RESEARCH ARTICLE

# Organizational Support, Resilience, and Job Satisfaction: Key Factors in Reducing Turnover Intentions among Healthcare Workers at a Regional Hospital in Indonesia

Virly Effendi[1*], Andi Indahwaty Sidin[2], Irwandy[3], Syahrir A. Pasinringi[4], Fridawaty Rivai[5], Nurmala Sari[6]

[1] Master Program in Hospital Administration, Faculty of Public Health, Hasanuddin University, Makassar, Indonesia

[2,3,4,5,6] Hospital Administration Study Program, Faculty of Public Health, Hasanuddin University, Makassar, Indonesia

[2,3] Hasanuddin University Teaching Hospital, Makassar, Indonesia

| ARTICLE INFO | ABSTRACT |
|---|---|
| | Turnover intention is a form of resignation activity or the process of leaving an organization carried out by employees either of their own free will or because they are required by the organization. |
| | Objectives: This study aims to analyze the influence of Organizational Support, Resilience and Job Satisfaction on Turnover Intention of Nurses at Beriman Balikpapan Hospital in 2024. |
| | The type of research conducted is quantitative research using observational study with cross-sectional research design. The research sample is nurses in the Beriman Regional General Hospital in Balikpapan, Indonesia which amounted to 162 respondents by using observational study. Data were analyzed using AMOS software with path analysis method. This method is used to determine the direct or indirect relationship or influence, which is presented in the form of path diagram. |
| **\*Corresponding Author:**<br><br>virlyeffendi_dr@yahoo.co.id | The analysis shows that there is a direct influence of organizational support on nurse turnover intention, direct influence of job satisfaction on nurse turnover intention, direct influence of resilience on nurse turnover intention, direct influence of organizational support on nurse resilience, direct influence of job satisfaction on nurse resilience, direct influence of organizational support on nurse job satisfaction, influence of organizational support on turnover intention through nurse resilience, influence of job satisfaction on turnover intention through nurse resilience, influence of organizational support on nurse turnover intention through job satisfaction at Beriman Hospital Balikpapan in 2024. |
| | The hospital management should create a supportive work environment, increase job satisfaction, and develop nurse's resilience, and eventually reduce turnover intention among nurses. |

## INTRODUCTION

A problem that often occurs in hospital organizations is turnover. Turnover is a form of resignation or the process of leaving an organization carried out by employees either on their own will or not (because it is required). Forms of turnover can be in the form of resignation, leaving the organization,

or dismissal as a member of the organization (Coomber & Louise Barriball, 2007). Turnover is a step taken by an employee after passing through various phases or conditions that can cause the employee to resign. This can be influenced psychologically, cognitively, and in matters related to habits in the workplace environment (Takase, 2016). Moreover, according to Rivai (2009), turnover is the desire of employees to stop working from the company voluntarily or move from one place to another according to their own choice (Iskandar & Rahadi, 2021).

Turnover intention is a sense of intention and desire that individuals have to leave or change jobs (Fatiyah et al., 2023). Turnover intention is a form of resignation activity or the process of leaving an organization carried out by employees either of their own free will or because they are required to do so. Turnover intention plays an important role in the turnover process of an employee. Mobley and Griffith (1979) stated that the single most reliable predictor of actual turnover is an employee's behavioral intention to stay or leave the organization, which is the final cognitive step in the decision-making process. According to Mobley et al. (1978), turnover intention is influenced by factors such as a) individual characteristics, b) job satisfaction, c) the work environment and d) organizational commitment. However, according to research conducted by Mobley (1978), intention plays an important role in the turnover process of an employee compared with the job satisfaction model (Mobley et al., 1978).

Based on several studies reported that turnover intention can be influenced by work motivation (Smokrović et al., 2022), job embededness (Choi & Kim, 2015; Mitchell et al., 2001; Peltokorpi & Allen, 2023), work stress (Alias et al., 2018; Arief et al., 2022; Coomber & Louise Barriball, 2007; Sitepu & Rina Anindita, 2023), quality work of life (Paembonan et al., 2022), organizational commitment (Alias et al., 2018; Paembonan et al., 2022; Phang Ooi & Ban Teoh, 2021), work engagement (Alias et al., 2018; BowenXue et al., 2024; Phang Ooi & Ban Teoh, 2021), resilience (Bernard, 2021; Parastoo Gandhi, Elahe Hejazi, 2017; Yu & Lee, 2018), job satisfaction (Bernard, 2021; Mekonnen Mihretie et al., 2024), organizational support (Eisenberger et al., 1986; Takaya & Ramli, 2020; Zhu et al., 2023), burnout (Shaabna, 2022), and leadership (Abousoliman & Mahmoud, 2024; Alhamwan & Mat, 2015).

Hospitals are health services that involve various professions. The profession with the largest number of patients in hospitals is nurses. According to data released by the Ministry of Health processed by the Central Statistics Agency (BPS), there were 1.49 million health workers in Indonesia in 2023. The number of nurses ranked first, with 582,023 people, and the number of midwives ranked first, with 344,928 people. The large number of nurses certainly does not reduce the problems that often occur, one of which is nurse turnover. Beriman Balikpapan Regional General Hospital is a regional hospital that has employees with civil servant, PPPK and noncivil servant status. On the basis of the employee data of RSUD Beriman Balikpapan in April 2024, 319 health workers, 38% noncivil servant health workers, 18% PPPKs and 45% civil servants were included. The number of nurses/midwives at the end of 2023--February 2024 was 162, with 30% civil servant nurses, 5% PPPK and 65% noncivil servant nurses. The percentage of noncivil servant nurses is greater than the percentage of civil servant nurses, so nurses with noncivil servant status still have the opportunity to find a place to work that is considered comfortable, according to their dreams, and the salary given is in line with expectations. This desire to change workplaces must be prevented by hospital management to create stability in the number of nurse human resources and reduce losses due to turnover.

This employment status can be a source of pride in one's career achievement, especially in Indonesia. Permanent employment status, such as civil servants and PPPK, can guarantee job security, certainty of old age and a clear career path. Therefore, the desire to register with other agencies that accept civil servant and PPPK candidates becomes a target to realize this dream. Vacancies for civil servants and PPPK are opened almost every year. Therefore, hospitals with a higher percentage of noncivil servant employees may experience the impact of repeated turnover in the following year. On the

basis of employee data from RSUD Beriman Balikpapan for 2020--2024, the nurse turnover rate continues to increase. Although the average percentage of turnover that occurs within 5 years does not exceed the standard value, the impact that occurs greatly affects the services at RSUD Beriman. This is due to the unpreparedness in dealing with employee turnover. One of the consequences of the drastic increase in turnover is the reduction in inpatient bed capacity. This can be detrimental to the hospital and create stress for the nurses who remain. One of the causes of this high turnover is being accepted as a PPPK at another health institution. On the basis of brief interviews with several nurses who were accepted as PPPKs, they registered at other agencies because they wanted to obtain a permanent job, permanent employee status, a large salary, a workplace close to their parents' house, and a guaranteed future.

A survey conducted from 2024 to 90 nurses at RSUD Beriman Balikpapan revealed that 11% of nurses felt that their superiors did not provide solutions to the problems they faced and that their superiors did not provide feedback and guidance on their performance. In addition, 12% of the nurses stated that superiors did not support the development of employee competencies, and 11% of the nurses stated that they were not treated fairly. The above indicators illustrate that some nurses still feel that they have not received good support from the organization. A lack of organizational support can cause employees to want to turnover. This study aims to analyze the influence of organizational support, resilience and job satisfaction on nurses' turnover intentions in RSUD Beriman, Balikpapan, in 2024.

## METHODS

### Location and research design

This type of research is quantitative and uses an observational analytic design with a cross-sectional approach. This research will be conducted at Beriman Balikpapan Hospital from July - October 2024.

Population and sample

The population in this research included nurses from the RSUD Beriman Balikpapan, which included 162 people. The total sample used in this research was 162 samples.

### Data collection method

The instrument used in the data collection was a questionnaire. The questionnaire used in this study was first tested for validity and reliability. All the statements are declared valid and reliable on the basis of the results of the validity and reliability tests using the SPSS program, where all the statements on the questionnaire are declared valid and reliable.

Measurement of turnover intention variables using a questionnaire developed by (Lum et al., 1998) with a total of 3 (three) statements Resilience measurement is carried out using a questionnaire developed by (Sari et al., 2022) through Nursing Resilience (CD-Risc), with a total questionnaire of 25 statements. Measurement of organizational support variables using dimensions from (Rhoades & Eisenberger, 2002). These dimensions are fairness, supervisor support and organizational rewards and job conditions, which consist of 19 statements. Job satisfaction measurement is carried out using the dimensions of Smith 1969 developed by (Colquitt et al., 2019). The dimension consists of the work itself, pay, promotion, supervision, coworkers, which consists of 20 statements.

### Data analysis

Univariate analysis was conducted to obtain an overview of the research problems by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consists of descriptive analysis of respondent characteristics, descriptive analysis of research variables and cross-tabulation analysis between respondent characteristics and research variables. Bivariate analysis was conducted to determine the relationship between the two variables, namely, between

the independent variable and the dependent variable, via the chi-square test. Multivariate analysis via path analysis was chosen to map the most effective and shortest path from exogenous variables to related endogenous variables.

## RESULTS

### Respondent characteristics

A total of 162 respondents were included in this study. These characteristics are used to assess some general characteristics of the sample, including age, gender, profession, education, work unit, marital status, work experience, work unit, income, and career level, as shown in Table 1.

**Table 1. Distribution of Respondent Characteristics**

| Characteristics | Subject | |
|---|---|---|
| | n | % |
| Sex | | |
| Male | 29 | 17.9 |
| Female | 133 | 82.1 |
| Total | 162 | 100.0 |
| Age (year) | | |
| 20-30 | 44 | 27.2 |
| 31-40 | 102 | 63.0 |
| 41-50 | 12 | 7.4 |
| >50 | 4 | 2.5 |
| Total | 162 | 100.0 |
| Marital status | | |
| Married | 40 | 24.7 |
| Unmarried | 122 | 75.3 |
| Total | 162 | 100.0 |
| Education | | |
| Diploma III in Midwifery | 18 | 11.1 |
| Diploma III in Nursing | 103 | 63.6 |
| Diploma IV in Midwifery | 1 | .6 |
| Registered Nurse | 31 | 19.1 |
| Bachelor in Nursing | 6 | 3.7 |
| Masters | 3 | 1.9 |
| Total | 162 | 100.0 |
| Length of Services (year) | | |
| < 1 | 30 | 18.5 |
| 1-3 | 28 | 17.3 |
| >3-5 | 6 | 3.7 |
| >5-7 | 7 | 4.3 |
| >7-10 | 91 | 56.2 |
| Total | 162 | 100.0 |
| Unit | | |
| Emergency Care Unit | 22 | 13.6 |

| | | |
|---|---|---|
| Perinatology | 12 | 7.4 |
| Inpatient | 80 | 49.4 |
| Operating Room | 10 | 6.2 |
| Intensive Care Unit | 14 | 8.6 |
| Polyclinic | 17 | 10.5 |
| Other | 7 | 4.3 |
| Total | 162 | 100.0 |
| Monthly income (IDR) | | |
| 1-3 million | 49 | 30.2 |
| 3-6 million | 74 | 45.7 |
| 6-9 million | 32 | 19.8 |
| 9-12 million | 7 | 4.3 |
| Total | 137 | 100.0 |
| Level Karir | | |
| Practitioner Midwife I | 8 | 4.9 |
| Practitioner Midwife II | 6 | 3.7 |
| Practitioner Midwife III | 5 | 3.1 |
| Clinical Nurse I | 54 | 33.3 |
| Clinical Nurse II | 59 | 36.4 |
| Clinical Nurse III | 15 | 9.3 |
| Clinical Nurse IV | 5 | 3.1 |
| Others | 10 | 6.2 |
| Total | 162 | 100.0 |
| Weekly working hours | | |
| <20 | 5 | 3.1 |
| 20-39 | 16 | 9.9 |
| 40-59 | 130 | 80.2 |
| 60-79 | 3 | 1.9 |
| 80-99 | 1 | .6 |
| 100 | 7 | 4.3 |
| Employment status | | |
| Permanent (Civil servant) | 46 | 28.4 |
| Contract Employee | 32 | 19.8 |
| Temporary | 84 | 51.9 |
| Total | 162 | 100.0 |

The table 1 above shows that in terms of gender, most of the respondents were female, namely 133 respondents (82.1%). In terms of age, most of the respondents were between 31 and 40 years old, namely 102 respondents (63%). In terms of marital status, most of the respondents were married, namely 122 respondents (75.3%). In terms of last education, most of the respondents had a diploma III in nursing, namely 103 respondents (63.6%). In terms of length of service, most of the respondents were 7--10 years old, namely, 91 respondents (56.2%). According to work unit, most of the respondents were inpatients, namely 80 respondents (49.4%). According to other work unit, most of the respondents did not exist, namely, 141 respondents (87%). By income, most of the respondents

were 3-6 million, namely 74 respondents (45.7%). Judging by career level, most of the respondents were Clinical Nurse II, namely, 59 respondents (36.4%). In terms of average time, most of the respondents work 40-59 hours per week, namely, 130 respondents (80.2%). In terms of employment status, most of the respondents were non-permanent, namely 84 respondents (51.9%).

**Table 2. Frequency Distribution Based on Research Variables**

| Variable | Subject | |
|---|---|---|
| | **n** | **%** |
| Organizational support | | |
|   High | 117 | 72.2 |
|   Low | 45 | 27.8 |
|   Total | 162 | 100.0 |
| Resilience | | |
|   High | 125 | 77.2 |
|   Low | 37 | 22.8 |
|   Total | 162 | 100.0 |
| Job satisfaction | | |
|   High | 123 | 75.9 |
|   Low | 39 | 24.1 |
|   Total | 162 | 100.0 |
| Turnover intention | | |
|   High | 43 | 26.5 |
|   Low | 119 | 73.5 |
|   Total | 162 | 100.0 |

As shown in Table 2, most of the respondents stated that they were in the high Employee Engagement variable category, with 73.7% of the 101 respondents reporting high Employee Engagement. The high job satisfaction variable was used by 99 respondents (72.3%). The low-turnover variable is used by as many as 104 respondents (75.9%).
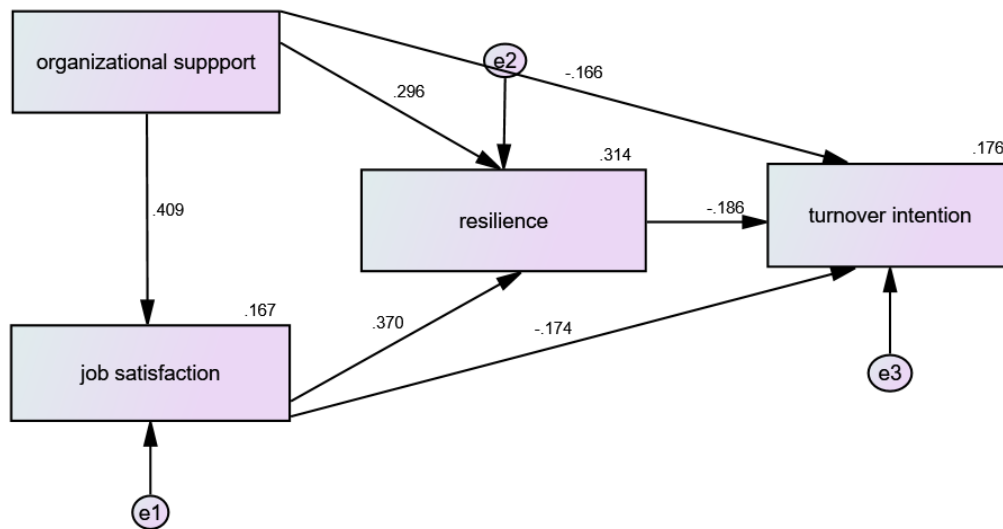
**Multivariate analysis**

Multivariate tests are carried out to analyze the direct and indirect effects between variables, namely, between exogenous variables and endogenous variables through intermediate variables. The following are the results of path analysis on the variables of interest in this study.

**Table 3. Results of Path Analysis**

| Variables association | Path coefficient | p-value | C.R. | Conclusion |
|---|---|---|---|---|
| Organizational Support → Job Satisfaction | .409 | 0.000 | 5.689 | Positive and Significant |
| Organizational Support → Resilience | .296 | 0.000 | 4.139 | Positive and Significant |
| Job Satisfaction → Resilience | .370 | 0.000 | 5.173 | Positive and Significant |
| Organizational Support → Turnover Intention | -.166 | 0.044 | -2.018 | Negative and Significant |
| Job Satisfaction →Turnover Intention | -.174 | 0.040 | -2.055 | Negative and Significant |
| Resilience → Turnover Intention | -.186 | 0.032 | -2.150 | Negative and Significant |

| Organizational Support → Job Satisfaction → Turnover Intention | -.069 | 0.000 | -4.629 | Negative and Significant |
|---|---|---|---|---|
| Organizational Support → Reslience → Turnover Intention | -.154 | 0.004 | -2.815 | Negative and Significant |
| Job Satisfaction →Reslience →Turnover Intention | -.071 | 0.001 | -3.286 | Negative and Significant |

The structural equation model illustrates the relationships among organizational support, job satisfaction, resilience, and turnover intention among nurses. The results show that organizational support positively influences resilience (coefficient: 0.296) and has a small negative direct effect on turnover intention (-0.166). Similarly, job satisfaction has a positive effect on resilience (coefficient: 0.370) and a negative effect on turnover intention (-0.174). Resilience itself has a negative effect on turnover intention (coefficient: -0.186), indicating that greater resilience reduces the likelihood of turnover.



**Graph 1. Multivariate analysis path**

In addition, resilience serves as a mediator between organizational support, job satisfaction, and turnover intention. This suggests that both organizational support and job satisfaction indirectly contribute to reducing turnover intentions by increasing resilience. The error terms (e1, e2, e3) represent the unexplained variance in job satisfaction, resilience, and turnover intention, respectively. Overall, the model highlights that improving organizational support and job satisfaction can increase resilience and ultimately reduce turnover intention among nurses in a regional general hospital setting. These findings highlight the importance of creating supportive and satisfying work environments to retain nurses.

## DISCUSSION

Research Hypothesis 1 (H1) proposed that organizational support directly affects nurse turnover intention. The statistical analysis revealed a negative value of -.166, with a C.R. of -2.018 (greater than 1.96) and a p-value of 0.044, supporting the alternative hypothesis (Ha) and rejecting the null hypothesis (Ho). This indicates that increased organizational support significantly reduces nurses' intention to leave the organization. Nurses who receive greater support, such as concern for their

well-being, recognition, and adequate resources, are less likely to quit, as organizational support fosters a greater sense of attachment.

Studies consistently support this finding, showing that organizational support plays a crucial role in reducing nurse turnover intention. Yeh et al. (2022) found that in Taiwan, organizational support enhances job satisfaction, which in turn lowers turnover intention. El Akremi et al. (2014) demonstrated in Italy that strong organizational support, coupled with effective leadership, fosters job satisfaction and well-being, significantly reducing turnover. Ghasempour Ganji et al. (2021) emphasized that job security and career development opportunities are key factors in decreasing turnover intention. In South Korea, Choi and Kim (2020) found that organizational support not only reduces burnout but also lowers turnover intention, with job satisfaction acting as a mediator. Lee and Jang (2020) further supported this in their Korean study, highlighting the role of psychological empowerment in strengthening the relationship between organizational support and reduced exit intention. Huang et al. (2021) also affirmed that when nurses feel cared for by their organizations, they are more likely to remain committed to their jobs.

Research hypothesis 2 (H2) proposed that job satisfaction directly affects nurse turnover intention. The statistical analysis showed that job satisfaction negatively influences turnover intention with a coefficient of -0.174. The critical ratio (C.R.) was >1.96 (-2.055 > 1.96), and the p-value was 0.040 (0.040 < 0.05). Therefore, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, indicating a direct relationship between job satisfaction and turnover intention. In essence, the higher the level of job satisfaction among nurses, the lower their desire to leave their jobs. High job satisfaction enhances nurses' loyalty and attachment to the organization, which reduces turnover intention. These results suggest that factors such as a supportive work environment, recognition, and opportunities for career development significantly contribute to retaining nurses.

Previous research consistently supports this finding. High levels of job satisfaction correlate with increased loyalty, productivity, organizational citizenship behavior (OCB), and reduced absenteeism and turnover intention. In contrast, low job satisfaction is often linked to stress, burnout, and a heightened likelihood of leaving the job. Cicolini et al. (2014) highlighted that low job satisfaction increases the likelihood of exit intentions among nurses in Italy, factoring in the work environment and burnout. Similarly, Zhang and Feng (2011) found that work–family conflict mediates the relationship between job satisfaction and turnover intention, with low job satisfaction leading to higher exit intentions. Lu et al. (2012) found similar results across cultural contexts, where low job satisfaction consistently led to greater turnover intention. Wang and Liu (2015) demonstrated that higher job satisfaction in China significantly reduced turnover intention, with psychological empowerment acting as a mediator. Zangaro and Soeken (2007) and Deligero and Laguador (2014) also confirmed that low job satisfaction significantly increases exit intentions, regardless of hospital type or location.

Research hypothesis 3 (H3) proposed that resilience directly influences nurses' turnover intention. Statistical analysis showed that resilience has a negative effect on turnover intention, with a coefficient of -0.186. The critical ratio (C.R.) was >1.96 (-2.150 > 1.96), and the p-value was 0.032 (0.032 < 0.05). Thus, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, indicating a significant direct relationship between resilience and turnover intention. In other words, the higher the resilience of nurses, the lower their intention to leave their jobs. Resilience enables nurses to better manage stress and challenges in their work environment, reducing turnover intention. Resilience is the capacity to recover, adapt, and thrive in the face of adversity, helping individuals cope with stress and setbacks in both personal and professional contexts.

The role of resilience in reducing turnover intention is well-documented. Chang and Hsu (2020) found that higher resilience is associated with lower turnover intention, with emotional intelligence acting as a mediator. Mohd Zaki and Ab Rahman (2018) reported that low resilience increases exit intentions among nurses in a tertiary hospital. Coyle and McMullan (2019) identified resilience as a key factor in reducing turnover intention, particularly among healthcare workers. Arslan and Yıldırım (2020) emphasized resilience as a protective factor against turnover, while Jang and Choi (2021) observed a consistent negative correlation between resilience and turnover intention. McDonald and Houghton (2019) further highlighted resilience as essential for reducing exit intentions among hospital nurses. Additionally, Pienaar and Rothmann (2021) demonstrated that high resilience significantly reduces turnover intention, especially among critical care nurses, with job stress as a mediator. These studies collectively underline the importance of fostering resilience to improve nurse retention and reduce turnover.

Research hypothesis 4 (H4) proposed that organizational support directly influences nurse resilience. Statistical analysis showed a positive effect of organizational support on resilience, with a coefficient of 0.296. The critical ratio (C.R.) was >1.96 (4.139 > 1.96), and the p-value was 0.000 (0.000 < 0.05). Thus, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, confirming a significant direct relationship between organizational support and resilience. In other words, the greater the support provided by the organization, the greater nurses' ability to cope with stress and challenges in their work. Organizational support, including recognition, provision of resources, and attention to nurses' well-being, is crucial for enhancing resilience. Strengthening resilience through organizational support helps nurses handle difficult situations, leading to better job satisfaction and reduced turnover intention.

The importance of organizational support in fostering resilience is highlighted in several studies. Khamisa, Peltokorpi, and Olds (2019) found that perceived organizational support positively influences resilience, helping nurses manage workplace stress. Yalçın and Çekmecelioğlu (2021) noted that higher organizational support boosts resilience and enhances work engagement. McHugh and Ma (2020) found evidence that organizational support contributes significantly to nurse resilience. Zang and Liu (2018) demonstrated that organizational support not only strengthens resilience but also reduces stress and improves performance. Carver and Connor-Smith (2021) emphasized that organizational support plays a critical role in bolstering resilience among healthcare workers. McCarthy and Goh (2019) revealed that organizational support positively impacts both resilience and job satisfaction, reducing nurses' intention to leave. Chen and Zhao (2020) confirmed the positive impact of organizational support on nurse resilience across various hospital settings. These findings collectively underscore the pivotal role of organizational support in promoting nurse resilience and improving retention.

The findings from Research Hypothesis 5 (H5) demonstrate a significant direct effect of job satisfaction on nurse resilience. Statistical analysis indicated that job satisfaction positively influences resilience, with a coefficient value of .370. The critical ratio (C.R.) exceeded the threshold (>1.96), recorded at 5.173, and the p-value was 0.000, confirming statistical significance (p < 0.05). Thus, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, affirming that higher job satisfaction correlates with greater resilience among nurses. This implies that nurses with higher job satisfaction are better equipped to manage stress and challenges in their work environment. These results align with broader research. McHugh and Ma (2019) highlighted in their systematic review that job satisfaction significantly enhances nurse resilience, enabling them to cope with workplace stress effectively. Labrague and McEnroe-Petitte (2021) emphasized that job satisfaction is a key factor in building resilience, allowing nurses to adapt to job demands. Similarly, Zhang and Wei (2020) established a positive relationship between job satisfaction and resilience, where higher satisfaction corresponds to greater resilience. Sun and Liu (2019) also found that job satisfaction contributes substantially to nurse resilience. These findings underscore the critical role

of fostering job satisfaction in nursing. Enhanced job satisfaction not only supports resilience but also improves nurses' mental health and performance, reduces turnover intention, and strengthens their organizational commitment. Providing robust support for job satisfaction is essential in promoting a resilient and stable nursing workforce.

Research hypothesis 6 (H6) proposed a direct effect of organizational support on nurses' job satisfaction. Statistical analysis revealed a positive effect of organizational support on job satisfaction, with a coefficient of 0.409. The critical ratio (C.R.) was >1.96 (5.689 > 1.96), and the p-value was 0.000 (0.000 < 0.05). Therefore, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, confirming a significant direct relationship between organizational support and job satisfaction. This means that the greater the support provided by the organization, the higher the degree of job satisfaction nurses experience. Organizational support, such as rewards, resources, and attention to nurses' well-being, plays a crucial role in enhancing job satisfaction, which in turn positively impacts nurses' commitment and retention in the organization.

Several studies support these findings. Bhowmik and Saha (2020) found that perceived organizational support positively affects nurses' job satisfaction, with supported nurses reporting higher satisfaction levels. Alshammari and Alquwez (2021) revealed that organizational support significantly influences both job satisfaction and nurses' intention to transfer, showing that supported nurses are more satisfied with their jobs. Khamis and Khater (2020) demonstrated that organizational support plays a significant role in increasing job satisfaction among health workers. McCarthy and O'Donovan (2021) found that organizational support significantly contributes to job satisfaction among nurses in both the UK and the US. Hwang and Kim (2020) highlighted that organizational support positively impacts job satisfaction in a pediatric hospital setting. Gok and Ozyurek (2021) also found that organizational support boosts job satisfaction and improves the quality of care nurses provide. Wong and Cummings (2020) concluded that organizational support significantly enhances job satisfaction in a tertiary care hospital. These studies emphasize the importance of organizational support in improving nurses' job satisfaction and overall well-being.

Research Hypothesis 7 (H7) confirmed a direct negative effect of organizational support on nurses' turnover intention, with a coefficient of -.166 (C.R. = -2.018, p = 0.044). This indicates that greater organizational support reduces nurses' intention to leave their jobs by addressing well-being, recognizing contributions, and providing resources, while a lack of support increases turnover risk. Supporting studies reinforce these findings. Zhai and Zhang (2021) and Lee and Kim (2020) showed that resilience mediates the relationship, with supported nurses exhibiting higher resilience and lower turnover intention. Similarly, Thibault and Renaud (2020) and Chen and Wu (2021) found that organizational support fosters resilience, further reducing turnover. These results highlight the importance of creating supportive environments to retain nursing staff.

Research Hypothesis 8 (H8) showed that job satisfaction affects turnover intention through nurse resilience. The statistical analysis revealed a negative value of -.071, with a C.R. of -3.286 (greater than 1.96) and a p-value of 0.001, confirming the indirect effect of job satisfaction on turnover intention mediated by resilience. This means that higher job satisfaction not only directly reduces turnover intention but also enhances resilience, which in turn reduces turnover. These findings align with other studies. Noh and Lee (2021), Kumar and Patel (2020), and Liao and Chen (2022) all demonstrated that job satisfaction boosts resilience, which helps lower turnover intention. Zhang and Li (2020), Smith and Taylor (2021), and Wang and Sun (2022) also found that job satisfaction fosters resilience, thereby reducing the desire to leave. These studies emphasize the importance of fostering job satisfaction to improve resilience and reduce turnover intention in healthcare settings.

Research Hypothesis 9 (H9) confirmed that organizational support affects nurse turnover intention through job satisfaction. The statistical analysis revealed a negative value of -.069, with a C.R. of -4.629 (greater than 1.96) and a p-value of 0.000, supporting the alternative hypothesis (Ha) and

rejecting the null hypothesis (Ho). This indicates that organizational support reduces turnover intention through its positive impact on job satisfaction. Supporting studies confirm this relationship. Cho and Song (2021) found that perceived organizational support positively influences job satisfaction, which in turn reduces turnover intention. Johnson and Smith (2019) showed that job satisfaction mediates the relationship between organizational support and turnover intention. Similarly, Wang and Liu (2022) revealed that job satisfaction fully mediates this relationship, with higher organizational support leading to greater job satisfaction and lower turnover intentions. These findings highlight the importance of organizational support in improving job satisfaction and reducing turnover among nurses.

## CONCLUSION

The result of analysis shows that there is a direct effect of organizational support on nurse turnover intention, direct effect of job satisfaction on nurse turnover intention, direct effect of resilience on nurse turnover intention, direct effect of organizational support on nurse resilience, direct effect of job satisfaction on nurse resilience, direct effect of organizational support on nurse job satisfaction, effect of organizational support on turnover intention through nurse resilience, effect of job satisfaction on turnover intention through nurse resilience, effect of organizational support on nurse turnover intention through job satisfaction at Beriman Hospital Balikpapan in 2024. It is suggested that hospital management can create a supportive work environment, increase job satisfaction, build nurse resilience, and ultimately reduce turnover intention among nurses.

## CONFLICT OF INTEREST

None declared.

## FUNDING

No external funding was received.

## AUTHOR CONTRIBUTIONS

Virly Effendi contributed to the conceptualization of the study, developed the methodology, performed data analysis, and wrote the original draft of the manuscript. Andi Indahwaty Sidin played a key role in the conceptualization and methodology, coordinated data curation, and contributed to the review and editing of the manuscript. Irwandy was responsible for data collection and analysis, and contributed to the review and editing of the manuscript. Syahrir A. Pasinringi assisted with data analysis, interpreted the results, and contributed to the review and editing process. Fridawaty Rivai conducted the literature review, helped interpret the data, and participated in writing the review and editing of the manuscript. Nurmala Sari contributed to data collection and the review and editing of the manuscript. All authors made significant contributions to the research and approved the final version of the manuscript.

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