

The Causal Relationship on Retention Intention in Nursing Careers Affiliated with the University Hospital, Guangxi Province, China

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Abstract

This study aims to (1) examine the levels of transformational leadership, quality of work life, organizational commitment, adaptability, and intention to remain in the nursing profession among university hospital nurses in Guangxi Province, China; (2) investigate the causal factors influencing nurses' intention to remain in their profession within university hospitals in Guangxi Province, China; and (3) propose practical strategies to reduce nurse turnover rates in these institutions. A mixed-methods research approach was employed. For the quantitative study, data were collected from 935 nurses working in nine university hospitals affiliated with Guilin Medical University and Guangxi Medical University in Guangxi Province, China, through an online questionnaire. The data were analyzed using descriptive statistics and structural equation modeling to explore relationships between variables. For the qualitative study, semi-structured interviews were conducted with 27 nurses at junior, mid, and senior levels working in university hospitals in Guangxi Province, China. The collected data were analyzed using content analysis.

The study's findings are as follows: (1) All variables had high mean scores, with intention to remain in the profession having the highest mean, followed by transformational leadership, quality of work life, organizational commitment, and adaptability, respectively. (2) The results of the path analysis based on the hypothesized model indicated that the factors associated with nurses' intention to remain in the profession were consistent with empirical data ($\chi^2 = 1035.329$; $df = 106$; Probability level = 0.146; CFI = 0.938; GFI = 0.905; AGFI = 0.831; RMSEA = 0.098; CMIN/DF = 10.058). The most influential factor affecting the intention to remain was work-life balance ($\beta = 0.82$, p -value < 0.05), followed by career advancement opportunities and job security ($\beta = 0.77$, p -value < 0.05), individualized consideration ($\beta = 0.77$, p -value < 0.05), and continuance commitment ($\beta = 0.75$, p -value < 0.05), respectively. The hypothesis testing confirmed that all causal relationship variables were significantly associated with the intention to remain in the nursing profession and were statistically consistent with empirical data at the 0.05 significance level.

Keywords: Causal Relationship, Retention Intention, Nursing Careers

Introduction

Nursing a vital role in healthcare systems around the world, especially during critical situations such as disease outbreaks, where the expertise of the right people is required to provide timely care. However, the profession faces high nurse turnover rates, which impacts healthcare delivery. In 2023, nurse turnover worldwide was projected to reach 22.5% (Brook et al, 2019). The World Health Organization predicts that by 2035, there will be a shortage of approximately 12.9 million nursing staff, posing a significant obstacle to improving health systems in many countries.

This problem is caused by many factors, such as retirement, a shortage of new nurses, and an inappropriate working environment, including heavy workloads and work stress (Tetgoum, 2021). Lack of organizational support and lack of opportunities for career development within the organization are also factors that lead to nurses leaving (Brook et al, 2019). Nurse turnover in many countries, such as the United States and Europe, has led to a greater difficulty in delivering healthcare (Brook et al, 2019). In China, there is a shortage of nurses in rural areas, as most nurses choose to work in large cities (Meesen et al, 2007), and the turnover rate was as high as 20% in 2020 (International Council of Nurses, 2020).

Factors that lead to nurses leaving include high workloads, inappropriate work environments, and lack of organizational support (Tetgoum, 2021). Nurse turnover also affects the delivery of medical and health services, as nurses struggle to provide services (McKinsey, 2022), especially new graduate nurses, who have higher turnover rates than experienced nurses (Brook et al, 2019). Turnover during the first year after graduation is also a serious problem in many countries, as new nurses feel discouraged by excessive workloads and lack of organizational support, leading them to decide to leave to find better jobs (Brook et al, 2019).

Reducing nurse turnover needs to be addressed seriously, by improving organizational leadership and quality of work life. Supporting mental health and ongoing training can help reduce work-related stress (Mafumo & Netshikweta, 2022). Using technology to analyze turnover data can help to effectively address this issue (Brook et al, 2019). Focusing on building a positive organizational culture, career support, and mentoring can help promote long-term stability and sustainability in the nursing profession (Baharum et al, 2023)

Research objectives

1. To study the level of transformational leadership, quality of work life, organizational commitment, adaptation, and intention to remain in the nursing profession, University Hospital, Guangxi Province, China.
2. To study the causal factors that influence intention to remain in the nursing profession, University Hospital, Guangxi Province, China.
3. To propose guidelines for reducing the turnover rate of nurses, University Hospital, Guangxi Province, China.



Literature Review

This study reviews and compiles related concepts, theories, and research in detail as follows:

Intention to Stay in an organization is an important concept that studies employee engagement with an organization. It means that employees intend to work in an organization for a long time and do not think about leaving. Intention to stay reflects employee satisfaction and stability in the organization. The studies of Taunton et al. (1989) and Fisher et al. (1994) indicate that intention to stay is measured by intention to work in an organization for a long time. While Neuhauser (2002) stated that it reflects employee loyalty, commitment, and satisfaction.

Factors that influence intention to stay include relationships with coworkers, work environment, support from managers, work rewards, and physical and psychological responses. Having care and enhancing satisfaction in each of these areas will help employees intend to stay in the organization for a long time. The study by Taylor (2005) emphasized the importance of fair compensation and appropriate training.

Factors that influence intention to stay can be classified into 4 areas: personnel factors such as gender, age, and experience; workload factors such as challenge and participation in the work; organizational factors such as compensation and organizational culture; and managerial factors such as administrative justice and support for subordinates. Good management helps create satisfaction and intention to stay in the organization. A study by Phaka (2012) indicated that reasons for individuals leaving may be dissatisfaction with unfair management systems, lack of training, or lack of support from supervisors. Developing these elements will help organizations retain talented employees in the long term

Leadership is a process that leaders use to influence and inspire followers to act on the goals of the organization, which is to stimulate behaviors, beliefs, and values that are consistent with the vision set by the leader (Brook et al., 2019). Many scholars have defined leadership, such as Richard and Greenlow (1961) said that it is influencing subordinates to achieve group objectives, while Bennis (2000) said that it is related to the ability to influence the actions of others to achieve set goals or visions, and Ivancevich and Matteson (2002) said that leadership is the use of influence on others to achieve organizational goals, with persuasion and motivation being important (Brook et al., 2019).

Initially, leadership was viewed as a specific trait that leaders have innately (Trait Leadership Theory) that can be genetically transmitted (Stogdill, 1963). This theory believes that some leaders have special characteristics that allow them to influence followers (Lussier & Achua, 2007). However, later behavioral theories focused on leader behavior in building relationships with subordinates. It was found that good behavior can be trained and developed (Hamphill & Coon, 1951). Later, the Contingency Model of Leadership Effectiveness was studied, which describes the relationship between leaders and the situations in which they

operate. This is consistent with the theory of Hersey and Blanchard (1988), which emphasizes adjusting leader behavior to suit the situation (Brook et al, 2019).

In the present era, the concept of leadership has been developed to be in line with rapid changes, especially in the popular Transformational Leadership (Bass, 1985). This theory believes that leaders who can change the perspectives of their followers will be able to stimulate valuable development and change (Burns, 1978). Transformational leaders often have a clear vision and inspire their followers (Bass, 1985). Integrated Leadership Theory believes that not only the characteristics and behaviors of leaders, but also the situation and objectives of the organization must be taken into account (Maurik, 2002).

Quality of Work Life is an individual's assessment of the conditions at work that affect job satisfaction and performance (Walton, 1973). Factors that influence this include fair compensation, a safe environment, opportunities for advancement, and work-life balance (Huse & Cummings, 1995). Studies on quality of work life help understand the factors that affect job satisfaction and performance, as well as enhance happiness in organizations (Davis & Newstrom, 1985).

Quality of work life can also indicate potential problems, such as stress or burnout (Greenberg & Baron, 1995). Improving quality of work life increases job satisfaction, reduces stress, and builds better relationships with coworkers (Insorn, 2022). Creating a positive environment and developing employee skills can reduce turnover and increase performance (Wellhub, 2024). Developing new job structures, such as adding jobs or devaluing jobs It can also stimulate satisfaction and engagement (Greenberg & Baron, 1995). Improving work quality of life also increases the ability to rotate employees and create a good atmosphere in the organization (Bowie & Harvey, 2000).

Measuring work quality of life can use various tools such as satisfaction surveys, participation surveys, or tracking turnover rates (Wellhub, 2023). Using these indicators can improve the work environment and increase satisfaction (Busque, 2024). In addition, studies help develop approaches to improve work and human resource management to increase organizational efficiency and success (Li et al., 2020).

Organizational Commitment is a concept that has various meanings, depending on the perspective of the scholar who studies it. The term "commitment" is often found in research in both forms of Commitment and Engagement, which both have similar meanings. Organizational commitment reflects employees' attitudes and behaviors towards the organization. Committed employees are committed to working for the organization, participating in activities, and intending to stay with the organization in the long term (Mercer, 2009). Organizational commitment is an important factor in retaining capable employees and helping the organization operate smoothly and achieve its goals (Buchanan, 1974).

According to many scholars, organizational commitment has many dimensions. For example, Steers et al. (1977) stated that it is a strong relationship between members of the organization who share the same values and goals. This reflects the belief in the organization

and the willingness to use energy and inspiration to participate in various activities of the organization. In addition, Allen & Meyer (1990) also presented the Three Component Model, which divides commitment into three types: affective commitment, continuity commitment, and normative commitment. All types have a significant impact on the attitudes and actions of employees in the organization (Allen & Meyer, 1990).

The study of the concept of organizational commitment has also been further developed, such as the concept of Vallerand et al. (2003) who used the self-determination theory to analyze commitment through the models of Harmonious Passion and Obsessive Passion, which reflects the differences in voluntary work participation and pressure on individuals (Vallerand et al., 2003). Commitment resulting from intrinsic motivation will have positive effects on both emotions and behaviors, while commitment resulting from pressure tends to have negative effects on both minds and work (Zigami et al., 2011).

Adaptation to changing situations is an important skill in the current era. Due to the advancement of technology and economic and social changes, all sectors must continuously develop and adapt. This adaptation does not only mean responding to external changes, such as organizational restructuring or the introduction of new technologies, but also includes mental and behavioral adaptations to increase work efficiency and create happiness in working life. Adaptation skills not only help individuals cope with challenges and uncertainties, but also promote good relationships in the team and increase job satisfaction, which are important factors in driving organizational success.

Adaptation is a process in which individuals adjust their behaviors and skills to suit new contexts, such as adapting to the organization's culture or taking on new responsibilities (Black & Mendenhall, 1990). This adaptation can be divided into two main types: adaptation and social adjustment, which affect both mental and emotional balance. Adaptation is not only necessary for individuals, but also plays an important role in organizations and entrepreneurs in adjusting their strategies and work processes to suit changing environments.

Theories related to adaptation, such as Roy's (1999) adaptation theory and Kim's (1988) cross-cultural adaptation theory, emphasize learning and adapting to cultural differences. Cross-cultural adaptation is viewed as a process that requires time and continuous learning. This adaptation enables individuals to cope with changes in diverse environments and effectively integrate their old and new cultures (Kim, 1988).

Conceptual Framework

To study the causal relationship between nursing career intention and nursing career at a university hospital in Guangxi Province, China, the researcher reviewed the literature, research, and related theoretical concepts and synthesized variables related to intention to remain, including transformational leadership, quality of work life, organizational commitment, and adaptation, which were used to establish the conceptual framework for the study

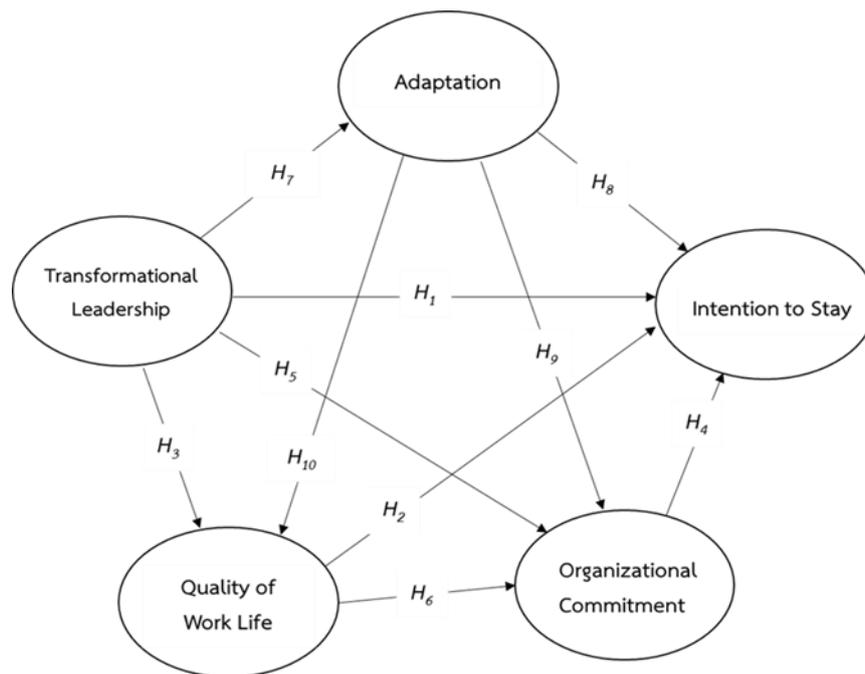


Figure 1. Conceptual framework

Methodology

This research is a mixed methods research using quantitative and qualitative research methods to collect data on nurses affiliated with the hospital of Guangxi University, China. Then, the data were interpreted or analyzed together in an explanatory sequential design as follows:

1. The Population and Sample

The population and sample were nurses affiliated with the hospital of the university, Guangxi Province, China, namely (1) Guilin Medical University has 6 affiliated hospitals and (2) Guangxi Medical University has 3 affiliated hospitals, totaling 9 hospitals with a total of 11,723 nurses (Guilin Medical University, 2024; Guangxi Medical University, 2024).

2. Research Instrument

The instrument used in the study were divided into 2 types: 1) The instruments used in quantitative research consisted of a questionnaire structured into 4 parts: Part 1 is used to screen the respondents' information; Part 2 is about the general information of the respondents, such as gender, age, education level, etc.; Part 3 is a measure of the abstract variables adapted from related research to make it more suitable for the study context and easier to understand. Using a 5-point Likert Scale with 7 parts and a total of 95 questions, and 2) the qualitative research instruments used in-depth interviews and focus group discussions to collect data from the target group with experience and specialized knowledge about the research topic. The instruments used were designed to collect in-depth data by asking open-ended questions to allow buyers to express their opinions and experiences, which helped in data analysis to obtain more diverse and detailed perspectives.

3. Data Collection

Data collection was divided into 2 types: 1) Quantitative data collection was conducted through an online questionnaire, which allowed users to provide structured and clear data without wasting time answering the same questions. The use of statistics in data analysis enabled the linking of causal factors. This data collection focused on measuring indicators and outcomes from the opinions of nurses from a university hospital in Guangxi Province, China, to obtain data that were accurate and clear. 2) Qualitative data collection began with an in-depth interview with key informants. These interviews were conducted either face-to-face or online, allowing interviewees to freely express their opinions and share their experiences through open-ended questions. This qualitative data focuses on the feelings, attitudes, and opinions related to the working experience of nurses in a university hospital in Guangxi Province, which will enhance the understanding of the results from the quantitative data and provide a more detailed perspective.

4. Statistics Used in the Research

The data analysis in this research used both descriptive and inferential statistics to study transformational leadership, job satisfaction, and nursing career retention intentions at Guangxi University Hospital, China. A statistical program was used to analyze the data from the questionnaires, including percentages, means, and standard deviations (SD) for the study of various variable levels. For the study of the relationship between variables, the researcher used Pearson's correlation and confirmatory factor analysis (CFA) to examine the validity and reliability of the variables through structural equation modeling (SEM) and the research hypothesis testing used a statistical significance level of .05 with standard regression coefficients, t-values, and p-values to prove the relationship between variables, especially mediating variables, which explain the causal relationship between independent and dependent variables through multiple regression analysis.

5. Data Analysis

Data analysis is divided into 2 types: 1) Quantitative data analysis in this research used a statistical program to analyze data from the questionnaires according to the research objectives and hypotheses, using descriptive statistics and inferential statistics such as percentages, means, and standard deviations. For the study in objective 1 and used the analysis of the relationship of variables by Pearson's correlation and confirmatory factor analysis (CFA) for objective 2 using the AMOS program and testing the hypothesis with a statistical value at a significance level of .05, including using multiple regression analysis to test the role of the associated variables. 2) Qualitative data analysis began with the examination of the facts of the data by triangulation of sources by comparing data from documents, interviews, and observations, including comparing various methods such as comparing data from different informants or time (Methods Triangulation). Then, the data was classified and grouped appropriately. The content analysis used logical connections (Logic) and data interpretation (Interpret) to understand the relationship of the data. Finally, inductive

conclusions were made and presented through descriptions and examples of informants' words (Direct Code).

Results

Quantitative study results

1. General information of the respondents It was found that the nurses from the hospitals of Guilin Medical University and Guangxi Medical University, Guangxi Province, China, were mostly female (72.80%), aged 31-35 years (29.70%), followed by 36-40 years (21.20%) and 51-55 years (1.00%). In terms of education level, 69.60% had a bachelor's degree, followed by less than a bachelor's degree (14.00%) and a doctorate (2.50%). In terms of family status, 60.90% were married, 26.40% were single and 2.80% were separated. In terms of work experience, most had 4-6 years of experience (48.40%), followed by 1-3 years (25.30%) and 13-15 years (1.90%).

2. Factors that have a causal relationship with the intention to remain in the nursing profession.

Table 1 Results of the statistical analysis of factors that have a causal relationship with the intention to remain in the nursing profession.

variable	(\bar{x})	(S.D.)	Mean
Transformational leadership	4.37	0.36	Farthest
Quality of Work Life	4.33	0.35	Farthest
Organizational Commitment	4.35	0.38	Farthest
Adaptability	4.22	1.41	Farthest
Intention to Stay	4.39	0.36	Farthest

The results of the analysis of the causal relationship between the research variables and the intention to remain in the nursing profession at the Guangxi University Hospital, China, found that all components had the highest mean values, including transformational leadership (\bar{x} = 4.37), quality of work life (\bar{x} = 4.33), organizational commitment (\bar{x} = 4.35), adaptation (\bar{x} = 4.22), and intention to remain (\bar{x} = 4.39).

3. Results of the relationship analysis of factors with causal relationship to intention to remain in nursing career under university hospitals in Guangxi Province, China.

**Table 2** Number of sub-variables, Igan values, and percentage of variance of components.
Causal relationships.

Performance components	Number of variables Subvariables	Eigen Value	Percentage Variance
1. Ideology	5	3.53	36.63
2. Inspiration	5	3.67	32.89
3. Stimulation	5	4.22	44.37
4. Individuality	5	6.99	43.65
5. Adequate and Fair Compensation	5	4.13	41.55
6. Safety	5	5.80	42.03
7. Progress	5	3.32	34.37
8. Balance	5	3.29	35.82
9. Mental	5	3.39	42.11
10. Persistence	5	4.37	54.15
11. Norm	5	3.55	38.84
12. Physiological Adaptation: PA	5	6.67	54.89
13. Self-Concept Adaptation: CA	5	3.22	34.37
14. Role Function Adaptation	5	3.75	37.65
15. Interdependence Adaptation: IA	5	6.13	48.55
16. Personnel	5	7.80	42.03
17. Workload	5	3.34	36.37
18. Organization	5	4.29	43.82
19. Leader	5	5.39	37.11

From Table 2, the results of the causal relationship analysis on nursing career retention intention in university hospitals in Guangxi Province, China, show that the components with a causal relationship on nursing career retention intention consist of 19 dimensions and 95 sub-variables, and the correlation coefficients among the observed variables indicate the importance of the factors on nursing career retention. Structural

equation modeling was used to study the causal relationship of the factors influencing nursing career retention intention.

4. Results of the structural validity analysis of the latent variables on the causal relationship between nursing career intention and nursing career persistence intention.

Table 3 The fit index of the confirmatory components of the latent variables.

Latent Variable	b(SE)	(R ²)	(e)
1. Ideological influence (IL)	0.58**	0.76	0.017
2. Inspiration (IP)	0.59**	0.77	0.020
3. Intellectual stimulation, creating change, achieving goals (ST)	0.58**	0.76	0.015
4. Individualism (ID)	0.77**	0.88	0.014
5. Adequate and fair compensation (FA)	0.54**	0.73	0.007
6. Safe and healthy work environment (SA)	0.65**	0.80	0.017
7. โอกาสความก้าวหน้าในงานและความมั่นคง (PR)	0.77**	0.88	0.007
8. Opportunity for advancement and security (BA)	0.82**	0.91	0.007
9. Psychological engagement (ME)	0.60**	0.78	0.014
10. Existence engagement (PE)	0.75**	0.87	0.007
11. Normative engagement (NO)	0.55**	0.74	0.012
12. Physiological adaptation (PH)	0.70**	0.83	0.016
13. Identity adaptation (SC)	0.60**	0.77	0.008
14. Social role adaptation (RF)	0.65**	0.81	0.009
15. Dependence on others (IA)	0.38**	0.62	0.008
16. People (PS)	0.39**	0.62	0.0015
17. Workload (WL)	0.53**	0.73	0.009
18. Organization (OG)	0.65**	0.81	0.014
19. Leader (LD)	0.71**	0.84	0.013

From Table 3, it was found that the analysis of the latent variable components that have a causal relationship with the intention to work and remain in the nursing profession concluded that the top 5 components with the highest weights were work-life balance (BA) 0.82, advancement opportunity and security (PR) 0.77, individualism (ID) 0.77, retention commitment (PE) 0.75, and safe working environment (SA) 0.65, with the highest predictive coefficient of 0.91 and the lowest of 0.62 for the dependence on others (IA) component with a weight of 0.38.

5. Results of the research hypothesis testing

Table 4 Research hypothesis testing

Research Hypothesis	Loading	CR	Conclude
H.1 Transformational leadership influences nursing career retention intention in university hospitals, Guangxi Province, China.	0.442 and 0.291	1.412	Support
H.2 Quality of work life influences nursing career retention intention in university hospitals, Guangxi Province, China.	0.35* and 1.705	-1.620	Support
H.3 Transformational leadership influences quality of work life in nursing careers in university hospitals, Guangxi Province, China.	0.67**	12.590	Support
H.4 Organizational commitment influences nursing career retention intention in university hospitals, Guangxi Province, China.	1.10**	11.509	Support
H.5 Transformational leadership influences organizational commitment in nursing careers in university hospitals, Guangxi Province, China.	-0.60, 1.038 and 0.362 **	8.663	Support

Research Hypothesis	Loading	CR	Conclude
H.6 Quality of work life influences organizational commitment in nursing careers in university hospitals, Guangxi Province, China.	1.55**	11.509	Support
H.7 Transformational leadership influences adjustment in nursing careers in university hospitals, Guangxi Province, China.	0.65**	15.836	Support
H.8 Adjustment influences nursing career retention intention in university hospitals, Guangxi Province, China.	0.68, 0.156 and 0.126 **	10.898	Support
H.9 Adjustment influences organizational commitment in nursing careers. Affiliated Hospital of Guangxi University, Guangxi Province, China	0.558**	20.172	Support
H.10 Adaptation influences on the quality of working life in nursing professionals Affiliated Hospital of Guangxi University, Guangxi Province, China	-0.36**	8.663	Support

From Table 4, it was found that from the results of testing Hypothesis 1, it was found that transformational leadership has a direct influence on the intention to remain in the nursing profession, with an influence coefficient of 0.12, and also has an indirect influence through various variables such as adaptation (coefficient of 0.442) and quality of work life (coefficient of 0.291). In addition, transformational leadership also influences quality of work life (coefficient of 0.67), which results in nurses being able to adapt and work better.

The results of the second hypothesis test found that quality of working life has a direct influence on nursing career retention intentions, with a coefficient of 0.35, and also has an indirect influence through organizational commitment (coefficient of 1.705), which indicates that when nurses have better quality of working life, organizational commitment will encourage them to have a higher intention to remain in the profession.

For hypotheses 4 and 5, it was found that organizational commitment has a direct influence on nursing career retention intentions (coefficient of 1.10), and also has an indirect influence through variables such as quality of working life and adaptation, which can encourage nurses to have a higher commitment to their work.

Adaptation is another variable with significant influence, with a direct influence on nursing career retention intentions (coefficient of 0.68) and an indirect influence through the variables quality of working life and organizational commitment (coefficient of 0.156). In addition, adaptation also has a direct influence on quality of working life (coefficient of 0.36), indicating that nurses who can adapt well will have a better quality of working life.

Qualitative study results

1. General information of the interview respondents found that most of the respondents were female, aged between 25-30 years old (8.33%), and most of them had bachelor's degree (66.66%) or master's degree (33.33%). They worked as junior (33%), middle (33%) and senior (33.33%) nurses. Most of them had income between 7,000-8,000 yuan (approximately 35,000-40,000 baht) (29.62%). Most of them had worked between 1-3 years (33.33%) respectively.

2. Opinions on transformational leadership found that the ideological influence of hospital leaders had an effect on leading changes in a positive direction. Leaders with a clear vision and who could communicate the reasons for the change to their staff would help them adapt and fully participate in the change. Leaders with a positive attitude would build staff confidence, while leaders with a negative attitude could discourage staff.

In terms of inspiring and motivating work, hospital leaders could create policies that promote work. However, there are still some limitations, such as high workload and communication problems, which, if improved, will help nurses be motivated to work in the long term.

Intellectual stimulation to create change, where leaders in the hospital allow staff to propose new ideas for development and innovation, resulting in a creative and development-ready working atmosphere.

Building individual relationships with staff is an important factor in creating an atmosphere conducive to nursing work. Leaders who emphasize interpersonal relationships help build a sense of belonging to the organization and make nurses committed to their work. However, there are still challenges in improving the feedback system and allowing staff at all levels to participate in hospital development.

3. Opinions on organizational commitment found that adequate and fair compensation is an important issue that is still being discussed in the nursing industry. Many nurses feel that the compensation they receive is not commensurate with the workload and risks they face. There is a lack of additional benefits that help reduce stress and promote quality of life. Therefore, there is an expectation that compensation and

benefits should be improved to be commensurate with the increasing workload and cost of living.

A safe and healthy working environment is another factor that is given importance in the hospital. Although the measures being implemented are supported, there are still additional suggestions to improve the working environment.

Job security affects the intention to stay in the hospital. Many nurses believe that stability helps build confidence in their work and job satisfaction. However, concerns about instability from changes in the hospital or the lack of adequate benefits are issues that nurses want to improve. With an emphasis on sustainable welfare support and clear communication.

Balancing work and personal life is a key issue as nurses face heavy workloads and personal responsibilities. Policies that support this balance will help nurses work more effectively and reduce work-related stress

4. Opinions about adaptation The emotional bond in working in a hospital is not only about caring for patients, but also about creating pride and a sense of belonging to a team that is important for the health care of patients and society. Despite facing a heavy workload, this bond gives employees meaning and commitment to continue workin

In terms of engagement and retention, working in a hospital not only provides income but also provides opportunities for employees to develop and grow professionally. Receiving appropriate compensation, good benefits, and working in an environment that is consistent with the nursing ideology creates sustainable engagement and promotes continued commitment to work

5. Opinions on quality of working life Physiological adaptations in working in hospitals, especially in high-pressure departments such as the emergency department or ICU, cause nurses to face both physical and mental stress, such as fatigue, pain, and stress from caring for patients with serious conditions. Managing these effects and supporting nurses in developing self-confidence are therefore important in helping nurses to work effectively.

Identity adjustment in nursing involves building good relationships among nurses in different departments and understanding each person's role in working together. Good coordination helps to ensure smooth and efficient patient care, which results in nurses' job satisfaction and long-term retention in the profession.

6. Opinions on nursing career retention intention Working in a hospital not only requires patient care, but also involves challenging workloads such as working under high stress conditions, coordinating with coworkers, and taking on difficult responsibilities, which affect nurses' retention intentions. Facing these pressures requires nurses to be committed to their work and to handle situations effectively.

Organizational policies, vision, values, and leadership roles have a direct impact on nurses' retention intentions. These factors help create motivation and job satisfaction, allowing nurses to work to their full potential without feeling stressed or discouraged. In

addition, personal factors related to life and well-being also influence job turnover and may affect satisfaction and retention intentions in the nursing profession.

Discussion

Transformational leadership, quality of work life, organizational commitment, adaptation, and intention to stay in the nursing profession, Guangxi University Hospital, China. The average value of transformational leadership in the organization is high, indicating that leaders in the organization play an important role in promoting and driving change. The research results found that the aspect with the highest average value is ideological influence, in which leaders are recognized and trusted by staff as leaders who adhere to ideology and are good role models, especially when the leader listens to problems and helps solve them willingly, making employees feel trust and confidence in the leader. In addition, inspiration is an important factor, especially creating a collaborative atmosphere, which helps employees feel part of the organization and are committed to working with quality. As for intellectual stimulation, the research results indicate that leaders who can motivate staff to think and find effective ways to work have a significant impact on organizational change (Phimrada Thammeepakdee, 2023). Encouraging staff to use their knowledge and experience to solve problems by themselves helps enhance staff creativity and decision-making. The results of this study reflect that effective transformational leadership can build trust, motivation, and develop the capabilities of staff in the organization. Being a good role model, inspiring, and motivating staff to use their potential are important factors affecting the organization's success in the long term (Utmachan Inthareung, 2021). For quality of work life Overall, the mean score was at a high level, reflecting that the working environment of nurses was good, especially the opportunity for career advancement and stability, which had the highest mean score. This shows that career growth is an important factor that helps create motivation and intention to work. The research results also found that organizational commitment had a high mean score, especially in terms of emotional commitment, where nurses felt that people in the department/unit were connected like family, creating a good working atmosphere and increasing cooperation in the team (Mehralian, G., et al., 2024).

From the research on factors affecting nursing career retention intentions at a university hospital in Guangxi Province, China, it was found that the nurse turnover rate can be reduced by implementing effective approaches, consisting of 5 main elements that can be applied in the hospital as follows:

The first is developing transformational leadership, which is an important factor in reducing nurse turnover rates. Leadership that can effectively inspire and support staff will help nurses feel valued in the organization. Leaders should promote open communication so that nurses can express their opinions, and develop mentoring and coaching programs to help nurses deal with stress and challenges at work (Bass & Riggio, 2006).

The second is improving the quality of work life, which is an important factor that directly influences nurses' decision to retain. Setting flexible working hours and adding appropriate benefits such as competitive compensation, bonuses, and health benefits will increase job satisfaction and help nurses balance their work and personal lives (Laschinger et al., 2016).

The third is enhancing organizational commitment, which creating a friendly and supportive organizational culture will help strengthen nurses' commitment to the organization. If nurses feel that they have a future in the organization, they are more likely to stay in the long term. Developing opportunities for learning, training, and promotion are important ways to enhance such engagement (Meyer & Allen, 1991).

The fourth developing nurses' adaptability. Nurses who are more adaptable are more likely to stay in the organization for a long time. Providing training in stress and emotion management and creating mentorship programs to help new nurses receive support from experienced nurses can help nurses cope better with work pressure (Chang & Daly, 2012).

The fifth reducing workload and promoting teamwork. Increasing the number of staff to distribute the workload and promoting teamwork through team meetings and the use of interdisciplinary care approaches can help nurses avoid overwork and burnout and allow them to perform their jobs effectively (Aiken et al., 2012).

Suggestions

General recommendations:

Policies should be set to promote the quality of life of nurses, such as organizing recreational activities for physical and mental health, fostering a good work atmosphere, supporting career advancement and stability, and creating work safety standards and appropriate staffing. Supporting the development of new skills and participation in decision-making, organizing mentoring systems and professional networks, and training and developing nurse leaders with a change mindset and organizational culture that is open to change.

Suggestions for future research:

The quality of life and workload of nurses of all ages should be studied, as well as health risks or occupational diseases, in order to use the data to further develop high-level research in the future.

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