

Factors Affecting Nurse Retention in A Private Healthcare System in Malaysia

Zarin Ikmal Zan Mohd Zain¹, Annamma Kunjukunju^{2*}, Goventhamma Subramaniam³,
Nur Izzana Tajuddin¹

1. KPJ Tawakkal KLSpecialist Hospital, 53000 Kuala Lumpur, Malaysia
2. KPJ Healthcare University, 71800 Nilai, Negeri Sembilan, Malaysia
3. KPJ Klang Specialist Hospital, 41150 Klang, Malaysia

*E-mail: ann@kpju.edu.my

Abstract

Nurse retention has become increasingly challenging in the post-pandemic era, particularly for private hospitals. This study aimed to identify the significant predictors of nurse retention in selected private hospitals in Malaysia. A quantitative, descriptive, cross-sectional design was employed. A pre-validated, self-administered questionnaire, distributed via Google Forms, was used for data collection. The respondents included 532 registered nurses employed at three private hospitals in Malaysia. Data analysis was conducted using descriptive statistics and correlation studies, including Spearman's rho and multiple regression analysis. Among the participants, 54% reported good job satisfaction, 27.37% expressed organizational commitment, 25.97% were satisfied with human resource practices, and 48.41% intended to remain with their current organization. The findings revealed a strong positive correlation between nurse retention, organizational commitment, human resource practices, and job satisfaction. Multiple regression analysis indicated that job satisfaction was the most significant predictor of nurse retention ($F(1) = 285.334$, $p(.000) < .05$, $R^2 = 0.354$), followed by human resource practices and organizational commitment. These results suggest that job satisfaction is the primary factor influencing nurse retention in private healthcare settings. Therefore, hospitals must implement strategies to enhance employees' job satisfaction. Human resource management must also establish clear policies on remuneration, career development, and employee promotion to improve nurse retention.

Keywords: intent to leave, job satisfaction, nurses, nurse retention, organizational commitment, quality of care

Abstrak

Faktor-Faktor yang Memengaruhi Retensi Perawat dalam Sistem Layanan Kesehatan Swasta di Malaysia. Retensi perawat menjadi hal yang semakin menantang di pasca pandemi, khususnya di rumah sakit swasta. Studi ini bertujuan untuk mengidentifikasi prediktor signifikan retensi perawat di rumah sakit swasta terpilih di Malaysia. Desain penelitian yang digunakan adalah deskriptif kuantitatif, cross-sectional. Alat pengumpulan data yang digunakan adalah kuesioner yang telah divalidasi sebelumnya, didistribusikan melalui Google Forms untuk dikerjakan secara mandiri oleh responden. Responden terdiri dari 532 perawat terdaftar yang bekerja di tiga rumah sakit swasta di Malaysia. Analisis data menggunakan statistik deskriptif dan studi korelasi, yaitu Spearman's rho dan analisis regresi berganda. Ditemukan sebanyak 54% melaporkan kepuasan kerja yang baik, 27,37% menyatakan komitmen organisasi, 25,97% puas dengan praktik kepegawaian yang ditetapkan, dan 48,41% berkomitmen untuk tetap bekerja di organisasi mereka saat ini. Temuan tersebut mengungkapkan korelasi positif yang kuat antara retensi perawat, komitmen organisasi, praktik sumber daya manusia, dan kepuasan kerja. Analisis regresi berganda menunjukkan bahwa kepuasan kerja merupakan prediktor paling signifikan terhadap retensi perawat ($F(1) = 285,334$, $p(.000) < .05$, $R^2 = 0,354$), diikuti oleh praktik sumber daya manusia dan komitmen organisasi. Hasil ini menunjukkan bahwa kepuasan kerja merupakan faktor utama yang memengaruhi retensi perawat di lingkungan layanan kesehatan swasta. Oleh karena itu, rumah sakit harus menerapkan strategi untuk meningkatkan kepuasan kerja karyawannya. Manajemen sumber daya manusia juga harus menetapkan kebijakan yang jelas tentang remunerasi, pengembangan karir, dan promosi jabatan untuk meningkatkan retensi perawat.

Kata Kunci: keinginan untuk mengundurkan diri, kepuasan pekerjaan, komitmen organisasi, kualitas perawatan, perawat, retensi perawat

Introduction

Employee retention refers to an organization's strategies for retaining talented and valuable employees, preventing them from leaving their current positions and joining competitors (Igbino et al., 2022). It is a crucial goal for organizations to retain employees, which involves creating a positive work environment that fosters engagement, demonstrating appreciation, providing competitive pay and benefits, and ensuring a healthy work-life balance. Achieving these goals increases the likelihood of retaining talented employees, thereby reducing turnover (Al-Suraihi et al., 2021). The duration of employment is referred to as retention, whereas retention differs from turnover intention, which refers to the number of employees who wish to leave the organization.

Healthcare professionals often encounter challenges of feeling overwhelmed and undervalued despite their steadfast commitment to their profession (Razu et al., 2021). Research shows that nurses, in particular, experience job dissatisfaction, primarily due to inadequate compensation. While several factors influence employment retention, nurses tend to prioritize elements that directly affect their well-being over monetary compensation (Senek et al., 2020). Retaining registered nurses poses a significant challenge for healthcare organizations worldwide (Nasurdin et al., 2018).

The number of registered nurses in Malaysia was 108,000 in 2019, with an estimated 25,000 nurses in Kuala Lumpur across both the public and private sectors. Nurse retention in Malaysia is challenging due to several contributing factors. High workloads and emotional stress significantly impact nurse retention rates (Mohamed et al., 2024; Zakaria et al., 2022). Low compensation and inadequate benefits are also major reasons for attrition, as many Malaysian nurses report dissatisfaction with their salaries, particularly due to the rising cost of living. This often leads to migration and high turnover rates (Mohamed et al., 2024).

Furthermore, limited career advancement opportunities hinder professional growth, contributing to dissatisfaction and turnover (Mohamed et al., 2024). Malaysia has also seen a growing trend of nurses migrating to countries offering better salaries, improved living conditions, and more advanced healthcare systems (Lara, 2024; Mohamed et al., 2024). Additionally, poor nurse-to-patient ratios have been highlighted as another key factor driving nurses' attrition in the country (Majid et al., 2024). However, the study group in this research focuses on nurses in private specialist hospitals in Kuala Lumpur.

This research examined factors contributing to nurse retention, including organizational commitment, job satisfaction, and human resource practices in the private healthcare sector of Kuala Lumpur. The study aims to assess whether nurses with a higher quality of work life—characterized by a positive work environment, work-life balance, manageable workloads, and social support—demonstrate a greater commitment to their organization, thereby reducing the likelihood of their departure.

Methods

Research Design and Respondents. This study employed a descriptive cross-sectional quantitative design, utilizing a self-administered questionnaire distributed using Google forms. The target population consisted of registered nurses with a Diploma in Nursing from recognized institutions, who are registered with the Malaysian Nursing Board and employed at three private hospitals in Kuala Lumpur: Hospital A (183 nurses), Hospital B (258 nurses), and Hospital C (216 nurses), totaling 657 nurses. A sample size of 243 was calculated based on a 95% confidence interval and $\pm 5\%$ margin of error. Notably, 532 respondents participated in the study, achieving a response rate of 219%, which substantially exceeds the minimum required sample size and enhances the reliability and validity of the findings. Convenience sampling was used, with the survey link distributed through Chief Nursing Officers and unit managers to registered

nurses who met the inclusion criteria, including a minimum of six months of work experience and a willingness to participate.

Measurements and Data Analysis. The data collection tool included demographic questions and a 26-item, 5-point Likert scale to assess organizational commitment, job satisfaction, human resource practices, and nurse retention. The questionnaire, adapted with permission from Mun et al. (2021), demonstrated strong reliability with Cronbach's alpha of 0.925. Data were analyzed using SPSS software, with descriptive statistics summarizing demographic profiles. Inferential methods, such as Spearman's rho coefficient test and multiple regression analysis, were employed to determine the relationships and impacts of independent variables—organizational commitment, job satisfaction and human resource practices—on nurse retention.

Results

The demographic characteristics of the respondents in this study are depicted in Table 1. Of the 523 total respondents, 93.7% were female, which is consistent with national workforce statistics. Most nurses were Malay (86.6%) and below 40 years old (>80%), suggesting a dynamic group. A significant proportion of respondents are married with children, with about 40% having more than one child. About 40% of the respondents have worked at the hospital for five years or less, with a similar percentage having worked for six to ten years. Only about 20% have been with the hospital for over ten years. The data shows that more than 50% obtained a post-diploma certification while working at this hospital. Most nurses consider this hospital their first employment (69.2%). The remaining respondents have previously worked at other domestic hospitals, with a smaller percentage having experience at foreign hospitals.

Organizational commitment among nurses is highlighted in Table 2. Notably, 30.2% of respondents feel a sense of belonging to their workplace, while more than 53.2% are neutral, nei-

ther agreeing nor disagreeing. Approximately 16.7% of respondents do not feel they belong, indicating a need for further analysis. Regarding work schedules and their compatibility with family and personal life, a significant percentage of respondents find that their schedules do not align with these needs. Only 34.1% find their schedules suitable for family and personal time. The majority (50.8%) of respondents also disagree that management shows concern for nurses, 35% are neutral, and only 14.2% agree. On a positive note, 47.2% of respondents report having supportive peers who listen to and share their problems, though 40.3% remain neutral. This survey also shows that a significant percentage of respondents (35.8%) disagree that there is a clear process for communicating problems to management, while 42% are neutral about it. Only 14% of respondents are satisfied with management's response and action when problems are raised. Management should address these issues to prove its commitment to the organization.

Table 3 depicts the job satisfaction of nurses regarding their discipline of employment at the time of this study. A majority (47%) of respondents are neutral about their satisfaction with the working environment of this hospital, while 30% report satisfaction with their workplace. Nearly half of the respondents agree that they are given the option to choose their job discipline. Most respondents agree that they can complete their duties by the end of their shift. A significant percentage of respondents feel that they have supportive and cooperative peers, and more than 50% report that their superiors are supportive.

Table 4 presents nurses' perceptions of the human resource practices within their organization. Only 17.6% of respondents agree that their remuneration is consistent with the service and commitment they provide to the hospital. A larger percentage of respondents neither agree nor disagree with this statement. Similarly, only a small percentage of respondents agree that the hospital offers sufficient employee benefits. Re-

Table 1. Demographic Characteristics

Variables	Characteristics	n	%
Age (Years)	< 30	226	43.2
	31–40	221	42.3
	41–50	58	11.1
	> 50	18	3.4
Gender	Male	33	6.3
	Female	490	93.7
Race	Malay	453	86.6
	Chinese	5	1.0
	Indian	52	9.9
	Others	13	2.5
Years of experience	< 5	80	15.3
	6–10	363	69.4
	11–15	3	6
	> 15	77	14.7
Hours of work per day	7–10	433	82.8
	11–13	39	7.5
	14–16	39	7.5
	> 16	11	2.1
Marital status	Single	146	27.9
	Married	375	71.7
	Others	2	4
Dependents/children	None	197	37.7
	1 child	90	17.2
	2 children	122	23.3
	3 children	74	14.1
	> 3 children	40	76
Length of employment at this hospital	< 5 yrs	208	39.8
	6–10 yrs	261	49.9
	> 15 yrs	54	10.3
	Total	523	100.0
Highest qualification	Diploma in nursing	284	54.3
	Post basic nursing	187	35.8
	Nursing degree	52	9.9
Department/specialty	Adult medical	93	17.8
	General surgical/ortho	79	15.1
	Paediatrics	57	10.9
	O&G	81	15.5
	OT	43	8.2
	SPD	141	27.0
	HD	29	5.5
	None	362	69.2
Previous employment	Domestic	152	29.1
	Foreign	9	1.7

garding career progression, 32.1% of respondents believe there is a clear path for job progression within the institution. However, 49.1% are neutral, and 94% disagree. Career advancement pathways are crucial for long-term employment and staff retention in any industry. The majority (52.8%) of respondents neither agree nor disagree with the statement that ma-

nagement supports their career advancement. This survey indicates mixed opinions among respondents regarding the hospital's reputation as a workplace.

Table 5 shows the results of nurses' retention. Regarding organizational and job satisfaction, 55.2% of respondents agree that they are loyal

Table 2. Organizational Commitment

Items	Agree	Neutral	Disagree
	n (%)	n (%)	n (%)
I feel I belong to this hospital.	158 (30.2)	278 (53.2)	87 (16.7)
My work schedule aligns with my personal/family life.	178 (34.1)	216 (41.3)	129 (24.7)
My duty roster requests are usually fulfilled.	231 (44.2)	186 (35.6)	106 (20.2)
Management spends time listening to nursing-related problems.	68 (13)	190 (36.3)	265 (50.6)
Management demonstrates concern for nurses' issues.	74 (14.2)	183 (35)	266 (50.8)
My peers listen to my work-related problems.	247 (47.2)	211 (40.3)	65 (12.4)
There is a clear process for communicating nurses' problems to management.	116 (22.2)	220 (42.1)	187 (35.8)
I am satisfied with the management's response to and action on issues raised by nurses.	73 (14)	212 (40.5)	238 (45.5)
Overall organizational commitment	1145 (27.37)	1696 (40.53)	1343 (32.09)

Table 3. Job Satisfaction in the Working Environment

Items	Agree	Neutral	Disagree
	n (%)	n (%)	n (%)
I am satisfied with the working environment at this hospital.	170 (32.5)	246 (47)	107 (20.5)
I am given the opportunity to choose my job discipline.	217 (41.5)	245 (46.8)	61 (11.7)
I am satisfied with my current job discipline.	289 (55.2)	195 (37.3)	39 (7.5)
I can complete my duties by the end of my shift every day.	321 (61.2)	137 (26.2)	66 (12.7)
I can perform my clinical nursing duties effectively.	364 (69.6)	131 (25)	28 (5.3)
I have supportive and cooperative peers.	344 (65.8)	155 (29.6)	24 (4.6)
I have supportive and cooperative superiors.	273 (52.6)	190 (36.3)	58 (11.1)
Overall job satisfaction	1978 (54.0)	1299 (35.49)	383 (10.46)

Table 4. Human Resource Practices

Items	Agree	Neutral	Disagree
	n (%)	n (%)	n (%)
My remuneration (pay) is consistent with my services/commitment.	92 (17.6)	201 (38.4)	230 (43.9)
I am satisfied with the employment benefits.	92 (17.5)	206 (39.4)	225 (43)
There is a clear pathway for career advancement.	168 (32.1)	257 (49.1)	98 (18.8)
Management supports my plans for career advancement.	149 (28.5)	276 (52.8)	98 (16.8)
This hospital has a good reputation as an employer.	178 (34)	272 (52)	73 (13.9)
Overall human resource practices	679 (25.97)	1212 (46.35)	724 (27.68)

Table 5. Nurse Retention

Items	Agree	Neutral	Disagree
	n (%)	n (%)	n (%)
I am loyal and committed to working at this hospital.	289 (55.2)	204 (39)	30 (5.8)
I look forward to coming to work every day.	249 (47.6)	227 (43.4)	47 (9)
The morale among my peers is high.	244 (46.6)	241 (46.1)	38 (7.3)
I would consider leaving this hospital if I had a better pay offer.	381 (72.9)	116 (22.2)	26 (5)
I am planning to work overseas (e.g., in Saudi Arabia).	178 (34.1)	204 (39)	141 (27)
I support and would recommend this hospital to other nurses seeking employment here.	178 (34)	242 (46.3)	103 (19.7)
Overall nurse retention	1519 (48.41)	1234 (39.32)	385 (12.268)

and committed to working at this hospital. Despite the opportunities available in Malaysia, many respondents still consider working overseas as an option. Notably, 34% of respondents agree that they would support and recommend other nurses from other institutions to work at this hospital, while 46.3% remain neutral.

Summary of Correlation Coefficient Tests.

The non-parametric correlation performed in this study was Spearman's rho correlation test. This test was conducted to determine the significance level between the independent variables and to assess its relationship with the null hypothesis. Table 6 presents the findings from the correlation test.

There is a significant positive correlation between organizational commitment, job satisfaction, human resource practices, and nurse retention, with a p-value of 0.000. The strongest positive correlation was found between job satisfaction and nurse retention (.440), followed

by organizational commitment (.187) and human resource practices (.170). There is also a significant correlation between human resource practices and nurse retention. Higher job satisfaction positively influences nurse retention, followed by human resource practices and organizational commitment. Table 7 presents the results of the multiple regression test, identifying the most significant predictor of nurse retention.

Multiple regression analysis was conducted to predict factors contributing to nurse retention based on organizational commitment, job satisfaction, and human resource practices. The model statistically significantly predicted job satisfaction $F(1) = 285.334$, $p(.000) < .05$, $R^2 = 0.354$. Among the three predictors, only job satisfaction $p(.000) < .05$, significantly contributed to the prediction. The second highest predictor was human resource practices $p(.127)$, while the least significant was organizational commitment $p(.513)$. No multicollinearity pro-

Table 6. Results from Spearman's Rho Correlation Test

		Correlations	Organizational Commitment	Nurse Retention
Spearman's rho	Organizational Commitment	Correlation Coefficient	1.000	.187**
		Sig. (2-tailed)	.	.000
		N	532	532
	Nurse Retention	Correlation Coefficient	.187**	1.000
		Sig. (2-tailed)	.000	.
		N	532	532
**. Correlation is significant at the 0.01 level (2-tailed).				
		Correlations	Job Satisfaction	Nurse Retention
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	.440**
		Sig. (2-tailed)	.	.000
		N	532	532
	Nurse Retention	Correlation Coefficient	.440**	1.000
		Sig. (2-tailed)	.000	.
		N	532	532
**. Correlation is significant at the 0.01 level (2-tailed).				
		Correlations	Human Resource Practices	Nurse Retention
Spearman's rho	Human Resource Practices	Correlation Coefficient	1.000	.170**
		Sig. (2-tailed)	.	.000
		N	532	532
	Nurse Retention	Correlation Coefficient	.170**	1.000
		Sig. (2-tailed)	.000	.
		N	532	532
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 7. Summary of the Multiple Regression Using the PLUM Sequence

Model Summary												
Model	R	R Square	Adjusted R Square	SD of the Estimate	Change Statistics				Durbin-Watson			
					R Square Change	F Change	df1	df2		Sig. F Change		
1	.595 ^a	.35	.35	.38	.35	285.3	1	521	.000	2.109		
a. Predictors: (Constant) Job satisfaction; b. Dependent Variable: Nurse Retention_MEAN												
ANOVA												
Model	Sum of Squares			df	Mean Square		F		Sig.			
Regression	42.148			1	42.148		285.334		.000 ^b			
Residual	76.959			521	.148							
Total	119.107			522								
a. Dependent Variable: Nurse Retention_MEAN; b. Predictors: (Constant), Job satisfaction_MEAN												
Coefficients												
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	Std. Error		Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
	B	Error										
(Constant)	1.924	.092		20.940	.000	1.744	2.105					
Job Satisfaction	.436	.026	.595	16.89	.000	.385	.486	.595	.595	.595	1.000	1.000
a. Dependent Variable: Nurse Retention_MEAN												

blems were detected in the model, as the Variance Inflation Factor (VIF) for all variables was below < 10 (or Tolerance > 0.1). Therefore, higher job satisfaction positively influences nurse retention, followed by human resource practices and organizational commitment.

Discussion

Demographic Information. The survey results indicate a significant female representation among respondents, which aligns with broader trends in the healthcare nursing workforce, where women constitute the majority. Historically, nursing has been a female-dominated profession. However, with the expansion of many subspecialties, there has been increasing acceptance of male nurses, reflecting profession's broadening scope.

The majority of nurses employed in these hospitals are of Malay descent, followed by Indian and Chinese nurses. This trend has remained consistent since the hospital's establishment.

However, the racial composition of the staff does not reflect the diverse racial mix of patients treated at the hospital, which represents a multiracial population. It is important to note that the nursing profession in Malaysia has historically been predominantly chosen by individuals of Malay ethnicity, contributing to the observed workforce distribution. These findings are supported by previous studies. A study published in *Nursing Inquiry* highlighted the unspoken status of women in nursing in Malaysia (Birks et al., 2009). Additionally, Maurud et al. (2022) examined the influence of gender and ethnicity on nursing students' educational motivation and career expectations, providing insights into how these factors shape the nursing workforce (Maurud et al., 2022).

The survey indicates that a sizable portion of the nursing workforce is young, with many nurses under 30 years old and a substantial number under 40. This suggests a dynamic group with considerable potential for career development within the organization. Nurses in the older age

group, typically those above 40, are more likely to hold managerial roles. Additionally, a large proportion of nurses have been employed at the hospital for several years, with many having worked for over five years, which reflects a workforce with substantial experience in senior roles.

The longevity of the nursing workforce, with some nurses remaining for more than ten years, suggests workforce stability, along with a high level of job satisfaction and commitment. These observations are supported by the *Human Resources for Health Country Profile 2019-2021* report which indicates that the majority of the healthcare workforce employed by the Ministry of Health Malaysia falls within the under-30 age group, followed by those aged 31–40 (Ministry of Health Malaysia, 2023). These findings align with the country's standard nursing work schedule, which typically involves seven-hour shifts at various times of the day. Longer shifts often result from nurses taking on double shifts or extended hours in a locum capacity. This pattern suggests that implementing a targeted retention program could be an effective strategy to encourage long-term career commitment within the profession.

The majority of respondents are married, suggesting that the nursing profession offers a stable environment that supports both career development and family life. This stability is a key factor in promoting long-term employment retention, particularly given the personal and family responsibilities of the workforce. Additionally, a significant number of respondents have children, further indicating that nursing is a profession that accommodates family life. Most nurses hold a Diploma in Nursing, which is the minimum requirement for employment. This survey also showed that 40% of nurses obtained post-basic certification, while 11.3% have earned a nursing degree. The diverse backgrounds of respondents reflect a mix of departments and specialties, ensuring an unbiased sample. Most nurses in this survey reported that this hospital was their first place of employment, which

implies that it is a preferred choice for new graduates entering the workforce. The remaining respondents had prior experience at other domestic or foreign hospitals, representing a smaller percentage of the overall sample.

Organizational Commitment. The survey data indicates that while some respondents feel a sense of belonging to their workplace, the majority are neutral on the matter, neither agreeing nor disagreeing. A sense of belonging or feeling accepted at a workplace is an important, albeit intangible, factor which influences the length of one's employment. Employers should be attentive to employee feedback to ensure quality staff retention. The findings of this study contrast with those of a similar study conducted in Malaysia, which reported a high level of organizational commitment among nurses (Alzamel et al., 2020). Nurses' organizational commitment is positively correlated with their quality of life (Hariyati & Safril, 2018).

Regarding work schedules and family or personal life, a significant percentage of respondents find that their work schedule does not align well with their family or personal commitments. Only 34.1% of respondents find it suitable for balancing both. A flexible work schedule that accommodates family and personal time is an important factor that employees value, as this enhances work quality and encourages long-term employment. The nursing community is generally accustomed to this work schedule, which is practiced worldwide. However, certain subspecialties, such as intensive care units (ICU) and emergency departments, are more demanding than others, such as hemodialysis and dermatology (Nobahar & Tamadon, 2016).

A portion of respondents feel that there is room for improvement in how management engages with nursing staff regarding their concerns. Actively listening to employees' issues and being responsive to their needs can create a positive work environment and establish a stronger rapport between management and staff. The survey results indicate that some staff members perce-

ive a need for greater managerial support, thus there is an opportunity for improvement in this area. Addressing staff concerns and ensuring adequate staffing levels are essential for delivering high-quality care. Staff shortages can compromise care delivery (O'Donnell et al., 2022).

A significant percentage of respondents agree that they have supportive peers who listen and share their concerns, while a similar number remains neutral. Peer cooperation and understanding are essential for relieving each other of heavy responsibilities. Conversely, poor peer support may discourage retention. Workplace bullying is one of the major factors contributing to nurses leaving their jobs (Al Muharraq et al., 2022; Zainal et al., 2022).

It is prudent for management in any large institution to provide a clear pathway for employees to communicate their concerns and seek solutions. This survey shows that a significant percentage of respondents (35.8%) disagree that management provides such a pathway, while 42% are neutral. Only 14% of respondents are satisfied with management's response and actions when nurses raise concerns. Management should be more aware of this issue to prove its organizational commitment.

Job Satisfaction. Almost 47% of respondents neither agree nor disagree with the level of job satisfaction in this hospital's working environment. Merely 30% of respondents reported having job satisfaction at their workplace, which is similar to the findings of another study in which nurses expressed dissatisfaction with their current employers (Wali et al., 2023). Job satisfaction is a subjective and general impression that may be influenced by factors such as peers, work environment, and benefits. However, it may not always reflect the full picture.

In a similar study conducted in Malaysia, team cohesion, benefits, rewards, and working conditions were identified as important factors contributing to job satisfaction among registered nurses (Atefi et al., 2016). Another study re-

ported that job satisfaction and organizational commitment are positively correlated (Bit-Lian et al., 2022). Nurses' job satisfaction is more significantly influenced by their level of education and work position compared of factors such as age, gender, and length of service ($p < 0.05$). Therefore, education level and position are also crucial factors in determining a nurse's job satisfaction (Arruum et al., 2024).

Relating this to job satisfaction and retention, it is evident that adequate job resources, such as supportive management, opportunities for growth, a positive work environment, and sufficient income, play a crucial role in nurses' satisfaction. When these robust job resources help offset moderate to heavy job demands, nurses experience increased motivation and reduced work-related fatigue and stress. This positive dynamic enhances performance and promotes job satisfaction, which is a key factor in nurse retention. Satisfied nurses are more likely to remain in their positions as they feel valued and supported.

Furthermore, when job resources effectively mitigate the impact of high demands, nurses' physical and mental health is safeguarded, leading to long-term retention and sustained productivity. Therefore, prioritizing job resources is critical for fostering satisfaction and retention among nurses, ultimately benefiting patient care and organizational stability (Batubara et al., 2020).

Almost half of the respondents agree that they are given the opportunity to choose their job discipline, which is important for achieving workplace satisfaction. Regarding satisfaction with their current job discipline, a high percentage (55.2%) of respondents report being satisfied where they are currently stationed. However, ideally, this percentage should be higher in a well-functioning workplace.

Most respondents agreed or strongly agreed that they can complete their duties by the end of their shift. Completing work duties provides employees with a sense of fulfillment and res-

possibility, serving as a good measure of staff quality. It is also noteworthy that most respondents feel that they can perform their clinical duties well, despite issues with job satisfaction and questionable organizational commitment. This implies that the nursing community remains professional and takes full responsibility for its duties, regardless of administrative discord. However, managing nurses' workload and preventing burnout are vital for job satisfaction among nurses (Alzoubi et al., 2024).

A significant percentage of respondents agreed that they have supportive and cooperative peers. The survey shows that the majority of respondents believe their superiors are supportive and cooperative towards their subordinates. Nursing administration should improve strategies to enhance registered nurses' satisfaction (Mun et al., 2021). Moreover, participation in continuous professional development (CPD) activities also helps nurses improve their job satisfaction (Hariyati & Safril, 2018).

Human Resource Practices. A smaller portion of respondents felt that the remuneration provided aligned with the service and commitment they dedicated to the hospital. Nurses often work long hours in demanding environments, thus offering compensation that reflects their dedication would be highly valued. As a limited number of respondents believe the hospital provides sufficient employee benefits, further enhancing these benefits could strengthen the overall employment package and attract top talent. In terms of career development, a good number of respondents feel the hospital offers a clear career pathway. That said, a significant portion of respondents remain neutral regarding the level of management support for career progression.

Career advancement opportunities are vital for retaining talented employees and ensuring they are motivated to continue their careers within the institution, rather than seeking opportunities elsewhere that offer more comprehensive career paths. A high level of career compromise

can significantly impact turnover intentions, leading to low job satisfaction, which ultimately affects the stability of the nursing workforce (Xie et al., 2024). Nurses' job productivity, influenced by factors such as education, length of service, perceptions of motivation, management, work environment, opportunities for achievement, work climate, and income, has been closely linked to job satisfaction in existing literature (Hermansyah et al., 2022). This survey shows respondents have mixed opinions on whether this hospital has a good reputation as a workplace. A positive reputation promotes the hospital by word of mouth, helping to attract and retain personnel.

Nurse Retention. Despite organizational and job satisfaction issues, a large percentage of respondents expressed loyalty and commitment to working at this hospital. This reflects the potential for retention when these employees are provided with satisfactory management support. The majority of respondents still show enthusiasm for coming to work and performing their clinical duties, which is also a good marker for potential employee retention. Enthusiasm fosters a positive work environment and is infectious to others. Since remuneration remains a major factor in employment decisions, most respondents agree that they will leave this hospital if offered better pay. Saudi Arabia has attracted many Malaysian nurses, contributing to the depletion of Malaysia's healthcare workforce. Despite the number of opportunities available in Malaysia, many respondents still consider employment overseas as a viable option.

The Correlation between Job Satisfaction, Human Resource Practices, Organizational Commitment, and Nurse Retention. The non-parametric test performed in this study was the Spearman's rho correlation test. This was done to assess the significance of the relationships between independent variables and to test the null hypothesis.

Results from the Spearman's rho correlation test. There is a significant correlation between

job satisfaction, human resource practices, organizational commitment, and nurse retention.

Multiple regression using the PLUM sequence. Higher job satisfaction positively affects nurse retention, followed by human resource practices and organizational commitment. Inferential statistics indicate a strong correlation between nurses' commitment to the organization and their likelihood of retention, similar to the relationship between job satisfaction and nurse retention. The retention of nurses has also been linked to human resource management practices. Among the three independent factors—human resource practices, organizational commitment, and job satisfaction—job satisfaction had the most significant impact on nurse retention. There was no significant link between the independent variables and factors such as age, the highest qualifications, or department of work.

Limitations. Online surveys rely on respondents' self-reporting, which can introduce biases and inaccuracies in the data. Respondents may provide socially desirable responses, which would affect the validity and reliability of the information. Moreover, the lack of interaction between respondents and researchers made it challenging to probe into answers provided by the respondents. Researchers also have no control over the survey environment, which could have led to distractions while completing the survey.

Conclusion

The study revealed that job satisfaction is the most significant predictor of nurse retention in private healthcare settings. However, other factors such as organizational commitment and human resource practices also play important roles in nurse retention. Therefore, hospitals must focus on strategies to enhance employees' job satisfaction. Human resource management must also implement clear policies on remuneration, career development, and employee promotion to improve job retention.

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