

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

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Abstract

The purpose of this study is to determine and analyze the effect of discipline, non-physical work environment, and career development on nurses' turnover intention at Wulan Windy Hospital Medan. This study used a quantitative approach. The population in this study consisted of all nurses at Wulan Windy Hospital Medan, totaling 147 nurses. The sample consisted of 60 respondents who were determined using the sampling technique applied in the study. Data were collected through questionnaires, while data analysis was conducted using multiple linear regression with the assistance of the SPSS program. The results showed that discipline had a significant effect on nurses' turnover intention, the non-physical work environment had a significant effect on nurses' turnover intention, and career development had a positive and significant effect on nurses' turnover intention. The Adjusted R Square value was 0.772 or 77.2%, indicating that discipline, non-physical work environment, and career development were able to explain 77.2% of the variation in turnover intention, while the remaining 22.8% was explained by other factors outside the research model.

Keywords: Discipline, Non-Physical Work Environment, Career Development, Turnover Intention.

INTRODUCTION

Human resources (HR) are vital organizational assets, serving as the primary driving force in achieving organizational goals. An organization's success depends not only on capital, technology, and facilities but also on the quality, competence, and capabilities of the personnel managing it. Consequently, effective HR management is a strategic factor in ensuring organizational sustainability. In healthcare organizations such as hospitals, personnel play a crucial role in delivering optimal services to the public. Nurses are among the key healthcare professionals, as they interact directly with patients throughout the care process. Nurses who possess high levels of competence and performance can contribute to enhancing the quality of healthcare services (Emti & Adilla, 2024).

However, hospitals often face the challenge of high turnover intention—an employee's desire to leave the organization. Turnover intention refers to an individual's inclination to voluntarily quit their job before actually departing from the organization (Mobley, cited in Ardan & Jaelani, 2021; Yucel, 2021). High turnover intention among nurses can lead to increased recruitment costs, disrupted continuity of care, heavier workloads, and a decline in the quality of patient care. Various factors can influence turnover intention, such as job dissatisfaction, the work environment, career development opportunities, and a mismatch between employee expectations and organizational conditions (Mangumbahang et al., 2023). Therefore, understanding these factors is crucial for the organization to retain a high-quality workforce. One hospital facing challenges in nurse retention is Wulan Windy Hospital in Medan. As a private hospital providing healthcare services to the community, it requires competent and professional nurses. Consequently, it is essential to address the factors influencing nurses' turnover intention to maintain service quality and ensure the organization's sustainability.

Table 1. Data on the Number of Nurses at Wulan Windy Hospital Medan in 2025

No	Room	Number of Nurses
1	IGD	20
2	Instalasi Rawat Jalan (Poli Klinik)	12
3	IPB	5
4	Instalasi Rawat Inap Lt. 3a	7
5	Instalasi Rawat Inap Lt. 3b	14
6	Instalasi Rawat Inap Lt. 3c	11
7	Instalasi Rawat Inap Lt. 4a	7
8	Instalasi Rawat Inap Lt. 4b	8
9	Instalasi Rawat Inap Lt. 4c	10
10	Instalasi Rawat Inap Lt. 5a	8
11	Instalasi Rawat Inap Lt. 5b	14
12	IBS	15
13	ICU	16
Total		147

Sumber: Wulan Windy Hospital Medan (2026)

Based on Table 1, the total number of nurses at Wulan Windy Hospital Medan is 147, distributed across 13 wards or service units. Nurse staffing levels vary by unit according to specific service requirements. The highest numbers of nurses are found in the Emergency Department (IGD) with 20 nurses, the ICU with 16, and the Central Surgical Unit (IBS) with 15. These staffing levels reflect the need to care for and monitor patients requiring intensive treatment. Conversely, the lowest number of nurses is found in the IPB unit, with five nurses. The majority of nursing staff—totaling 78—are assigned to the Inpatient Care Unit, indicating that inpatient services represent a unit with significant nursing personnel requirements. The criteria for nurses at Wulan Windy Hospital Medan are outlined in the following table.

Table 2. Criteria for Nurses at Wulan Windy Hospital Medan (2025)

No	J. K		Length of Service			Highest Level of Education		
	L	P	0-2 thn	2-4 thn	>5 thn	D3	S1	Ners
1	10	137	94	30	23	131	1	15

Source: Processed data (2026)

Table 2 reveals that the majority of nurses at Wulan Windy Hospital Medan are female (137 individuals, or 93.20%), with the largest group (94 individuals, or 63.95%) having a tenure of 0–2 years. Regarding educational background, the majority hold a Diploma III (D3) qualification (131 individuals, or 89.12%). The prevalence of nurses with relatively short tenures indicates that most of the nursing workforce is still in the early stages of their careers. This situation warrants attention, as nurses with short tenures require a supportive work environment and opportunities for career development to mitigate potential turnover intention. To understand the turnover situation, data regarding nurse turnover at Wulan Windy Hospital Medan for the year 2025 is presented below.

Data on nurse turnover at Wulan Windy Hospital Medan in 2025 shows monthly fluctuations in the number of nurses joining and leaving the hospital. Throughout 2025, 113 nurses joined, while 97 left, out of a total workforce of 147 nurses. The high number of departures indicates a significant rate of nurse turnover. The highest turnover occurred in April (15 individuals, or 10.20%), followed by December (14 individuals, or 9.52%) and May (11 individuals, or 7.48%). Conversely, the lowest turnover was recorded in September (3 individuals, or 2.04%). High turnover rates can lead to increased recruitment and training costs, a heavier workload for remaining nurses, and potential impacts on the quality of healthcare services. These conditions suggest the presence of turnover intention—the desire to leave the organization—among some nurses.

According to Maulida *et al.* (2022), turnover decisions can be influenced by internal and personal factors, such as career development opportunities, promotion prospects, and long-term well-being. Based on an interview with Ms. Delina Pohan, Head Nurse at Wulan Windy Hospital Medan, it was found that nurse work discipline is assessed based on attendance, punctuality, adherence to work schedules, proper use of required work attire, and

compliance with applicable Standard Operating Procedures (SOPs). She explained that leadership strives to set an example regarding work discipline by strictly adhering to hospital regulations. Furthermore, routine supervision is conducted through monitoring visits to each work unit to ensure that all nurses perform their duties in accordance with established standards. According to her, work discipline is a crucial factor in maintaining the quality of healthcare services and ensuring patient safety. To examine nurse discipline at Wulan Windy Hospital Medan, the author presents the following data regarding nurse absenteeism.

Reveals that the nurse absenteeism rate at Wulan Windy Hospital, Medan, remained high in 2025, with 526 instances of unexplained absence, 37 instances of authorized leave, and 235 instances of sick leave. This situation indicates a need to address nurse work discipline, as absenteeism can disrupt the smooth delivery of services. The hospital has implemented sanctions for nurses who fail to comply with attendance regulations—such as verbal reprimands, written warnings, and salary deductions for late arrivals or early departures. High absenteeism can increase the workload for nurses who are present and potentially compromise the quality of patient care.

Table 3. Wulan Windy Hospital Medan Absenteeism Data for 2025

No	Work Programs
1	<i>Monitoring nurse attendance</i>
2	Checking for complete work attire
3	Pre-shift briefings
4	Briefing sebelum dinas
5	Supervising the implementation of nursing SOPs
6	Evaluating monthly work discipline
7	Providing guidance and issuing reprimands

Sumber: Wulan Windy Hospital Medan (2026)

The work program demonstrates that the hospital has implemented various measures to enhance nurse work discipline, including attendance monitoring, shift-change supervision, pre-shift briefings, and periodic evaluations. However, the persistently high rate of absenteeism indicates that these efforts have not yet fully resolved the issue of work discipline. Interviews with Ms. Delina Pohan reveal that work discipline remains a priority addressed through routine supervision and evaluation. This situation highlights the need to further improve nurse work discipline, as it impacts work effectiveness, service quality, and organizational commitment. This aligns with research by Safira et al. (2023), which indicates that work discipline influences turnover intention. In addition to work discipline, the non-physical work environment is another factor affecting turnover intention. According to Sedarmayanti (2021), the non-physical work environment pertains to working relationships—whether between superiors and subordinates or among colleagues. Interviews with Ms. Delina Pohan indicate that the non-physical work environment at Wulan Windy Hospital Medan is generally positive, characterized by effective communication, briefings, and collaboration among nurses. Nevertheless, challenges in information dissemination persist due to high service activity levels, necessitating improvements in communication and work coordination.

The non-physical work environment at Wulan Windy Hospital Medan falls into the "very good" category. The majority of respondents rated the relationships among employees and between superiors and subordinates positively. However, there are still certain indicators with lower mean scores that require attention, particularly regarding the harmony of relationships among nurses, the clarity of instructions from superiors, and peer support. Questionnaire results indicate that while most nurses feel they have good working relationships, there are still obstacles such as personality differences, workload, and suboptimal communication between shifts. This aligns with interview findings suggesting that communication and the delivery of work instructions need improvement to foster a comfortable work environment and reduce potential turnover intention. In addition to the non-physical work environment, career development is another factor suspected of influencing turnover intention. According to Armstrong (2021), career development encompasses activities that help employees enhance their skills and prepare to achieve their career goals. Interviews with Ms. Delina Pohan revealed that career development for nurses at Wulan Windy Hospital Medan is facilitated through training, promotions, and job rotations. However, career development opportunities remain contingent upon organizational needs and position availability, meaning that not all nurses have access to equal opportunities.

Wulan Windy Hospital Medan actively conducts training programs to enhance the competence and service quality of its nurses. The training provided includes Basic ICU, NICU, and Wound Care, tailored to the specific needs of each work unit. Nurses participating in the training are required to have completed their initial probationary period and must be committed to continuing their service at the hospital. In addition to external training, the hospital

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

Dea Ayu Amanda et al

organizes in-house training as part of its human resource development efforts. Training schedules are aligned with organizational needs and certification validity periods. The following presents the results of a career development questionnaire based on responses from 30 individuals.

Data analysis indicates that career development at Wulan Windy Hospital Medan falls into the "very good" category, with responses predominantly leaning towards "Agree" (S) and "Strongly Agree" (SS). This demonstrates that the hospital provides nurses with opportunities to enhance their competence and advance their careers. However, certain indicators show lower mean scores that warrant management's attention. Statement 5 recorded the lowest mean score at 4.13; the majority of respondents answered "Agree" (20 people or 66.7%), followed by "Strongly Agree" (7 people or 23.3%) and "Neutral" (3 people or 10%). This suggests that while opportunities to expand knowledge are provided, not all nurses receive equal access due to limitations regarding training quotas, work schedules, and opportunities for continuing education.

Statement 4 had a mean score of 4.30, with 17 respondents (56.7%) answering "Agree," 11 (36.7%) answering "Strongly Agree," and 2 (6.7%) answering "Neutral." These results indicate that training is being provided, yet some nurses still desire training that is more frequent and better aligned with their specific competency needs. Statement 8 yielded a mean score of 4.33, with responses distributed as follows: 16 respondents (53.3%) selected "Agree," 12 (40%) selected "Strongly Agree," and 2 (6.7%) selected "Neutral." This indicates that while performance appraisals are utilized for career development, not all nurses have experienced their impact on job promotions. Interview findings reveal that career development remains contingent upon organizational needs and the availability of positions. This situation may foster a perception of limited career opportunities and potentially increase nurses' turnover intention.

Based on the background described above, the problem identification for this study is as follows:

1. There remains a tendency toward turnover intention among some nurses at Wulan Windy Hospital Medan, evidenced by a desire to seek employment elsewhere and accept better job offers.
2. The level of work discipline among nurses requires improvement, as indicated by high absenteeism rates during 2025.
3. Communication and the clarity of work directives are not yet fully optimal, potentially affecting the nurses' work comfort.
4. Some nurses perceive a lack of clarity regarding career development, promotion opportunities, and recognition for work performance provided by the hospital.

METHOD

The type of data used in this study is quantitative data—specifically, data derived from responses expressed numerically. The obtained figures are subsequently subjected to data analysis. According to Sugiyono (2023), quantitative research is defined as a research method grounded in the philosophy of positivism; it involves studying specific populations or samples, collecting data via research instruments, and employing quantitative or statistical analysis to test established hypotheses. The specific approach adopted for this study is the associative strategy. As stated by Sugiyono (2020), associative research is a type of study that examines the relationships between two or more variables. This research aims to determine the influence of Discipline, the Non-Physical Work Environment, and Career Development on the Turnover Intention of nurses at Wulan Windy Hospital, Medan.

Table 4. Validity Test for Discipline (X1)

No	Statement	r Calculate	r Table	Ket
Adhere to time schedules				
1	I arrive at Wulan Windy Hospital before the shift change begins.	0,580	0,361	valid
2	I return to my workspace at Wulan Windy Hospital on time after my break ends.	0,489	0,361	valid
3	I remain in my work unit until my shift ends or until I receive permission from my supervisor to leave the workplace.	0,677	0,361	valid
Adhere to company rules				
4	I wear the Wulan Windy Hospital-mandated uniform whenever I am on duty.	0,646	0,361	valid
5	I wear complete work identification—such as a name tag and professional ID—while performing my duties.	0,462	0,361	valid
6	I adhere to hospital regulations regarding the performance of nursing duties.	0,569	0,361	valid
Adhere to workplace codes of conduct.				
7	I perform nursing interventions in accordance with applicable Standard Operating Procedures (SOPs).	0,701	0,361	valid
8	I complete nursing care documentation and records in accordance with established regulations.	0,673	0,361	valid
9	I hand over patients to the nurse on the next shift in accordance with hospital procedures.	0,735	0,361	valid
Comply with other company regulations.				
10	I maintain the confidentiality of patient data and information in accordance with Wulan Windy Hospital's regulations.	0,511	0,361	valid
11	I comply with the requirements for the use of personal protective equipment (PPE) while providing patient care.	0,409	0,361	valid
12	I follow the directives and policies established by the leadership or the head nurse in the performance of my duties.	0,511	0,361	valid

Source: Data processed in 2026

Based on the table above, all items for discipline (X1) are shown to be valid because $r\text{-calculated} > (0,361)$ r-table.

Table 5. Validity Test for Non-Physical Work Environment (X2)

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

Dea Ayu Amanda et al

No	Statement	r Calculate	r Table	Ket
Relationships between employees				
1	I have a harmonious relationship with my fellow employees at Wulan Windy Hospital.	0,805	0,361	valid
2	I feel that my colleagues at Wulan Windy Hospital help each other when facing work-related difficulties.	0,800	0,361	valid
3	I feel comfortable working with my fellow employees at Wulan Windy Hospital.	0,798	0,361	valid
The relationship between subordinates and superiors				
4	I feel my supervisor provides clear direction regarding the execution of my work at Wulan Windy Hospital.	0,764	0,361	valid
5	I feel my supervisor is open to the suggestions and issues I raise.	0,814	0,361	valid
6	I can express my opinions or work-related issues to my supervisor without feeling afraid or pressured.	0,693	0,361	valid

Source: Data processed in 2026

Based on the table above, all items for the non-physical work environment variable (X2) are shown to be valid, as $r\text{-calculated} > r\text{-table}$

Table 6. Validity Test for Career Development (X3)

No	Pernyataan	R Hitung	R Tabel	Ket
Advancement in position and rank				
1	I feel that Wulan Windy Hospital provides opportunities for employees to advance in their positions.	0,810	0,361	valid
2	I feel that the promotion process at Wulan Windy Hospital is conducted fairly, based on employees' abilities and work performance.	0,694	0,361	valid
3	I see opportunities to advance to a higher position during my time at Wulan Windy Hospital.	0,667	0,361	valid
Enhancement of skills and knowledge				
4	I feel that Wulan Windy Hospital provides training to enhance employees' work skills.	0,698	0,361	valid
5	I have the opportunity to gain knowledge that supports my work at Wulan Windy Hospital.	0,583	0,361	valid
6	I feel that the development programs provided by Wulan Windy Hospital help improve my work capabilities.	0,653	0,361	valid

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

Dea Ayu Amanda et al

No	Pernyataan	R Hitung	R Tabel	Ket
Positive performance evaluation				
7	I feel that my supervisor evaluates my performance fairly and objectively at Wulan Windy Hospital.	0,759	0,361	valid
8	I feel that the performance evaluation results I receive can serve as a basis for my career development.	0,637	0,361	valid
9	I feel that good work performance is appreciated by Wulan Windy Hospital.	0,788	0,361	valid
Achievement of personal career goals				
10	I feel that my work at Wulan Windy Hospital helps me achieve my desired career goals.	0,632	0,361	valid
11	I feel that the support from Wulan Windy Hospital assists me in planning for my future career development.	0,787	0,361	valid
12	I have the opportunity to develop my career in alignment with my abilities and personal goals.	0,849	0,361	valid
Increased responsibility and authority				
13	I have been entrusted with greater job responsibilities that align with my capabilities and work experience.	0,529	0,361	valid
14	I feel that Wulan Windy Hospital trusts me to make decisions in accordance with my job responsibilities.	0,689	0,361	valid
15	I have the opportunity to carry out tasks involving a higher level of responsibility.	0,651	0,361	valid

Source: Data processed in 2026

Based on the table above, all career development items (X3) are shown to be valid because r -calculated $>$ r -table.

Table 7. Validity Test for Turnover Intention (Y)

No	Statement	r Calculation	r Table	Ket
Pikiran-pikiran untuk berhenti (<i>Thoughts of Quitting</i>)				
1	I often think about quitting my job at Wulan Windy Hospital because I am dissatisfied with my current working conditions.	0,658	0,361	valid
2	I have felt that leaving Wulan Windy Hospital would be a better choice for my career.	0,627	0,361	valid
3	I have considered whether to stay at Wulan Windy Hospital or look for another job.	0,753	0,361	valid

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

Dea Ayu Amanda et al

No	Statement	r Calculation	r Table	Ket
Keinginan untuk meninggalkan (<i>Intention to Quit</i>)				
4	I have a desire to resign from Wulan Windy Hospital.	0,782	0,361	valid
5	I intend to leave Wulan Windy Hospital if I secure a better job opportunity.	0,662	0,361	valid
6	I plan to leave Wulan Windy Hospital in the near future.	0,401	0,361	valid
Keinginan mencari pekerjaan lain (<i>Intention to Search for Another Job</i>)				
7	I am actively seeking information regarding job opportunities at hospitals or other organizations.	0,533	0,361	valid
8	I am interested in applying for positions elsewhere, outside of Wulan Windy Hospital.	0,573	0,361	valid
9	I am willing to leave Wulan Windy Hospital if I receive a job offer that provides better career advancement opportunities and benefits.	0,468	0,361	valid

Sumber: Data diolah 2026

Based on the table above, all turnover intention (Y) items are shown to be valid because r-calculated > r-table.

RESULTS AND DISCUSSION

Results

Normality Test Results

Table 8. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.50212954
Most Extreme Differences	Absolute	.091
	Positive	.060
	Negative	-.091
Test Statistic		.091
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25 (2026)

Based on the table, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05; therefore, it can be concluded that the data being tested are normally distributed.

Multicollinearity Test Results (Tolerance and VIF)

Table 9. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Discipline	.997	1.003
	Non-Physical Work Environment	.763	1.311
	Career Development	.761	1.314

a. Dependent Variable: Turnover Intention

Source: SPSS version 25 (2026)

Based on the table above, the multicollinearity test for the variables of discipline (X1), non-physical work environment (X2), and career development (X3) shows Tolerance values greater than 0.10 and VIF values less than 10; therefore, this study is determined to be free from multicollinearity issues.

Heteroscedasticity Test Results (Glejser)

Table 10. Glejser Heteroscedasticity Test Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	.135	1.691		-.080	.937	
	Discipline	.031	.019	.208	1.592	.117	.997 1.003
	Non-Physical Work Environment	-.015	.046	-.049	-.326	.746	.763 1.311
	Career Development	.004	.024	.024	.162	.872	.761 1.314

a. Dependent Variable: ABS RES

Source: SPSS version 25 (2026)

Based on the table, the variables of discipline (x1), non-physical work environment (x2), and career development (x3) have significance (sig) values greater than 0.05. This indicates that there is no heteroscedasticity in the regression model used.

Multiple Linear Regression Test Results

Table 11. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	2.889	2.837
	Discipline	.081	.032
	Non-Physical Work Environment	.373	.077
	Career Development	.365	.040

Source: SPSS version 25 (2026)

Referring to Table 11. the regression equation for the above values is:

$$Y = 2.889 + 0.081 (X1) + 0.373 (X2) + 0.365 (X3) + e$$

1. The constant (a) of 2.889 indicates that if the variables of Discipline, Non-Physical Work Environment, and Career Development remain constant, the baseline value for nurses' Turnover Intention is 2.889.
2. The Discipline coefficient (X1) of 0.081 indicates that Discipline has a positive effect on Turnover Intention. Each one-unit increase in Discipline results in a 0.081-unit increase in Turnover Intention.

THE INFLUENCE OF DISCIPLINE, NON-PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON NURSES TURNOVER INTENTION AT WULAN WINDY HOSPITAL MEDAN

Dea Ayu Amanda et al

3. The Non-Physical Work Environment coefficient (X2) of 0.373 indicates a positive effect on Turnover Intention. Each one-unit increase in Non-Physical Work Environment results in a 0.373-unit increase in Turnover Intention.
4. The Career Development coefficient (X3) of 0.365 indicates a positive effect on Turnover Intention. Each one-unit increase in Career Development results in a 0.365-unit increase in Turnover Intention.
5. The variable with the greatest influence on nurses' Turnover Intention is Non-Physical Work Environment (X2) at 37.3%, making it the most dominant variable affecting Turnover Intention.

Hypothesis Testing

Partial Test Results (t-Test)

Table 12. Partial Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.889	2.837		1.018	.313
Discipline	.081	.032	.157	2.524	.014
Non-Physical Work Environment	.373	.077	.343	4.819	.000
Career Development	.365	.040	.643	9.017	.000

Source: SPSS version 25 (2026)

Referring to Table 19, it is known that the independent variables influence each other on the dependent variable.

1. Discipline (X1) has a calculated t-value of 2.524 (> 1.672) with a significance value of 0.014 (< 0.05); thus, H1 is accepted. This means that discipline has a significant effect on nurses' turnover intention.
2. Non-physical work environment (X2) has a calculated t-value of 4.819 (> 1.672) with a significance value of 0.000 (< 0.05); thus, H1 is accepted. This means that the non-physical work environment has a significant effect on nurses' turnover intention.
3. Career development (X3) has a calculated t-value of 9.017 (> 1.672) with a significance value of 0.000 (< 0.05); thus, H1 is accepted. This means that career development has a significant effect on nurses' turnover intention.

Simultaneous Test Results (F-Test)

Table 13. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	481.056	3	160.352	67.452	.000 ^b
	Residual	133.127	56	2.377		
	Total	614.183	59			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Discipline, Non-Physical Work Environment, Career Development

Source: SPSS version 25 (2026)

Based on the F-test results, the calculated F-value was 67.452, with a significance value of 0.000 (< 0.05). This indicates that Discipline (X1), Non-Physical Work Environment (X2), and Career Development (X3) simultaneously have a significant effect on the turnover intention of nurses at Wulan Windy Hospital, Medan.

Determination Test Results

Table 14. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.772	1.54184
a. Predictors: (Constant), Discipline, Non-Physical Work Environment, Career Development				
b. Dependent Variable: Turnover Intention				
Source: SPSS version 25 (2026)				

Based on the table above, the adjusted R-squared value is 77.2%, indicating that Discipline (X1), Non-Physical Work Environment (X2), and Career Development (X3) influence the Nurse Turnover Intention variable (Y) at Wulan Windy Hospital, Medan. Meanwhile, the remaining 22.8% is influenced by other variables not examined in this study.

Discussion

The Influence of Work Discipline on Nurses' Turnover Intention

Based on the partial test results, the Work Discipline variable yielded a calculated t-value of 2.524 (exceeding the t-table value of 1.672) with a significance level of 0.014 (below 0.05), indicating a positive and significant influence on nurses' turnover intention at Wulan Windy Hospital, Medan. Aspects of discipline requiring further improvement include remaining at the work unit until the end of the shift (Mean = 3.55), punctuality in returning from breaks (Mean = 3.67), and the use of Personal Protective Equipment (PPE) (Mean = 3.73). Inconsistent application of rules and sanctions can diminish nurses' sense of fairness and increase the likelihood of turnover.

The Influence of the Non-Physical Work Environment on Nurse Turnover Intention

Based on the partial test results, the non-physical work environment variable yielded a calculated t-value of 4.819 (exceeding the t-table value of 1.672) with a significance level of 0.000 (below 0.05); thus, it has a positive and significant influence on nurse turnover intention at Wulan Windy Hospital, Medan. This indicates that aspects such as working relationships, communication, support, and appreciation within the work environment affect nurses' desire to leave their jobs. Several indicators requiring improvement include harmonious relationships among employees (Mean = 4.25), clarity of direction from superiors (Mean = 4.42), and superiors' openness to suggestions (Mean = 4.43). These findings suggest a need to enhance communication, emotional support, and recognition from leadership. A non-conducive non-physical work environment can diminish nurses' sense of comfort and organizational commitment, thereby increasing the likelihood of them seeking employment elsewhere.

The Impact of Career Development on Nurses' Turnover Intention

Based on the partial test results, the Career Development variable yielded a calculated t-value of 9.017 (exceeding the t-table value of 1.672) with a significance level of 0.000 (below 0.05); thus, it has a positive and significant effect on the turnover intention of nurses at Wulan Windy Hospital, Medan. This implies that the less clear and more limited the career development opportunities provided by the hospital, the higher the nurses' desire to leave their jobs. Indicators requiring improvement include opportunities to expand knowledge (Mean = 4.12), the link between performance appraisal and career development (Mean = 4.30), and skills enhancement training (Mean = 4.32). These findings indicate a need to enhance training opportunities, promotion systems, and career path clarity so that nurses feel valued and perceive prospects for growth within the organization. This result aligns with previous research stating that career development significantly influences turnover intention.

The Simultaneous Influence of Discipline, Non-Physical Work Environment, and Career Development on Nurse Turnover Intention

Based on the F-test results, the calculated F-value was 67.452, exceeding the F-table value of 2.769, with a significance level of 0.000 (< 0.05); this indicates that discipline, the non-physical work environment, and career development simultaneously exert a positive and significant influence on nurse turnover intention at Wulan Windy Hospital, Medan. The Adjusted R-Square value of 0.772 demonstrates that these three variables account for 77.2% of the variation in turnover intention, while the remaining 22.8% is influenced by other factors such as compensation,

workload, and work-life balance. These findings suggest that turnover intention is not driven by a single factor but results from a combination of disciplinary practices, the nature of working relationships, and career development opportunities. Consequently, the hospital needs to implement integrated improvements—such as enforcing fair rules, enhancing work-related support and communication, and establishing clear career paths—to improve nurse satisfaction and retention.

CONCLUSION

Based on the research results, it can be concluded that:

1. Discipline has a positive and significant effect on nurses' turnover intention. This indicates that increased discipline is associated with a heightened desire to leave the job. While nurses have demonstrated adherence to Standard Operating Procedures (SOPs), a gap remains between work regulations and organizational support.
2. The non-physical work environment has a positive and significant effect on nurses' turnover intention. This indicates that suboptimal communication, supervisory direction, and work support can influence nurses' desire to seek a better work environment.
3. Career development has a positive and significant effect on nurses' turnover intention. This indicates that limited training opportunities, a lack of clarity regarding career paths, and issues concerning the link between performance appraisal and promotion can increase nurses' desire to leave their jobs.
4. Discipline, the non-physical work environment, and career development simultaneously have a significant effect on nurses' turnover intention. These three variables collectively influence nurses' desire to leave the organization, although factors outside the scope of this study may also play a role.

Based on the conclusions outlined above, the author offers the following recommendations:

1. Discipline has a positive and significant effect on nurses' turnover intention. This indicates that increased discipline is associated with a heightened desire to leave the job. While nurses have demonstrated adherence to Standard Operating Procedures (SOPs), a gap remains between work regulations and organizational support.
2. The non-physical work environment has a positive and significant effect on nurses' turnover intention. This indicates that suboptimal communication, supervisory direction, and work support can influence nurses' desire to seek a better work environment.
3. Career development has a positive and significant effect on nurses' turnover intention. This indicates that limited training opportunities, a lack of clarity regarding career paths, and issues concerning the link between performance appraisal and promotion can increase nurses' desire to leave their jobs.
4. Discipline, the non-physical work environment, and career development simultaneously have a significant effect on nurses' turnover intention. These three variables collectively influence nurses' intention to leave the organization, although other factors outside the scope of the study may also play a role.

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