Development of a Nursing Workforce: Influence of workplace spirituality, health support, extrinsic rewards, and professional commitment on nurse retention

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Abstract The healthcare industry plays a crucial role by providing vital services to needy individuals. However, healthcare professionals often face unique challenges in their work environment that can affect their job outcomes and overall job satisfaction. Understanding the factors contributing to positive job outcomes is essential for enhancing healthcare employees' overall performance and well-being. The descriptive methodology and convenience sampling method were used for data collection from 396 nurses in the Vellore Region. To test this hypothesis, we utilized a mixture of the partial least square (PLS-3) technique and the bootstrapping technique. This abstract explores the critical factors influencing nurse retention while fostering a spiritually enriched nursing workforce. It delves into the pivotal roles of professional commitment, health support, intrinsic job satisfaction, extrinsic rewards, and workplace spirituality in shaping nursing. By investigating these elements, this study aims to shed light on strategies to enhance nurses' retention and promote a more spiritually oriented healthcare environment. These findings have significant implications for healthcare organizations seeking to cultivate a dedicated and fulfilled nursing workforce. This research aims to provide insights and recommendations for healthcare organizations to create a supportive work environment that enhances job outcomes and employee satisfaction.

Keywords: healthcare industry, job outcomes, health support, spiritually enriched workforce, performance

1. Introduction

The job outcomes and satisfaction of healthcare employees are critical factors in ensuring high-quality patient care and the overall success of healthcare organizations (Manzoor et al., 2019). As the healthcare industry becomes increasingly complex and demanding, it is crucial to understand the dynamics between various factors that influence job outcomes and satisfaction among healthcare employees (Sindhwani et al., 2022). The field of nursing stands at the intersection of science and compassion, demanding medical expertise and a profound commitment to the well-being of others (Arai et al., 2015). Nurses who dedicate themselves to this profession often find themselves on a journey beyond the confines of routine healthcare tasks (Mullan et al., 2021). Their work involves a deep connection with patients, a sense of responsibility that transcends the ordinary, and a desire to make a meaningful impact on human lives (Adib et al., 2022). However, the challenges and demands placed upon the nursing workforce can be daunting, leading to high turnover rates and burnout (Van der Heijden et al., 2019). In this era of rapidly evolving healthcare landscapes, nurturing a spiritually enriched nursing workforce has become not only a noble pursuit but also a necessity (Blake, 2022). In this context, spirituality is not limited to religious beliefs; it encompasses a broader sense of purpose, meaning, and interconnectedness that can deeply resonate with healthcare professionals (Baldacchino, 2017). This connection between spirituality and nursing is a topic that has gained increasing attention in recent years (Bangcola, 2021). This raises fundamental questions about how the spiritual dimension of nursing practice can be harnessed to enhance nurses' retention, job satisfaction, and overall well-being (Celano et al., 2022).

This introduction sets the stage for a comprehensive examination of these elements, aiming to provide insights into how healthcare organizations and institutions can foster an environment that allow nurses to flourish professionally and spiritually. Nurses' commitment to their profession is the cornerstone of a spiritually enriched nursing workforce (The Future of Nursing 2021). Nursing is not just a job; it is a calling, and those who answer it bring a deep sense of dedication and responsibility to their work (Bodine, 2023). Professional commitment in nursing is multifaceted, encompassing dedication to patients, a commitment to lifelong learning, and a sense of moral and ethical responsibility (Riley et al., 2021). This commitment drives nurses to provide high-quality care and make sacrifices for the well-being of their patients (Kinman & Leggetter, 2016). However, the healthcare landscape is marked by challenges such as long hours, understaffing, and exposure...
to emotionally taxing situations. These challenges can test even the most dedicated nurses. Therefore, understanding the factors influencing and sustaining professional commitment is crucial for nurse retention (Søvold et al., 2021). Examining how organizations can nurture and support this commitment is a central theme of our exploration (Karunarathna, 2021).

Nursing is physically and emotionally demanding (Lartey et al., 2020). Nurses are often on their feet for extended periods, facing the risk of injury and exhaustion (Waters & Dick, 2015). Additionally, patients are exposed to suffering and pain which can lead to emotional fatigue and burnout (Portoghese et al., 2020). In this context, health support for nurses becomes not just a perk but a necessity. Health support includes measures to ensure nurses’ physical and mental well-being (Kershaw et al., 2021). It encompasses safe staffing levels, access to healthcare services, and strategies for managing stress and trauma (McKeown et al., 2019). The availability of these resources can significantly impact nurse retention (Brunetto et al., 2016). When nurses feel supported in maintaining their health, they are more likely to stay committed to their profession and provide better patient care (Hassmiller & Wakefield, 2022).

Job satisfaction is critical to nurse retention (Lu et al., 2019). Intrinsic job satisfaction, in particular, refers to the internal rewards and fulfillment nurses derive from their work (Li et al., 2021). The sense of accomplishment comes from making a positive difference in patients’ lives, the joy of learning and growing in their profession, and the meaningful relationships they build with colleagues and patients (Haddad et al., 2019). Nurses who experience high levels of intrinsic job satisfaction are more likely to stay in their roles, even when faced with challenges (Ngabonzima et al., 2020). Therefore, understanding the factors that contribute to intrinsic job satisfaction is essential (Yasin et al., 2023). This exploration will delve into the role of meaningful work, autonomy, and the alignment of personal values with organizational values in fostering intrinsic job satisfaction among nurses (Both-Nwabuwe et al., 2020). While intrinsic job satisfaction is crucial, extrinsic rewards also play a significant role in nurse retention (Zeng et al., 2022).

Extrinsic rewards encompass tangible benefits such as salary, benefits, and recognition, and these rewards serve as essential motivators for nurses and can influence their decision to stay in their roles (Salah, 2016). Healthcare organizations need to balance intrinsic and extrinsic rewards to effectively retain their nursing workforce (Warburton et al., 2015). Competitive compensation, opportunities for career advancement, and recognition programs are among the extrinsic factors that can positively impact nurse retention (Cosgrave et al., 2018). This exploration will examine how organizations can optimize these rewards to create an environment that values and retains nurses.

Workplace spirituality is an emerging concept that emphasizes integrating personal values, purpose, and meaning into the workplace (Krishnani, 2023). Nursing involves recognizing the spiritual dimension of healthcare, fostering a culture of compassion and empathy, and providing space for nurses to explore their spiritual beliefs and values (Baldacchino, 2008). Workplace spirituality has the potential to create a more fulfilling and supportive work environment for nurses (Rathee & Rajain, 2020). When nurses feel that their spiritual needs are acknowledged and respected, they are more likely to experience a sense of meaning and fulfillment in their work (McBrien, 2010). This exploration will delve into the practical aspects of incorporating workplace spirituality into healthcare organizations and its impact on nurse retention (Aprilia & Katiara, 2020). This exploration will delve into these components, offering insights, best practices, and recommendations for healthcare organizations striving to retain and empower their nursing workforce. By understanding and addressing these factors, we can create a healthcare environment where nurses survive and thrive, bringing their full dedication and spirituality to the service of patients and society (Koenig et al., 2017).

1.1. Research Questions

What factors contribute to the retention of nurses and the cultivation of a spiritually enriched nursing workforce specifically what are the roles of professional commitment, health support, intrinsic job satisfaction, extrinsic rewards, and workplace spirituality?

1.2. Research Objectives

This study aimed to investigate and understand how professional commitment, health support, intrinsic job satisfaction, extrinsic rewards, and workplace spirituality collectively influence nurse retention, aiming to provide insights and strategies for nurturing a spiritually enriched nursing workforce within healthcare institutions.

1.3. Literature Review

Professional commitment among nurses encompasses a complex set of attitudes and behaviors that reflect their dedication to the nursing profession and their willingness to stay in their roles within healthcare organizations (Goldfarb et al., 2021). Nurses’ emotional attachment and identification with their profession and organization (Raghubir, 2018). Nurses with high affective commitment tend to stay in their roles due to a genuine desire to contribute to patient care (Yulianti & Fitdiarini, 2022). Continuance commitment is based on the perceived costs of leaving the profession or organization (Chigeda et al., 2022). It reflects a nurse’s awareness of the investment they have made in their career and the potential consequences of leaving, such as loss of benefits or seniority (Jedwab et al., 2021). Normative commitment arises from an internalized
obligation to remain in the nursing profession or organization. Nurses with high normative commitment may feel a moral or ethical duty to continue their work despite external pressures (Cao et al., 2019).

Numerous studies have explored the relationship between professional commitment and nurse retention and have consistently found that higher levels of professional commitment are associated with increased nurse retention rates (Bell & Sheridan, 2020). Affective commitment is often cited as the most influential factor in nurse retention (Veličković et al., 2014). Nurses who are emotionally connected to their profession and organization are more likely to stay due to their genuine passion for patient care (Bry & Wigert, 2019). Continuance commitment, while significant, is a less desirable form of commitment for nurse retention (Neves et al., 2022). Nurses who stay solely because of perceived costs may not fully engage in their work and may be more likely to leave once those costs are reduced (Dall’Ora et al., 2022). Normative commitment can stabilize nurses’ retention, particularly in times of organizational change or uncertainty (Gambino, 2010). Nurses with a strong sense of duty are more likely to weather challenges and remain committed to their roles (Otos & Shively, 2021). Nurses with autonomy in their roles, such as making clinical decisions, often exhibit higher levels of professional commitment (Pursio et al., 2021). The availability of ongoing education and professional growth opportunities can enhance commitment by demonstrating an organization’s investment in its nurses’ careers (Mlambo et al., 2021). Positive relationships with colleagues, and supervisors and organizational support can bolster nurses’ commitment by creating a sense of belonging and value (Mikkola & Nykänen, 2019).

Health support in nursing refers to nurses’ physical and mental well-being, encompassing various aspects (Ferreira et al., 2022). Providing a safe and secure working environment minimizes occupational hazards and reduces the risk of workplace injuries (Herrallah, 2023). Nurses have access to resources and programs that address their psychological well-being including stress management, counseling services, and mental health awareness initiatives (Milne et al., 2020). Strategies to ensure manageable workloads, prevent burnout, and maintain a healthy work-life balance (Dijkhooorn et al., 2021). Initiatives that promote physical well-being include wellness programs, fitness facilities, and support for healthy lifestyle choices (Bazargan-Hejazi et al., 2021).

Healthcare organizations prioritizing health support tend to experience higher nurse retention rates (Gadolin et al., 2021). When nurses feel that their physical and mental well-being is valued and supported, they are more likely to remain in their positions (Oates et al., 2018). Adequate health support, particularly regarding workload management and mental health initiatives, can significantly reduce burnout among nurses (Leineweber et al., 2014). Health support improves nurses’ job satisfaction (Orgambidez et al., 2022). Satisfied nurses are likely to stay in their roles because they perceive their work environment as conducive to their overall well-being (Suliman & Aljezawi, 2018). Organizations that foster a culture of health and well-being tend to attract and retain nurses more effectively. Such cultures prioritize the health of their employees, leading to increased loyalty (Harhash et al., 2021). Strong leadership support for health programs and a well-being culture set the organization’s tone and encourage nurse participation (Ahmed, 2019). The availability and accessibility of resources, such as counseling services and fitness programs, play a critical role in the success of health support efforts (Calisher et al., 2020). Encouraging nurses to actively participate in health and wellness programs can enhance their engagement and sense of ownership in their well-being (Oates, 2018).

Intrinsic job satisfaction refers to the internal sense of contentment and fulfillment that individuals derive from their work (Mardanov, 2020). Nurses’ degree of control and independence in performing their duties, making clinical decisions, and contributing to patient care (Shin et al., 2015). The perception that one’s work has a meaningful impact on patients, families, and the healthcare system (Waterfield et al., 2021). Skill development, career advancement, and continuous learning opportunities exist within the nursing profession (Nashwan, 2023).

Nurses who experience a strong sense of intrinsic job satisfaction are more likely to stay in their roles. They find meaning and fulfillment in their work to be powerful motivators for remaining in the profession (Loft & Jensen, 2020). Intrinsic job satisfaction acts as a protective factor against turnover. Nurses who are satisfied with the intrinsic aspects of their jobs are less inclined to seek alternative employment opportunities (Zeng et al., 2022). Intrinsic job satisfaction fosters job engagement, leading to greater commitment and loyalty to the organization (Mitonga-Monga, 2019). Extrinsic rewards refer to the tangible and material benefits nurses receive due to their employment outside of the intrinsic satisfaction derived from their work (Miah & Adha Hafit, 2021). Base salaries, bonuses, and financial incentives tied to performance or experience. Healthcare coverage, retirement plans, paid time off, and other non-monetary perks (Fulmer & Li, 2022).

Research has consistently demonstrated a positive relationship between extrinsic rewards and nurse retention. Nurses who receive competitive compensation and benefit packages are more likely to stay in their roles (Duru & Hammoud, 2021). The promise of financial stability and security is a strong motivator for retention (Aguena & Som, 2018). Adequate extrinsic rewards serve as a deterrent to turnover (Zhu et al., 2013). When nurses perceive that their financial and non-monetary needs are met, they are less inclined to seek alternative employment opportunities (Seitovitra et al., 2016). Appropriate recognition and benefits contribute to overall job satisfaction (Danish and Usman, 2010). Satisfied nurses are likely to remain loyal to their organizations (Hakami et al., 2020). Policies that support work-life balance and offer flexible scheduling can enhance nurses’ well-being, reducing the likelihood of burnout and turnover (Rushton & Pappas, 2020).

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Extrinsic rewards are pivotal for nurse retention (Pahlevan Sharif et al., 2022). Nurses who receive competitive compensation, benefits, recognition, and work-life balance support are more likely to remain in their roles, contributing to improved patient care and organizational stability (Eliyana et al., 2020). To address nurses’ retention challenges effectively, healthcare organizations should prioritize strategies that optimize extrinsic rewards to attract and retain nursing talent (Hirschkorn et al., 2010).

Workplace spirituality is a concept that encompasses a sense of meaning, purpose, and connection in the workplace. It involves recognizing and integrating employees’ values, beliefs, and sense of community into the organizational culture (Gjoreska, 2021). Healthcare organizations that foster a spiritually enriched workplace tend to experience higher nurse retention rates (Kusumawardani et al., 2020). When nurses feel that their values align with the organization’s mission and culture, they are more likely to stay (Rodgers et al., 2023). Spiritually connected nurses are more engaged in their work, resulting in greater commitment and loyalty to the organization (Cruz et al., 2022). A spiritually enriched workplace can give nurses a sense of purpose during challenging times, such as pandemics or organizational changes, leading to increased retention (Alquwez et al., 2022). Clearly defined organizational values that align with nurses’ values are essential for fostering workplace spirituality (Pirkola et al., 2016). Workplace spirituality is emerging as a significant factor in nurse retention. To address nurses’ retention challenges effectively, healthcare organizations should prioritize strategies that nurture a spiritually enriched workplace (Ribeiro et al., 2021).

Tangible and intangible resources play a vital role in influencing job outcomes and satisfaction. Inadequate staffing, equipment, and training opportunities have been associated with increased job stress, reduced job satisfaction, and increased turnover rates among healthcare employees (Lazarus et al., 2012). In contrast studies have shown that the availability and sufficiency of resources positively impact job outcomes and job satisfaction incentives, have been acknowledged as essential factors in healthcare employee satisfaction and job outcomes. Studies have shown that financial rewards, such as salaries bonuses, and promotions, influence job satisfaction and performance (AbuAlRub & Nas, 2011). Non-financial rewards, such as recognition programs and opportunities for career development, have also been found to positively impact employee satisfaction and job outcomes (Olsen et al., 2016).

Healthcare organizations wishing to reduce nurse turnover and guarantee a stable, motivated nursing workforce must have a solid understanding of the effects of external incentives on nurse retention (Lockhart, 2020). The correlation between the professional commitment and retention of nurses has been a prominent topic in the field of nursing, as evidenced by a multitude of studies that have investigated the influence of the dedication of nurses to their careers on their inclination to remain employed by their current organization (Bell & Sheridan, 2020). Professional commitment encompasses a nurse’s unwavering dedication and steadfast adherence to their chosen vocation in the field of nursing (Duran et al., 2021). Numerous studies constantly indicate that a substantial degree of professional dedication is crucial to nurse retention.

Research has indicated that nurses who demonstrate a high level of career commitment are more inclined to remain in their current roles and pursue long-term careers in nursing (Bell & Sheridan, 2020). The dedication above is frequently motivated by a profound affiliation with the nursing field, an authentic enthusiasm for providing care to patients, and a firm conviction in the significance of their contributions (Sabetsarvestani et al., 2022). Moreover, a significant correlation exists between professional commitment and job happiness, as nurses who demonstrate a strong dedication to their vocation have a greater sense of fulfillment and gratification in their professional endeavors (Yildiz & Yildiz, 2022).

Research has indicated that nurses who encounter workplace spirituality are more likely to participate in prosocial behaviors, including assisting colleagues and delivering compassionate patient care (Wei et al., 2020). These activities have a beneficial influence on employees’ job happiness and likelihood of remaining in their current positions.

1.4. Research Hypothesis

- Among staff nurses’ work support for health is positively correlated with nurses’ retention.
- Extrinsic rewards are positively correlated with nurse retention among staff nurses.
- Intrinsic job satisfaction is positively related to nurse retention among staff nurses.
- Professional commitment is positively related to nurse retention among staff nurses.
- To analyze the mediating effect of workplace spirituality on the relationship between extrinsic rewards and nurses’ retention.
- To analyze the mediating impact of workplace spirituality on the connection between workplace support for health and nurses’ retention.
- To analyze the mediating effect of workplace spirituality on the relationship between intrinsic job satisfaction and nurses’ retention.
- To analyze the mediating associations between workplace spirituality and professional commitment and nurses’ retention.

1.5. Conceptual Framework
Figure 1 explain the research framework consists of extrinsic rewards (ERs), workplace support for health (WHP), intrinsic job satisfaction (IJS), and professional commitment (PC) as independent variables, workplace spirituality as the mediating variable, and nurse retention as the dependent variable.

![Figure 1 Conceptual Framework.](image)

### 2. Materials and Methods

Convenience sampling, a survey technique, was used in the current study to collect data from clinical nurses working in five hospitals in the Vellore area. 396 people made up the sample. The latent variables questionnaire was taken from several studies and adjusted accordingly. A Likert scale with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree was used to measure each item on the scale. The Smart PLS 3.0 m3 software bundle and SPSS v23 were utilized for data evaluation.

#### 2.1. Measurement of variables

The tools used to measure the Professional Commitment Questions Scale were adopted from Lachman and Aranya (1986). Nurse Retention (Moblely et al., 1978), Extrinsic Rewards (Malik et al., 2015), Workplace Support for Health (Della et al., 2010), Intrinsic Job Satisfaction (Decker et al., 2009) and Workplace Spirituality were adopted from Ashmos and Duchon (2000).

### 3. Results

#### 3.1. Construct Reliability and Validity

Table 1: Depicting the validity and reliability of the construct Nunnally’s (1978) dependability paradigm states that Cronbach’s alpha must have a higher value than an adjusted scale. This study looked at each model construct’s dependability. The outcomes are released. The ER (extrinsic rewards) has a reliability of 0.983, the IJS (intrinsic job satisfaction) has a value of 0.954, the NR (nurse retention) has a value of 0.985, and the PC (professional commitment) has a reliability value of 0.979. Last the WPS (Workplace Spirituality) score for nurses was recorded at 0.966, followed by the WPSH (workplace support for health) at 0.967. Every scale that was tested had reliability that was more than 0.7 per Nunnally’s criterion. Using the scale is regarded as safe. Nunally and Bernstein also state that a composite dependability of at least 0.7 is required (1994). Because the values satisfy the standards, they are considered reliable.
Table 1 shows the values of Cronbach’s alpha, the average variance extracted, and the composite reliability for each construct

<table>
<thead>
<tr>
<th>Variables</th>
<th>Average Variance Extracted (AVE)</th>
<th>Composite Reliability</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER (Extrinsic Rewards)</td>
<td>0.877</td>
<td>0.983</td>
<td>0.980</td>
</tr>
<tr>
<td>IJS (Intrinsic Job Satisfaction)</td>
<td>0.806</td>
<td>0.954</td>
<td>0.940</td>
</tr>
<tr>
<td>NR (Nurse Retention)</td>
<td>0.859</td>
<td>0.985</td>
<td>0.984</td>
</tr>
<tr>
<td>PC (Professional Commitment)</td>
<td>0.920</td>
<td>0.979</td>
<td>0.971</td>
</tr>
<tr>
<td>WPS (Workplace Spirituality)</td>
<td>0.801</td>
<td>0.966</td>
<td>0.958</td>
</tr>
<tr>
<td>WPSH (workplace support for health)</td>
<td>0.854</td>
<td>0.967</td>
<td>0.957</td>
</tr>
</tbody>
</table>

3.2. Validity Testing

Convergent Validity: According to Hair et al. (2013), the average variance extracted (AVE) should be greater than 0.5, and all constructs reported values greater than 0.5. The AVE for ER (extrinsic rewards) 0.877, the IJS (intrinsic job satisfaction) has an AVE of 0.806, the NR (nurse retention) has an AVE of 0.859, the PC (professional commitment) has a value of 0.920, the WPS (workplace spirituality) has a value of 0.801 and, the WPSH (workplace support for health) has an AVE of 0.854.

Discriminant Validity - Square of Average Variance Rooted Values: “The extracted values from the model must be greater than the variance shared by the two latent constructs. (1981, Fornell & Larcker). The AVE meets all requirements and conforms with regulations. (Refer to Table 2). In brief, the inner construct correlations outside the diagonal are all less than 1.0, suggesting favorable discriminant validity. This finding indicates that the constructs examined in the study are independent and do not display significant amounts of overlapping variation. This supports the notion that they assess unique underlying concepts or dimensions, which is also supported by the measurement model, as depicted in Figure 2.

<table>
<thead>
<tr>
<th>ER</th>
<th>IJS</th>
<th>NR</th>
<th>PC</th>
<th>WPS</th>
<th>WPSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER</td>
<td>0.937</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IJS</td>
<td>0.947</td>
<td>0.898</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NR</td>
<td>0.979</td>
<td>0.943</td>
<td>0.927</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC</td>
<td>0.957</td>
<td>0.930</td>
<td>0.953</td>
<td>0.959</td>
<td></td>
</tr>
<tr>
<td>WPS</td>
<td>0.963</td>
<td>0.945</td>
<td>0.965</td>
<td>0.940</td>
<td>0.895</td>
</tr>
<tr>
<td>WPSH</td>
<td>0.962</td>
<td>0.933</td>
<td>0.948</td>
<td>0.937</td>
<td>0.941</td>
</tr>
</tbody>
</table>

Figure 2 Structural Model.
3.3. R Square

As shown in Table 3, R square is a measure of "the model's predictive accuracy" that quantifies the degree of linearity between the observed and anticipated values of an endogenous component. Weak explanatory power is defined as any value less than 0.49, moderate explanatory power as 0.50 to 0.75, and strong explanatory power as 0.75 or greater (Henseler et al., 2009).

Table 3 R-Square Value.

<table>
<thead>
<tr>
<th>Construct</th>
<th>R-Square Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>NR</td>
<td>0.967</td>
</tr>
<tr>
<td>WPS</td>
<td>0.940</td>
</tr>
</tbody>
</table>

3.4. Structural Equation Modelling

Table 4 provides data about the direct impacts of a research study, encompassing numbers for the standard deviation of the sample (STDEV), the test statistic (|O/STDEV|), and p values. These statistics are frequently employed in statistical analysis, specifically within structural equation modeling (SEM) or regression analyses, to comprehend the direct correlations between variables, also depicted in Figure 3. The following analysis provides a summary of the values presented in the table.

Table 4 Direct Effect.

<table>
<thead>
<tr>
<th>Direct effect</th>
<th>Path Coefficient (β)</th>
<th>t-Statistics</th>
<th>p-value</th>
<th>R-Square (NR)</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER -&gt; NR</td>
<td>0.047</td>
<td>12.462</td>
<td>0.000</td>
<td></td>
<td>significant</td>
</tr>
<tr>
<td>IJS -&gt; NR</td>
<td>0.031</td>
<td>1.210</td>
<td>0.227</td>
<td></td>
<td>insignificant</td>
</tr>
<tr>
<td>PC -&gt; NR</td>
<td>0.035</td>
<td>3.415</td>
<td>0.001</td>
<td>0.910</td>
<td>significant</td>
</tr>
<tr>
<td>WPSH -&gt; NR</td>
<td>0.038</td>
<td>6.737</td>
<td>0.000</td>
<td></td>
<td>significant</td>
</tr>
</tbody>
</table>

Table 5 Mediating Effect.

<table>
<thead>
<tr>
<th>Direct effect</th>
<th>Path Coefficient(β)</th>
<th>t-Statistics</th>
<th>p-Value</th>
<th>R-Square (WPS)</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER -&gt; WPS -&gt; NR</td>
<td>0.026</td>
<td>5.096</td>
<td>0.000</td>
<td>0.940</td>
<td>Supported</td>
</tr>
<tr>
<td>IJS -&gt; WPS -&gt; NR</td>
<td>0.015</td>
<td>4.559</td>
<td>0.000</td>
<td></td>
<td>Supported</td>
</tr>
<tr>
<td>PC -&gt; WPS -&gt; NR</td>
<td>0.012</td>
<td>2.505</td>
<td>0.013</td>
<td></td>
<td>Supported</td>
</tr>
<tr>
<td>WPSH -&gt; WPS -&gt; NR</td>
<td>0.012</td>
<td>1.879</td>
<td>0.061</td>
<td></td>
<td>Not Supported</td>
</tr>
</tbody>
</table>

Figure 3 Measurement Model.

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H1: Extrinsic rewards positively correlate with nurse retention among staff nurses.

The direct impact of ER on NR is the recorded average variance of 0.047, which signifies the extent of variability observed in this immediate influence across several instances. The T statistic is 12.462, suggesting that the immediate impact is highly statistically significant. The obtained p value of 0.000 provides strong evidence for the importance of the link between ER and NR. This indicates that the observed association between these variables is unlikely to be attributed to random variation, implying a meaningful and nonspurious relationship in the dataset.

Hence, H1 is accepted.

H2: Intrinsic job satisfaction is positively related to nurse retention among staff nurses.

The observed relationship between IJS and NR indicates an observed deviation from the mean of 0.031, indicating the degree of variability in the direct effect among the observations. The T statistic has a value of 1.210, suggesting that the immediate impact does not reach statistical significance at the commonly accepted significance threshold of 0.05. The obtained p value of 0.227 supports this observation, indicating that the observed association between IJS and NR may not be statistically significant within the context of this investigation.

Hence, H2 is rejected.

H3: Professional commitment is positively related to nurse retention among the staff nurses.

The direct impact of PC on NR had a value of 0.035 for the standard deviation, which signifies the extent of variability observed in this immediate impact across different instances. The T statistic value is 3.415, suggesting that the immediate impact is statistically significant. The obtained p value of 0.001 provides evidence of statistical significance, indicating that there is a significant direct association between PC and NR.

Hence, H3 is accepted.

H4: Workplace support for health is positively correlated with nurse retention among staff nurses.

The direct impact of the WPSH on the NR is 0.257. The observed variation in this direct effect is represented by a standard deviation of 0.038. The T statistic has a value of 6.737, suggesting that the immediate impact is highly statistically significant. The obtained p value of 0.000 provides strong evidence of significance, indicating that the observed association of WPSH and NR is not attributable to random variation and holds substantive meaning within the dataset.

Hence, H4 is accepted.

Mediating Effect

Table (5) presents data about the specific indirect effects observed in this research study. This includes values for the deviation from the mean (STDEV), the t-statistic, and p-values. These statistical measures are frequently employed in statistical analysis, specifically mediation analysis, to comprehend the interconnections among variables. The following analysis presents a view of the values depicted in the table.

H5: To analyze the mediating impact of workplace spirituality on the relationship between extrinsic rewards and nurses’ retention.

The estimated specific indirect effect of the independent variable ER on the dependent variable NR, mediated by the intermediary variable WPS, is 0.132. The observed effect aligns with the sample’s mean, indicating no statistically significant deviation from the expected outcome based on the entire sample. The value of 0.026 for the standard deviation signifies the extent of variability observed in the indirect impact across different data. The T statistic has a value of 5.096, suggesting that the particular indirect impact is statistically significant. The obtained p value of 0.000 provides additional evidence supporting the relevance of the findings.

Hence, H5 is accepted.

H6: To analyze the mediating effect of workplace spirituality on the relationship between intrinsic job satisfaction and nurses’ retention.

IJS’s observed specific indirect effect on NR, mediated by WPS, is 0.069, which aligns with the average value seen in the sample. The observed average deviation of 0.015 reflects the extent of variability in the indirect effect across different data. The T statistic has a value of 4.559, suggesting that the indirect effect is statistically significant. The obtained p value of 0.000 provides additional evidence for the findings’ importance, indicating that IJS’s observed indirect impact on NR-mediated WPS is unlikely to be attributed to random variation.

Hence, H6 is accepted.

H7: To analyze the mediating associations between workplace spirituality and professional commitment and between workplace spirituality and nurses’ retention.

The calculated indirect effect professional commitment (PC) on nurse retention (NR) through workplace spirituality (WPS) is 0.029. The observed impact size is near the sample’s mean (0.028), albeit marginally larger. The observed average
deviation of 0.012 reflects the extent of variability in the indirect effect across different data. The T statistic has a value of 2.505, suggesting that the particular indirect impact is statistically significant.

The obtained p-value of 0.013 is below the conventional significance level of 0.05, indicating that the indirect impact of PC on NR-mediated WPS is statistically significant. However, it is worth noting that the magnitude of this effect is smaller when compared to the effects of ER and UJS.

Hence, H7 is accepted.

H8: To analyze the mediating impact of workplace spirituality on the connection between workplace support for health and nurses’ retention.

The particular indirect effect of the WPSH on NR using the WPS is determined to be 0.023, which aligns with the average value observed in the sample. The observed deviation from the mean of 0.012 reflects the extent of variability in the indirect effect across different data. The calculated T statistic is 1.879, suggesting that the observed indirect effect does not reach statistical significance at the commonly accepted threshold of 0.05. The p value of 0.061 indicated that there may not be a statistically significant indirect impact of the WPSH on NR through the WPS.

Hence, H8 is rejected.

The R-squared effect size for Professional Commitment, Health Support, Intrinsic Job Satisfaction, Extrinsic Rewards, and Workplace Spirituality is 0.940, which is mediating effect, and the effect of Workplace Spirituality on Nurses Retention is 0.910, which is also mediating effect. The study has a respectable amount of explanatory power, as indicated by a high R-squared value.

The strength of the association between the variables was determined using the path coefficient value. The relationship’s significance was determined using T-statistics, where a value of 1.96 or higher was required for 95% significance, and 2.56 or higher was required for 99% significance.

4. Discussion

The discussion from the findings of the study presents a comprehensive and intricate examination of the various factors that affect the retention of nurses, as well as the potential advantages of integrating spirituality within the healthcare environment. Let us thoroughly examine each constituent of this discourse:

The significance of professional dedication in nursing cannot be overstated, as it plays a pivotal role in ensuring nurse retention. Nurses who exhibit a strong dedication to their work are more inclined to demonstrate loyalty to their respective organizations (Mitonga-Monga., 2019; Harhash et al.,2021; Hakami et al.,2020). Several factors play a role in fostering professional dedication, such as a strong feeling of purpose, work security, and prospects for career progression.

Providing a work environment that promotes nurses' mental and physical health is vital. The presence of sufficient staffing, availability of resources, and implementation of stress management initiatives contribute to providing health assistance. Nurses who perceive adequate physical and mental support are less prone to burnout and more inclined to remain in their professional positions (Kershaw et al.,2021; McKeown et al.,2019; Brunetto et.,2016; Rathee & Rajaian,2020).

Intrinsic job satisfaction pertains to the inner sense of fulfillment that individuals obtain from their employment. Nurses who derive significance from their patient encounters, feel fulfillment and possess autonomy within their professional capacities are inclined to exhibit higher levels of job satisfaction (Sindhwani et al.,2022; Celano et al.,2022; Lu et al.,2019; Yasin et al.,2023; Zeng et al.,2022; Mardanov, 2020). There is a clear correlation between intrinsic job happiness and nurse retention.

Extrinsic rewards encompass competitive salaries, benefits, and bonuses. Although crucial in terms of nurse recruitment, more than incentives alone might be needed for nurse retention (Miah & Adha Hafit,2021; Zu et al.,2013). Nevertheless, integrating extrinsic rewards with intrinsic criteria such as satisfaction with work and professional devotion can strengthen initiatives aimed at retaining nurses.

Spirituality in the workplace is a burgeoning notion encompassing nurses' intrinsic values, purpose, and perception of significance within their professional endeavors. Cultivating a professional environment imbued with spiritual elements has the potential to facilitate the development of a communal atmosphere and enhance the capacity for compassion and encouragement among nurses (Kusumawardani et al.,2020; Cruz et al.,2022). Additionally, it could enhance their overall job happiness and well-being.

In nurse retention, these parameters exhibit interconnectivity. The level of professional dedication and internal job contentment is frequently impacted by a conducive workplace atmosphere, encompassing provisions for employee well-being and external incentives. The presence of workplace spirituality has the potential to serve as a catalyst, amplifying the influence of these factors on the retention of nurses. The cultivation of a spiritually enriched nursing workforce necessitates the adoption of a comprehensive approach that recognizes the interconnectedness of these elements. Healthcare organizations have the potential to greatly improve nurse retention rates by cultivating a work environment that is supportive and spiritually fulfilling. This environment should prioritize professional dedication, provide health support, and recognize the importance of intrinsic job satisfaction and external rewards. These factors are essential components of
strategies to promote nurses’ well-being and encourage them to remain in their positions (Brunetto et al., 2016; Zeng et al., 2022; Salah, 2016; Aprilia & Katiara, 2020).

4.1. Managerial Implications

With respect to the importance of goal alignment, healthcare organizations must prioritize the alignment of each worker’s objectives with the overarching organizational goals. The enhancement of job happiness, as well as job performance among healthcare employees, can be achieved by organizations through the implementation of clear and explicit goal-setting strategies. Supportive leadership leads and supervisors within the healthcare industry must consistently assist their staff. A supportive leadership approach can increase organizational commitment, decrease turnover intention, and promote employee satisfaction. Resource allocation. Healthcare organizations must guarantee a sufficient allocation of resources, encompassing both real assets such as staffing and equipment and intangible resources such as training opportunities and mentorship programs. Adequate resources have the potential to mitigate job-related stress, enhance job satisfaction, and diminish staff turnover rates within the healthcare sector. Reward systems. Healthcare organizations must implement efficacious rewards that encompass monetary and non-monetary incentives. Financial incentives, such as attractive remuneration packages and performance-based bonuses, can serve as effective motivators for employees, enhancing job-related outcomes. Furthermore, it is imperative to acknowledge that nonmonetary incentives, such as the implementation of recognition initiatives and the provision of career advancement prospects, play a pivotal role in augmenting employee contentment and fostering the retention of highly skilled individuals.

4.2. Practical Implications

It is recommended that healthcare organizations allocate resources to comprehensive professional development programs that cultivate continuous learning and enhance skill sets. The provision of a clear career advancement trajectory within the organization can contribute to enhancing nurses’ level of professional dedication. Implementing holistic medical assistance initiatives is imperative for healthcare institutions to address the well-being of their nursing staff effectively. It is recommended that these organizations build complete health and wellness programs specifically tailored to meet the needs of nurses. The provisions may encompass assistance for mental health, tools for managing stress, and the availability of counseling services. Maintaining nurses’ physical and mental well-being is paramount to maintaining their job happiness and long-term retention. Promoting Intrinsic Motivation: Facilitating the cultivation of nurses’ sense of purpose and significance in their professional endeavors by creating avenues for them to establish profound connections with patients. The promotion of reflective practices among nurses, such as engaging in journaling or participating in group discussions, is recommended. To maintain competitiveness within the employment market, healthcare organizations should regularly evaluate and modify nurse compensation packages to enhance remuneration and benefits. Furthermore, providing appealing incentives, such as comprehensive healthcare benefits, retirement packages, and assistance with childcare, can augment extrinsic rewards and foster higher levels of job satisfaction. Developing Workplace Spirituality: Establishing an all-encompassing and spiritually enriching organizational environment that reverses many belief systems and fosters an environment conducive to open discussions on matters of spirituality. Allocate designated areas for individuals seeking solitude and contemplation and engaging in meditative practices or personal religious observances. Collaboration, empathy, and compassion should be promoted within the professional setting. The implementation of mentorship programs that facilitate the pairing of seasoned nurses with their less experienced counterparts is recommended as a means to foster support networks within the nursing profession. The establishment of peer support networks to assist nurses in managing the emotional demands inherent in their profession and fostering a sense of inclusion should be promoted. Regular communication and feedback should be upheld to ensure the establishment and maintenance of open lines for interaction among nurses and management. It is imperative to proactively solicit input from nurses to effectively address their issues and implement necessary enhancements in their workplaces and procedures. Recognition and Appreciation: It is imperative to acknowledge and commemorate nurses’ diligent efforts and unwavering commitment by implementing consistent recognition initiatives, bestowing awards, and conveying feelings of gratitude. The experience of being respected and appreciated holds significant importance in nurses’ job satisfaction.

Enhancing Work-Life Balance: Facilitate the promotion of work-life balance by providing flexible scheduling alternatives and establishing suitable work hours. It is imperative to minimize the occurrence of excessive overtime and prioritize providing adequate rest and rejuvenation opportunities for nurses outside of their work hours. By integrating these practical consequences, healthcare organizations can establish a conducive setting that promotes the retention and flourishing of nurses, enhancing the caliber of care provided to patients and the overall efficacy of the health institution.

4.3. Future Directions

The literature has yielded valuable insights into the correlation between goals, support, resources, rewards, and employee happiness in healthcare environments and their impact on job results. Nevertheless, there are domains that
necessitate additional exploration. The utilization of longitudinal designs in future research endeavors is recommended to enhance the understanding of the enduring effects of these determinants on employment outcomes. It would enable the analysis of fluctuations and patterns in worker happiness and efficiency throughout a period. Factors that Mediate and Moderate: The direct connections between the relevant variables were the main focus of the literature review. Subsequent investigations should examine plausible mediating and moderating variables that could impact these associations. One potential avenue for investigation is exploring the influence of motivation, work autonomy, and organizational culture on the interplay among the factors. Future studies should concentrate on finding particular strategies and measures that healthcare organizations may use to increase the dynamic linkages between objectives, support, assets, gratification, and employee satisfaction. The treatments implemented must be grounded in empirical data and customized to address the distinct issues and requirements of healthcare personnel. By considering these prospective avenues, healthcare organizations can acquire significant insights to increase managerial practices and augment job results and employee contentment.

5. Final considerations

In summary, the pursuit of maintaining a spiritually nourished nursing staff is a complex endeavor that necessitates a comprehensive strategy. Professional dedication, medical support, intrinsic job happiness, external incentives, and spirituality at work contribute to overall nurse retention. As previously examined, a nurse workforce that is devoted and fulfilled is more inclined to maintain engagement, resilience, and dedication to their career. Additionally, cultivating a workplace culture centered around spirituality enhances the overall feeling of purpose and fosters a more cohesive and supportive atmosphere inside organizations.

Cultivating nurses' spiritual well-being should be regarded as a necessary undertaking rather than an elective pursuit, representing a crucial investment in the forthcoming trajectory of healthcare. Organizations that prioritize these factors can establish a loving and supportive environment. This not only improves nurse retention rates but also leads to improved patient care outcomes. Nurses face increasing expectations in the dynamic healthcare environment characterized by ongoing changes. Therefore, it is crucial to explore and adopt solutions that promote the sustainability and empowerment of the nursing workforce, encompassing both professional and spiritual dimensions. By engaging in this practice, we ensure the sustainability of the healthcare industry and demonstrate our dedication to the welfare of the individuals who play a central role in it our devoted nurses.

Ethical considerations

Not applicable.

Conflict of Interest

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