ ) indicates that Job Satisfaction has a significant effect on Turnover Intention and is the variable with the most dominant influence, indicated by the highest standard beta value (0.540).

## Hypothesis Testing

### a. t-test

Table 2T-Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,311	2,648		2,761	.007
Organizational culture	-.014	.050	-.022	-.271	.788
Career Development	.337	.124	.301	2,708	.009
Job satisfaction	.501	.105	.540	4,782	.000

**a. Dependent Variable: Turnover Intention**

A t-test was conducted to determine the partial effect of each independent variable on the dependent variable, namely Turnover Intention. Decision-making was carried out by comparing the significance value (Sig.) with a significance level of 0.05. If the Sig. value is  $< 0.05$ , then the independent variable has a significant effect on the dependent variable. Based on the t-test results presented in the regression coefficient table, the following results were obtained:

1. The Influence of Organizational Culture on Turnover Intention

The Organizational Culture variable has a significance value of 0.788, which is greater than 0.05 ( $0.788 > 0.05$ ). Furthermore, the regression coefficient is negative at  $-0.014$ . These results indicate that Organizational Culture has no significant effect on Turnover Intention. Therefore, the hypothesis stating that Organizational Culture influences Turnover Intention is rejected.

2. The Influence of Career Development on Turnover Intention

The Career Development variable has a significance value of 0.009, which is smaller than 0.05 ( $0.009 < 0.05$ ), with a positive regression coefficient of 0.337. This indicates that Career Development has a significant effect on Turnover Intention. Thus, the hypothesis stating that there is an effect of Career Development on Turnover Intention is accepted.

### 3. The Influence of Job Satisfaction on Turnover Intention

The Job Satisfaction variable has a significance value of 0.000, which is smaller than 0.05 ( $0.000 < 0.05$ ), with a positive regression coefficient of 0.501. These results indicate that Job Satisfaction has a significant effect on Turnover Intention and is the variable with the strongest influence, as indicated by the highest standard beta value of 0.540. Thus, the hypothesis stating that Job Satisfaction has an effect on Turnover Intention is accepted.

#### b. f test

Table 3F Test Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	607,558	3	202,519	34,792	.000 <sup>b</sup>
	Residual	378,355	65	5,821		
	Total	985,913	68			

**a. Dependent Variable: Turnover Intention**  
**b. Predictors: (Constant), Job Satisfaction, Organizational Culture, Career Development**

The F-test is conducted to determine whether all independent variables simultaneously influence the dependent variable. In this study, the F-test is used to examine the influence of Organizational Culture, Career Development, and Job Satisfaction simultaneously on Turnover Intention.

Based on the F test results shown in the ANOVA table, the calculated F value was 34.792 with a significance value of 0.000. This significance value is smaller than the significance level of 0.05 ( $0.000 < 0.05$ ).

These results indicate that simultaneously, the variables of Organizational Culture, Career Development, and Job Satisfaction significantly influence Turnover Intention. Thus, the regression model used in this study is deemed appropriate and capable of explaining the relationship between the independent and dependent variables simultaneously.

#### c. R test

Table 4R Test Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.785 <sup>a</sup>	.616	.599	2.41264	1,820

**a. Predictors: (Constant), Job Satisfaction, Organizational Culture, Career Development**  
**b. Dependent Variable: Turnover Intention**

The R test, or coefficient of determination, is used to determine the extent to which an independent variable explains variation in the dependent variable. In this study, the independent variables are Organizational Culture, Career Development, and Job Satisfaction, while the dependent variable is Turnover Intention.

Based on the analysis results in the Model Summary table, the R Square ( $R^2$ ) value was obtained as 0.616. This value indicates that 61.6% of the variation in Turnover Intention can be explained by the variables of Organizational Culture, Career Development, and Job Satisfaction together.

Meanwhile, the remaining 38.4% (100% - 61.6%) is explained by other factors outside this research model, such as compensation, workload, work environment, leadership style, work stress, or other variables not included in the research.

The Adjusted R Square value of 0.599 indicates that, after adjusting for the number of independent variables and sample size, the regression model still has sufficient ability to explain variations in Turnover Intention. This indicates that the regression model used is considered good and relevant.

### **The Influence of Organizational Culture on Nurses' Turnover Intention**

The results of the study indicate that organizational culture does not significantly influence nurses' turnover intention. This is evidenced by the t-test, which yielded a significance value of 0.788, which is greater than the significance limit of 0.05. Although the regression coefficient of organizational culture is negative, this influence is statistically insignificant. Therefore, the hypothesis that organizational culture has a negative and significant influence on nurses' turnover intention is not proven in this study.

These findings indicate that in the context of the organizations studied, organizational culture is not yet a dominant factor influencing nurses' intention to leave. This may be influenced by the characteristics of nurses' work, which places greater emphasis on professional aspects, workload, and career opportunities than on prevailing organizational cultural values.

The results of this study align with the findings of Yenni et al. (2025) and Sumarni et al. (2023), which state that organizational culture tends to have a more indirect influence through organizational commitment, quality of work life, and nurses' caring behavior. This means that organizational culture will only have a significant impact if it can foster emotional attachment and commitment among nurses to the organization. If organizational culture has not been strongly internalized, its influence on turnover intention will be weak.

However, the results of this study differ from those of Kalsum et al. (2022) and Mahayasa et al. (2023), who stated that organizational culture had a negative and significant effect on nurse turnover intention. This difference in results may be due to differences in organizational characteristics, hospital management systems, leadership styles, and work environment conditions. Hospitals with a strong, supportive, and participatory organizational culture tend to be able to reduce nurse turnover intention.

Furthermore, Fitriana (2023) and Yuzalmi et al. (2023) explain that organizational culture often doesn't influence turnover intention alone, but rather works through intervening variables such as job satisfaction and leadership. If nurses' job satisfaction is not optimal, even a positive organizational culture may not be able to reduce turnover intentions.

The results of this study are also supported by Marsha et al. (2024) and Nafiz (2024), who stated that individual factors such as job satisfaction, compensation, and organizational commitment have a more direct influence on turnover intention than organizational culture. In practice, nurses are more sensitive to well-being, workload, and clarity of career prospects than to normative organizational aspects.

Thus, the results of this study indicate that organizational culture has a negative influence on turnover intention, but it is not strong enough to have a direct, significant effect. Organizational culture needs to be strengthened and integrated with career

development policies, job satisfaction, and effective leadership to significantly contribute to reducing nurse turnover intention.

### **The Influence of Career Development on Nurses' Turnover Intention**

The results of the study indicate that career development has a significant effect on nurses' turnover intention, as evidenced by a t-test with a significance value of 0.009 ( $<0.05$ ). However, the career development regression coefficient is positive, meaning that the higher nurses' perceptions of career development, the higher turnover intention tends to be. Therefore, the hypothesis that career development has a negative and significant effect on nurses' turnover intention is not fully proven, because the direction of the influence obtained differs from the initial hypothesis.

These findings indicate that career development, in the context of this study, has two sides. On the one hand, career development improves nurses' competence, self-confidence, and professionalism. However, on the other hand, this increased competence actually opens up wider opportunities for nurses to seek employment in other institutions that offer better career paths, compensation, or working conditions. This aligns with the findings of Biantoro et al. (2024) who stated that career development can increase nurses' job mobility, especially among productive-age nurses, thus potentially increasing turnover intention.

The results of this study are also supported by Situmorang et al. (2023), who found that career development can influence turnover intention, but the direction and strength of this influence are heavily influenced by organizational culture and employee performance. If an organization is unable to provide a clear and sustainable career path after competency development has been implemented, nurses tend to seek career opportunities outside the organization.

In contrast to research by Danti (2023) and Mulya Putri et al. (2023), which found that career development negatively impacted turnover intention, this study's findings indicate that career development is not fully effective in suppressing nurses' turnover intentions. This discrepancy may be due to differences in human resource management systems, promotion policies, and limited structural positions in the hospitals studied. When internal promotion opportunities are limited, career development can actually be a valuable resource for nurses to move to other organizations.

Furthermore, Marsha et al. (2024) revealed that nurses with good career development opportunities tend to have higher expectations of the organization. If these expectations are not met, turnover intention will increase. This suggests that career development must be accompanied by a fair system of rewards, promotions, and recognition to avoid negatively impacting nurse retention.

Thus, the results of this study indicate that career development has a significant influence on nurses' turnover intention, but in a positive direction. This means that career development that is not balanced with a clear career path and strong retention policies can actually increase nurses' intention to leave the organization.

### **The Influence of Job Satisfaction on Nurses' Turnover Intention**

The results of the study indicate that job satisfaction significantly influences nurses' turnover intention, as evidenced by a t-test with a significance value of 0.000 ( $<0.05$ ). This indicates that job satisfaction is one of the main factors influencing nurses'

tendency to leave the organization. However, the results of the regression analysis indicate that the job satisfaction coefficient is positive, meaning that an increase in job satisfaction is followed by an increase in turnover intention. Thus, the hypothesis that job satisfaction has a negative and significant effect on nurses' turnover intention is not fully proven, especially in terms of the direction of the relationship.

These findings indicate that job satisfaction, in the context of this study, does not automatically reduce nurses' intention to leave the organization. Nurses who are satisfied with their jobs tend to have higher levels of self-confidence, competence, and professional readiness, making them more open to job opportunities outside the organization. This condition aligns with the findings of Nafiz (2024) and Marsha et al. (2024), who stated that nurses with high levels of job satisfaction still have turnover intention if there are more promising external opportunities, particularly related to compensation, career path, and work-life balance.

Furthermore, Kalsum et al. (2022) and Mahayasa et al. (2023) explain that job satisfaction often acts as a mediating variable between organizational culture and turnover intention. If job satisfaction is not accompanied by strong organizational commitment, intrinsically satisfied nurses still have the potential to have turnover intentions. This suggests that job satisfaction alone is not sufficient to suppress turnover intention without an emotional bond and commitment to the organization.

Research by Fitriana (2023) and Yuzalmi et al. (2023) also confirms that the influence of job satisfaction on turnover intention is highly dependent on the organizational context and leadership style. High job satisfaction can improve nurses' performance and self-confidence. However, if the organization fails to provide appropriate rewards and opportunities for advancement, job satisfaction can actually encourage nurses to seek new challenges elsewhere.

Thus, the results of this study indicate that job satisfaction has a significant influence on nurses' turnover intention, but in a positive direction. This indicates that job satisfaction, if not balanced with retention strategies, organizational commitment, and ongoing career development, has the potential to increase nurses' intention to leave the organization.

### **The Influence of Organizational Culture, Career Development, and Job Satisfaction on Nurses' Turnover Intention Simultaneously**

The results of the study indicate that Organizational Culture, Career Development, and Job Satisfaction simultaneously have a significant effect on nurses' Turnover Intention. This is evidenced by the F-test results, which obtained a significance value of 0.000 ( $<0.05$ ). Thus, it can be concluded that the three independent variables collectively play a significant role in influencing nurses' Turnover Intention.

These findings indicate that nurse turnover intention cannot be explained by a single factor, but rather is the result of the interaction of various organizational and individual aspects. Organizational culture shapes the work environment and shared values, career development influences nurses' perceptions of their professional future, and job satisfaction reflects nurses' assessments of their work experiences. These three factors are interrelated and collectively determine nurses' decisions to stay or leave the organization.

The results of this study align with the findings of Kalsum et al. (2022), who stated that organizational culture and job satisfaction simultaneously have a significant influence on nurses' turnover intention. Furthermore, research by Danti (2023) and

Mulya Putri et al. (2023) also confirmed that the combination of organizational culture, career development, and job satisfaction is a crucial determinant in suppressing employee turnover intention. When organizations are able to build a positive culture, provide clear career development opportunities, and create optimal job satisfaction, the tendency for turnover intention can be minimized.

However, the partial analysis results in this study indicate that not all variables individually have a negative influence. Organizational Culture has a negative but insignificant influence, while Career Development and Job Satisfaction have a significant but positive influence. This condition indicates that although all three variables have a significant influence together, the contribution of each variable has different dynamics.

This finding aligns with the findings of Yuzalmi et al. (2023) and Situmorang et al. (2023), who stated that the simultaneous influence of organizational variables on turnover intention is often stronger than their partial effects. This suggests a synergistic effect between variables, where weaknesses in one aspect can be strengthened or weakened by others. For example, strong career development without the support of an adequate organizational culture and job satisfaction can actually increase nurses' job mobility.

In addition, the coefficient of determination ( $R^2$ ) of 0.616 indicates that Organizational Culture, Career Development, and Job Satisfaction simultaneously explain 61.6% of the variation in nurses' Turnover Intention, while the remainder is influenced by factors outside the research model, such as compensation, workload, leadership, and work environment conditions. This confirms that the three variables studied have a significant contribution in explaining the turnover intention phenomenon.

Thus, the results of this study confirm that nurse turnover intention is a multidimensional phenomenon influenced by the interaction of organizational culture, career development, and job satisfaction. Integrated management of these three aspects is key to reducing nurse turnover intention in hospitals.

## CONCLUSION

The results of the study showed that organizational culture had a negative influence on nurses' turnover intention, but this influence was not statistically significant. This finding indicates that organizational culture serves as a foundation for work values and norms that support positive nurse behavior, although its influence on turnover intention was not directly visible and is more likely to operate through other variables related to working conditions.

Career development has been shown to significantly influence nurses' turnover intention, with a positive effect. This indicates that efforts to improve nurses' competencies, skills, and work experience are associated with increased opportunities for career mobility, both within and outside the organization. Therefore, career development is a crucial factor that needs to be managed sustainably to align with organizational needs and nurses' aspirations.

Job satisfaction also showed a significant positive effect on nurses' turnover intention. This finding indicates that job satisfaction is a crucial aspect of nurses' work experience, but its effectiveness in reducing turnover intention will be optimal if



supported by other factors, such as appropriate rewards, good working relationships, and ongoing career development opportunities.

Simultaneously, organizational culture, career development, and job satisfaction significantly influence nurses' turnover intention. This suggests that nurses' intention to stay or change jobs is not determined by a single factor, but rather results from the interaction of various organizational and individual factors that complement each other in shaping the overall work experience.

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