



**Mohammad Faleh Alharbi**

Associate Professor, Department of Health Administration, College of Public Health & Health Informatics, Qassim University, SAUDI ARABIA

KEYWORDS	ABSTRACT
<p>Job Satisfaction, Nurses, Hospitals, Primary Healthcare Centers, Qassim Region, Saudi Arabia</p>	<p>This study aims to investigate the mediating effect of invasive rumination and career insecurity on relationship between nurses' job satisfaction and turnover intention. Cross-sectional data were collected from nurses in the Qassim region working in primary healthcare centers and hospitals. Non-probability convenience sampling technique was utilized to obtain 372 participants who completed questionnaire, and SPSS was used to analyze the data. To test the hypotheses, correction and multiple regressions were used. Results revealed that all factors of job satisfaction were significantly related to turnover intention. Also, except for interpersonal relationships, all factors had a significant impact on turnover intention of nurses. Besides, invasive rumination and career insecurity has mediated the relationship amid predictor job satisfaction and criterion turnover intention. Hospitals management must pay attention and support SV nurses to reduce turnover intention. In current crisis, no healthcare organizations afford the turnover intention. For this drive, management must discourage invasive rumination and career insecurity and inspire active rumination, career development, skills, learning environment and perceived organizational support to retain the nurses for longer term.</p> <p> 2023 Journal of Social Research Development</p>
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<p><b>Correspondence</b></p> <p><b>Email:</b> moh.alharbi@qu.edu.sa <b>DOI</b> <a href="https://doi.org/10.53664/JSRD/04-03-2023-02-542-557">https://doi.org/10.53664/JSRD/04-03-2023-02-542-557</a></p>	

## INTRODUCTION

The human resources in a health organization play a major role in determining whether it will be successful in achieving its objectives (Cho & Han, 2018). Since, the workforces plays a major role in the success of an organization, human resources are the most valuable and most important asset that an organization can have (Naseer, Mukhtar & Gul, 2023). The health care system makes up diverse group of workers. The majority of patient-related responsibilities fall within purview of specialist

nurses, who make up the largest group of healthcare workers. What causes an employee to leave or announce his intention to leave is always the primary concern of any organization. The organization must prioritize its employees as one of its assets in order to ensure respect for rights of workers and to reduce rate of labor turnover. High worker turnover rates lead to higher recruitment, selection and training costs. High employee turnover rates can disrupt the organization's efficiency in providing services. Management of hospital realizes and recognizes importance of nurses. Management should motivate them to retain nurses for long time. Staying long term in hospital would benefit hospital as well as nurses. Experienced, talented and hard-working employees are assets of an organization and these assets cannot be copied by competitors (Alharbi & Kundi, 2023). Hospital management must listen to nurses' problems and help them to solve their issues and facilitate them so that they deliver their best performance it would not only give satisfaction to nurses but patient satisfaction would be enhanced (Mughal, 2023).

### LITERATURE REVIEW

Turnover intention is a key challenge for primary healthcare centers and hospitals in Saudi Arabia. Organizations cannot afford high intention to quit, as it incurs direct and indirect costs. Advertising, recruiting, hiring, training, and developing new nurses have the high costs and require considerable budgets, which include payments for existing nurses to cover the overload work (Alshammari, 2018). The healthcare organizations employ numerous strategies to increase job satisfaction and retention rates among nurses to reduce high turnover (Arbabi, Johnson & Forgrave, 2018). Turnover intention can either be voluntary (e.g., retirement or changing jobs) or involuntary (e.g., lay-offs, terminations, or discharges (Cho & Han, 2018). Not all turnover is harmful; when unproductive workers leave, it is beneficial to the healthcare organization (Hines, Wakerman, Carey, Russell, & Humphreys, 2020). Thus, factors affecting turnover intention include job dissatisfaction, issues with management and colleagues, unattractive compensation packages, burdens of work, a stressful environment, or poor physical conditions in workplace (Lee, Chiang & Kuo, 2019). According to Busari, Mughal, Khan, Rasool and Kiyani (2017), fewer promotion opportunities and a low level of salary packages could influence high turnover intention. Consequently, job satisfaction typically comprises salary, work environment, interpersonal relationships with peers as well as management, workload, promotion opportunities, and job security.

The psychologists believe that an individual's disposition is a key determinant of one's job attitude (Busari & Mughal, 2017). The events or behaviors that occur in the organizations and are perceived poorly by employees often lead to a negative impact, resulting in reactions that directly affect the individual behaviors (Kundi, Mughal, Albejaidi & Pasha, 2021). The management of healthcare organizations should maintain a balance among nurse employees by promoting fairness and equity. Like many employees, nurses compare their benefits, workload, and relationships with peers and management. When they hold same position, experience, and education level but receive unequal benefits, it led to the behavioral, cognitive, and affective resistance, thereby affecting performance, commitment, and job satisfaction, ultimately leading to intention to quit (Mughal, Busari & Saeed, 2016). When the productive, talented, and hard-working nurses quit their jobs, they impact the organization's human capital, which is huge loss. According to Herzberg, Mausner and Snyderman

## Alharbi ... Mediating Role Of

(1959), two-factor theory, there are 2-factors influence of job satisfaction: temporary job satisfaction and permanent JS, as increase in the salary, promotion, better working environment are sources of temporary job satisfaction but recognition, acknowledgement bring permanent satisfaction among nurses in healthcare organization.

Consequently, management in organization should focus on promoting personal and professional development and training, adding value, and ensuring fairness, equity, and justice for nurses (Khan, Yusoff, Hussain & Ismail, 2019). Thus, it would help them to retain talented and experienced nurses for longer, that can increase organizational effectiveness and reputation in eyes of all stakeholders. Employees are considered as assets of organization, no one can imitate these assets. Employees are intellectual who acquire specific skills over period of time and use these skills to help organizations to obtain their objectives. It is very difficult for organizations to retain their hard working, talented and motivated staff member. Employees work hard to deliver best. Organizations need to give them recognition, acknowledgement and some rewards so that they feel satisfied and stay there for long term (Kundi, Mughal, Albejaidi & Pasha, 2021). Satisfied and motivated staff would promote healthy and positive working environment at the workplace. Due to rapid change in technology, advancement in tools, recession, economic crisis and increase in competition has changed the nature of work, due to these changes career insecurity emerged as new issue for organizations. According to DeWitte (2005) career insecurity is threat to individuals perceives that s(he) will lose job. Sverke, Hellgren and Näswall (2002) defines career insecurity is employee is not assured that his/her job will remain stable.

Sora, Caballer and Peiro (2010) stated that after that career insecurity is most dangerous situation an employee face. Career insecurity created fear among millions of people in whole World. Some employees lost their jobs on very short notice and some live with uncertainty. The career insecurity ranged between unemployment and employment. Uncertainty increases depression, anxiety and stress. Insecurity disappears when someone loses job. Due to high risk related with patient safety, nurses got psychological issues which makes them second victim (SV) (Sun, Deng, Xu & Ye, 2022). SV is a medical term in which an individual is mentally and psychologically injured due to adverse situations. SV nurses blame themselves for patient injury, they doubt their clinical ability and face serious mental problems and career dilemma i.e., career insecurity which lead to job dissatisfaction and high turnover intention. Some nurses face long term psychological and mental issues like post-traumatic stress disorder as suicidal attempts, uncontrollable event rumination and nightmares (Chan, Khong, Tan, He & Wang, 2018). SV is widely spread medical term in medical institutions. According to Sun et al. (2022) medical staff at least once in career meets patients' death/injury. According to Merandi, Liao, Lewe, Stewart, Catt and Scott (2017) SV issue are prominent in nurses as compared to physician.

It is reported that SV nurses face discrimination, rumination, self-blame and burnout and career crises (Burlison, Quillivan, Scott, Johnson & Hoffman, 2021). According to social cognitive theory social support from the colleagues, senior staff members, and management of the hospitals, the issue like rumination and career insecurity can be reduced which in turn help to reduce nurses' turnover intention. Healthcare organizations employ numerous strategies to increase job satisfaction and

retention rates among nurses to reduce the high turnover (Arbabi, Johnson & Forgrave, 2018). There are two types of rumination, active and invasive rumination. Thus, the management of healthcare organizations should maintain a balance among nurse employees by promoting fairness and equity. The psychologists believe that an individual's disposition is a key determinant of one's job attitude (Busari & Mughal, 2017). Active rumination plays positive role while invasive rumination plays negative role and increase helplessness and anxiety (Sun, Deng, Xu & Ye, 2022). In the current study invasive rumination is adopted to reduce turnover intention. The aim of the current study is to investigate the factors affecting nurses' turnover intention through lens of a social cognitive theory and psychological contract theory and social exchange theory with the mediating effect of invasive rumination and career insecurity.

RQ1: Does high job satisfaction reduce the nurses' turnover intention?

RQ2: Does invasive rumination & CI mediates JS & nurses' turnover intention?

### Job Satisfaction

Job satisfaction is defined as "how people feel about their job" (Boamah, Kalu, Havaei, McMillan & Belita, 2023). The job satisfaction is a complex phenomenon with several mediating variables and predictors. These factors are not limited to leadership, commitment, loyalty, and salary, and work environment, promotion working conditions, interpersonal relationships, and security (Grmanova & Bartek, 2023). Job satisfaction is extensively studies topic in the whole world but job satisfaction of hospitals nurses, healthcare organizations nurses is empowering commitment, work environment patient satisfaction, nurse-patient ratio. Arian, Soleimani and Oghazian (2018) has categorized the nurses' job satisfaction into 6-categories economic, organizational, managerial, personal professional and academic. Job satisfaction in as one of the independent factors of nurses' retention and turnover intention. Moreover, the studies conducted by Boamah et al. (2023) and Bocean, Popescu, Varzaru, Avram and Iancu (2023) also claimed that factors affecting job satisfaction and turnover intention change over time which depends on sociopolitical climate. Thus, the job satisfaction is high when employees are acknowledged for their hard work and rewarded on the accomplishment of the tasks (Bocean et al., 2023).

### Turnover Intention

Turnover intention (intention to leave or quit), is defined as "an employee starts thinking to leave current job". There is paucity of research to answer question why nurses stay or leave their current position. The turnover intention can be voluntary or involuntary (Busari & Mughal, 2017). It incurs direct and indirect cost. Therefore, organizations especially healthcare organizations cannot afford high level of turnover of nurses from the hospitals (Kundi, Mughal, Albejaidi & Pasha, 2021). There are some factors that affect turnover intention i.e., job dissatisfaction, disengagement, commitment, career insecurity and rumination which leads towards high level of intention to quit. High worker turnover rates lead to higher recruitment, selection and training costs (Grubaugh, Africa & Loresto 2023). High employee turnover rates can disrupt the organization's efficiency in providing services. The healthcare organizations employ numerous strategies to increase job satisfaction and retention rates among nurses to reduce high turnover. In this study invasive rumination is adopted to reduce

turnover intention. So, turnover intention is result of job dissatisfaction, career insecurity & invasive rumination (Boamah et al., 2023).

### Career Insecurity

According to International Labor Organization (ILO) (2020) fifty-five million jobs have been lost during pandemic. It is revealed by ILO (2019) report that 1.2 billion people in Europe as well as US encountered fear of losing job due to insecurity. Shin, Hur, Moon and Lee (2019) insisted researchers to pay attention on work stressor to control, reduce its negative impacts. Impact of job satisfaction on task performance, well-being, leadership styles, training, motivation, team work, engagement, has been extensively studied but with mediating effect of career insecurity on the turnover intention is under-researched topic (Adekiya, 2023). Employees who feel threat to jobs have poor performance and low productivity and high turnover intention. On the other hand, if employees perceived that employment contract is not violated and they feel secure on job have high job satisfaction and low career insecurity and low turnover intention (Fischmann et al., 2015). Apart from the being under-researched topic to be studied further, for in-depth investigation it is also clear that majority of the studies Adekiya (2023); Lee et al. (2018); and Niesen et al. (2018) focus on addressing relationship between job satisfaction and task performance. This is even worrisome mediating effect of career insecurity and invasive rumination on turnover intention has different strategic value that a nurse attaches to turnover intention.

### Cognitive Rumination

The cognitive rumination has two dimensions invasive and active rumination (Sun, Deng, Xu & Ye, 2022). In active rumination is used to measure the intensity of traumatic events while the active rumination is used to measure and investigate the active recall of traumatic events. The invasive rumination has negative effects upon mental health of the employees while active rumination help employees to have positive and proactive thinking about trauma related cues (Zetsche, Bürkner & Schulze, 2018). When they hold same position, experience, education levels but receive unequal benefits, it led to behavioral, cognitive, and affective resistance, thereby affecting the performance, commitment, and job satisfaction, ultimately leading to intention to quit (Mughal, Busari & Saeed, 2016). Active rumination help nurses to reduce fear alleviate the post traumatic mental stress and enhance psychological growth (Wei, Wei, Liu, Huang, Zhang, & Chen, 2020). In order to measure invasive and active rumination Event-Related Rumination Inventory was developed and validated (Cann, Calhoun, Tedeschi, Vishnevsky & Lindstrom, 2011). This inventory measures the cognitive individual's assessment who face adverse events. It has 20 items and 10-items for each construct i.e., invasive and active rumination.

### Hypotheses Development

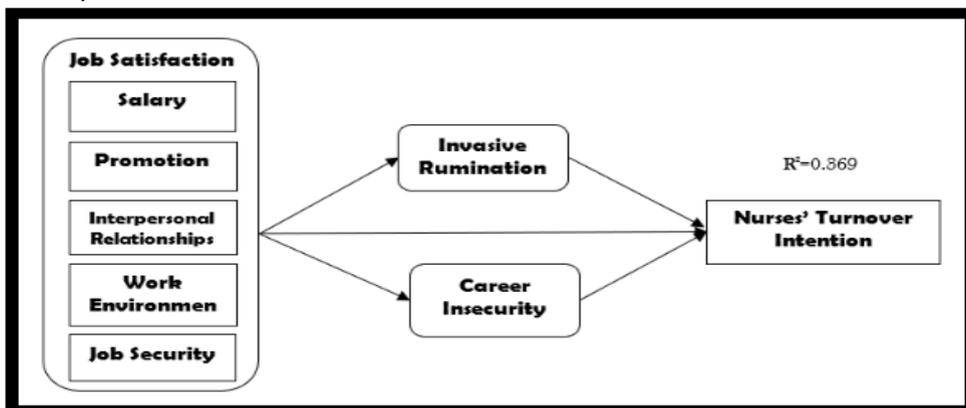
Past studies demonstrate that job satisfaction factors have a negative relationship with turnover intention (Kundi et al., 2021). When there would be high job satisfaction, turnover would be low; conversely, a low level of job satisfaction could lead to high turnover intention (Salehi et al., 2020). It is also believed that increase in promotion opportunities, salary, a better work environment, and better relationships with management and peer groups have a negative and significant impact on turnover intention (Park & Song, 2023). Further studies on the nurses' job satisfaction and turnover

intention also report that workload has positive and significant relationship with turnover intention because a high workload gives rise to high turnover intention (Sarik et al., 2019). Nurses already work in stressful environment. When nurses are treated unfairly and given more work without extra aids, it causes high turnover intention (Grubaugh et al., 2023). Management must clearly explain to nurses what they expect and offer them with facilities to perform better and elicit best performance (Grmanova & Bartek, 2023).

There is positive relationship between career insecurity and turnover intention. When employees feel insecure at workplace and encounter threats about their job, they tend to have high intention to quit (Adekiya, 2023). On the other side, there is negative relationship reported between career insecurity and job satisfaction (Charkhabi, 2017). High level of job satisfaction implies that nurses are recognized for their hard work and they are acknowledged and rewarded for their desired achievements thus leads to low level of career insecurity. In addition, invasive rumination and job satisfaction has negative relationship while invasive rumination and turnover intention would have positive association (Sun et al., 2022; Zetsche et al., 2018). Encountering adverse events leads to high level of discrimination from colleagues, fear of losing job would have effect upon the turnover intention. When job satisfaction is low due to career insecurity and invasive rumination, it would increase turnover intention and vice versa, therefore; from the above discussion, and thus following hypotheses are postulated:

- H1: Salary has a negative significant effect on nurses' turnover intention.
- H2: Promotion has a negative significant effect on nurses' turnover intention.
- H3: Interpersonal relationship have negative effect on nurses' turnover intention.
- H4: Work environment has a negative significant effect on nurses' turnover intention.
- H5: The Job security has a negative significant effect upon the nurses' turnover intention.
- H6: Invasive rumination and CI has significant mediating effect on JS and turnover intention.

Figure 1 Conceptual Framework



## RESEARCH METHODOLOGY

The current study adopts a survey research design. A self-administered questionnaire was adapted from past studies to measure the nurses' job satisfaction and turnover intention. The cross-sectional

primary data were collected from the nurses working in primary healthcare centers (PHCCs) and general and specialist hospitals in the Qassim region. Primary data refers to data collected for the first time (i.e., firsthand data). This method is the most common and has several benefits, including cost and time saving, as well as the ability to cover a large population in a limited timeframe when using a sampling technique.

### Population & Sampling

There are approximately 5,500 nurses working in Qassim region. It is not possible to include every nurse in present study, so sampling is vital. For this purpose, non-probability convenience sampling technique was used to select appropriate sample. The Yamane (1967) formula was used to calculate sample size as follows:

$$n = \frac{N}{1 + N(e)^2} = \frac{5500}{1 + 5500(0.05)^2} = 372.$$

### Instruments

Job satisfaction questionnaire contained five items (short version) from job descriptive index (JDI) adopted from Busari et al. (2017) each construct was measured using single item. Turnover intention scale was measured using 3-item scale adopted from Mughal et al. (2019). All items were measured on 5-point Likert scale of 1=strongly agree to 5=strongly disagree. Invasive rumination scale was adopted from Sun et al. (2022). It has ten items. All items measured from 0 (never had like idea to 3 often has such idea), career insecurity was adopted from Adekiya (2023). It has 4 items measured on five-point Likert scale.

### Data Collection Procedure

All ethical considerations were taken into account prior to data collection. Permission was taken from officials to collect data from nurses in PHCCs and hospitals' administration. After permission aim of study was explained to all respondents and it was made assured to them this is for academic purpose and identity of individuals, organizations would be kept sound. Reputation of individuals and organizations would not be harmed. After that questionnaires were handed over to respondents and 3-4 days were given to them. 400 questionnaires were distributed in nurses working in public and private healthcare organizations and 372 were received back and used in statistical analysis. The response rate was 93%.

### Data Analysis Techniques

SPSS was used for statistical analysis. Percentage, frequency, mean values, correlation, regression analysis were run to test hypotheses. The Cronbach alpha was used in validity factor analysis to measure internal validity.

## RESULTS OF STUDY

Table 1 Demographic Information

Variables	Characteristics	n	%
Gender	Male	270	72.6
	Female	102	27.4
Sector	Public	229	61.6
	Private	143	38.4

Age	25-35 Years	324	87.1
	36-45 Years	45	12.1
	46 Above	3	0.8

The respondents provided certain personal demographic information. A majority of male nurses completed the survey, which yielded 270 (72.6%) males and 102 (27.4%) females. Additionally, 229 (61.6%) nurses worked in the public sector healthcare organizations followed by private sector nurses 143 (38.4%). Regarding the ages of respondents, 324 (87.1%) was young followed by those having age from 36 to 45 years 45 (12.1%); only three respondents (0.8%) were older than 46 years of age. See Table 1.

Table 2 Mean and Standard Deviations

Variables	Mean	SD
Salary	3.3145	1.17957
Promotion	2.0833	1.09694
Interpersonal Relationships	3.5538	0.92279
Work Environment	2.9435	1.08632
Job Security	3.3629	0.96852
Turnover Intention	3.5134	1.05159

Descriptive statistics was used to calculate the mean scores of the variables. As shown in Table 2, it is evident that the highest mean values are interpersonal relationships (MIR=3.55, SD= 0.92) and turnover intention (MTOI=3.51, SD=1.05), implying that turnover requires greater attention by the management in healthcare organizations. The second most dominant variable in the study was Job security (MW =3.36, SD=0.97), although salary also achieved a mean higher than 3 (MS= 3.31, SD=1.18). Work environment may warrant greater attention, as it is relatively overlooked (MWE= 2.94 SD=1.09), followed by the lowest score recorded being promotion (MPROMOTION=2.08, SD= 1.096). Due to fewer promotion opportunities, there is chance of lower job satisfaction among nurses compared to work environment as evident from the results of present research study in particular situation and context.

Table 3 Confirmatory Factor Analysis (Measurement Model)

Variables	Items	Loadings	AVE	CR	Alpha	VIF
Job Satisfaction	Salary	0.671	0.598	0.881	0.831	1.417
	Promotion	0.727				1.578
	Interpersonal	0.812				1.908
	Work Environment	0.819				1.948
	Job Security	0.827				1.977
Turnover Intention	TI1	0.86	0.749	0.900	0.833	1.92
	TI2	0.869				1.918
	TI3	0.867				1.922
Job Insecurity	JIS1	0.840	0.698	0.902	0.856	1.999
	JIS2	0.851				2.104
	JIS3	0.821				1.846
	JIS4	0.829				1.927

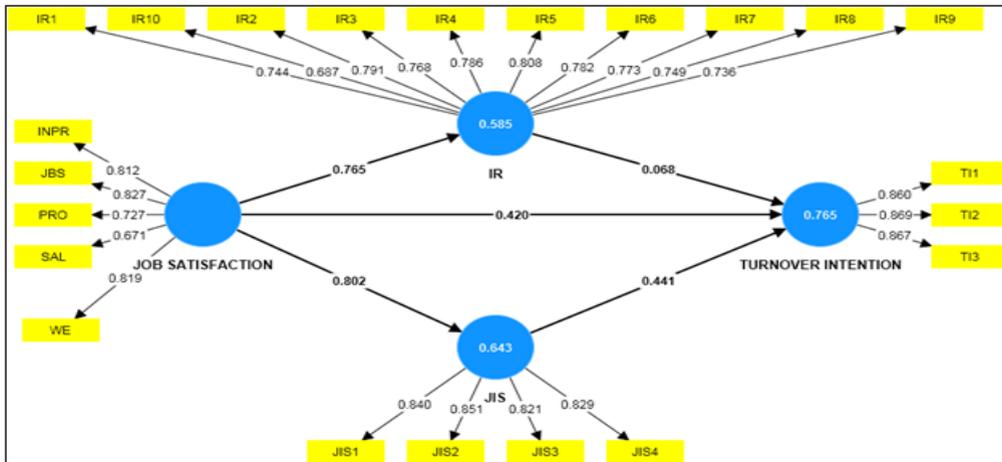
Table 3a Confirmatory Factor Analysis (Measurement Model)

Variables	Items	Loadings	AVE	CR	Alpha	VIF
Invasive Rumination	IR1	0.744	0.582	0.933	0.920	1.952
	IR2	0.791				2.249
	IR3	0.768				2.049
	IR4	0.786				2.187
	IR5	0.808				2.341
	IR6	0.782				2.124
	IR7	0.773				2.113
	IR8	0.749				2.052
	IR9	0.736				1.94
	IR10	0.687				1.696

Table 4 Discriminant Validity HTMT Ratios

Variables	1	2	3	4
1. IR				
2. JIS	0.890			
3. Job Satisfaction	0.862	0.94		
4. Turnover Intention	0.841	0.986	0.985	

Figure 2 Measurement Model



The measurement model was developed to run confirmatory factor analysis in PLS-SEM 4 in order to check the convergent validity, reliability and discriminant validity. Table 3 and Table 4 presents findings of measurement model and figure 2 is graphical representation of the measurement model in PLS-SEM 4. The criteria to assess measurement model was given by Hair et al. (2017). It was stated that all loadings must be greater than 0.5 (acceptable) if >0.70 (excellent); the average variance extracted (AVE) >0.50 and composite reliability (CR) >0.70 and Cronbach alpha must be >0.70 and all variance inflation factor (VIF) values must be less than 5. From the table 3 it is evident that all factor loadings, AVE, CR, Cronbach alpha and VIF values met the threshold. Moreover hetero-trait mono-trait values are also given in Table 4 to assess discriminant validity. According to Hair et al. (2017) these values must be <1. Therefore, from the table 3 and 4 it is evident that the sufficient

reliability, and validity for the studied model has been established and it is assumed that our scales are found reliable and valid.

Table 5 Correlations Analysis

Variables	1	2	3	4
Job Satisfaction	1			
Invasive Rumination	-0.755**	1		
Career Insecurity	-0.794**	.792**	1	
Turnover Intention	-0.820**	.737**	.831**	1

\*\* p< 0.01Level \* p< 0.05 Level

Relationship between job satisfaction (JS) and turnover intention (TOI) was negative and significant (-0.820\*\*); similar to JS and invasive rumination (IR) (-0.755\*\*); JS and career insecurity (-0.794\*\*); at the p< 0.01. Similarly, relationship between IR and career insecurity was also significant (0.792\*\*) and IR and TOI (0.737\*\*) at p<0.01. Moreover, career insecurity and TOI are significantly related (0.831\*\*). In this connection, these findings are in line with findings of Mughal, et al. (2017) who also reported a negative and significant relationship between job satisfaction factors as well as turnover intention from results.

Table 6 Regression Analysis (Direct effects)

DV	IV	R	R2	F	β	p	Support
TOI	Constant	0.608	0.369	42.848		0.000	
	Salary				-0.437	0.000	Yes
	Promotion				-0.131	0.006	Yes
	IR				-0.059	0.213	No
	WE				-0.115	0.026	Yes
	JS				-0.140	0.006	Yes

Multiple regressions were run to test whether job satisfaction factors had any significant impact on nurses' turnover intention. As shown, salary has negative and significant impact on TOI (β= -0.437, p<0.01) so, H1 is accepted; promotion and TOI found significant (β=-0.131, p<0.05), H2 is accepted; interpersonal relationship (IR) and TOI (β= -0.059, p>0.05), H3 is rejected; work environment and TOI (β-0.115, p<0.05), H4 is accepted; job security and TOI (-0.140, p<0.05), H5 is accepted. All job satisfaction factors explain 36.9% of variance about TI. Model was found to be an appropriate fit F=42.848, p<0.01.

Table 7 Mediation Analysis (Indirect effects)

DV	IV	R	R2	F	β	p	Support
CIS	Constant	0.713	0.509	529.15		0.000	
	JS				-0.713	0.000	
IR	Constant	0.729	0.531	578.35		0.000	
	JS				-0.729	0.000	Yes
TI	Constant	0.868	0.753	517.94			
	JS				-0.079	0.023	
	CIS				0.628	0.000	
	IR				0.222	0.000	

The process was used to test mediation analysis (indirect effects) of invasive rumination and career insecurity on the relationship between nurses' job satisfaction and turnover intention. From table 7 findings of hierarchical multiple regression analysis are presented. The first model revealed that job satisfaction explained 50.9% variance on career insecurity, while goodness of fit  $F= 529.15$ ,  $p<0.01$  is found best fit. Unit of change i.e., beta value  $\beta= -0.713$  is found the significant  $p<0.01$  level. This means one percent increase in job satisfaction could possibly reduce career insecurity upto 71.3%. Moreover, job satisfaction explained 53.1% variance upon invasive rumination. Goodness of fit  $F= 578.35$ ,  $p<0.01$  and beta value  $\beta=-0.729$   $p<0.01$  explained that one unit change in job satisfaction could help to control invasive rumination up to 72.9%. In this connection, the combined effects of both mediators' invasive rumination and career insecurity are also presented it is evident that job satisfaction, career insecurity as well as the invasive rumination explained 75.3% variance upon turnover intention.

Similarly,  $F=517.94$ ,  $p<0.01$  beta value of the job satisfaction in presence of career insecurity and invasive rumination was  $\beta= -0.079$ ,  $p<0.05$  level reduced to 7.9% and vice versa, it implies that career insecurity and invasive rumination play their role in relationship between job satisfaction as well as the turnover intention. Moreover, beta value for the career insecurity is  $\beta=0.628$  and invasive rumination is  $\beta=0.222$  at the  $p<0.01$  level. This means that the 62.8% change is possible due to one change in career insecurity and 22.2% change is possible in turnover intention due to one percent change in invasive rumination. The results provide significant information in deciding about the desired mediation and reaching the required conclusion to make the suitable decision about the mediation. Thus, results show that there is partial mediating role of invasive rumination and career insecurity between job satisfaction factors and turnover intention. Therefore, the hypothesis six is accepted from results.

## DISCUSSION

The current study investigated the impact of job satisfaction factors on turnover intention of nurses working in Saudi healthcare organizations in Qassim region. Data from 372 nurses were collected and analyzed. Findings revealed that job satisfaction factors are significantly related to turnover intention. These findings align with findings from [Busari et al. \(2017\)](#) who reported the negative and significant relationship with factors of job satisfaction and turnover intention. [Mughal et al. \(2107\)](#) found same significant relationship with turnover intention. It is believed that as nurses' satisfaction with salary packages, promotion opportunities, and interpersonal relationships with the peers and managers, work environment, and job security increase, their turnover intention decreases. Hence, first four hypotheses are substantiated in the light of findings from the current study and support from past studies ([Mughal, 2023](#)). When employee, especially a nurse, can obtain a salary increase, achieve personal growth and promotion opportunities, enjoy positive relationships with colleagues and managers, access the better facilities and a quality work environment, and feels secure in the workplace, it can increase their commitment level and job involvement, improve performance, and reduce turnover intention ([Mughal, 2023](#)). Reviewing the literature, it was found that many papers have pointed the negative effect of job satisfaction upon the turnover intention. The job satisfaction reduces turnover intention.

This relationship is proved in past studies but in order to fill the theoretical gap invasive rumination and career insecurity were used as mediating variables in this study. The invasive rumination and career insecurity both found to increase turnover intention by decreasing effect on job satisfaction (Hayat, Jamshaid & Sultana, 2023). These two variables are found to be the source of intention to quit among nurses of Qassim region. Study findings revealed that when employees face threats about their job and have fear of losing the job and feel insecure their productivity and performance would be reduced and intention to quit would be increased. It is evident that every nurse in their career faces at least one adverse event. This adverse event has negative impact on mental health of nurses. They face high burnout, high turnover, and discrimination from colleagues and less support from management could possibly lead to the lower job satisfaction and turnover intention (Naseer, Mukhtar & Gul, 2023). There are several ways in which turnover can be reduced. For example, the employees must be recognized and acknowledged for their hard work and must be rewarded with cash prizes, promotions, flexible working hours, the freedom of working, friendly work environment, increase in salaries, better relationship with peer group and senior management, better working conditions and low workload. In addition, grant leave for study and care for children and elderly people at home, giving opportunities for growth, adding values through trainings, social activities and management career.

The current study findings replicated the past findings of Shin et al. (2019) and Sun et al. (2022) their findings suggest that the feeling insecure and invasive rumination leads to work stress, demotivation, and negative work behavior i.e., turnover intention. In addition, findings of the existing study lend support to social cognitive theory and psychological contract theory by giving strength to the belief that insecurity and rumination lead to uncontrollable stressful situations such as stress, anxiety and depression and decrease work related attitudes such as task performance commitment and increase negative work behaviors such as intention to leave job. This study extended some other replications such as Fischmann et al. (2015); Dahiya (2021). Job insecurity and invasive rumination have detrimental effects on organizational and employees' outcomes. From the findings it is clear that employees not only react negatively when face threat or adverse events but also more reaction when they face a threat of losing features of job such as overtime salary, rewards, growth in career. From the lens of social exchange theory, the employees perceived job security as a reward for their contributions and efforts towards organizations. There might imbalance in reciprocity of exchange which might affect motivation, satisfaction as well as the work attitudes. Therefore, it is inferred that employees when feel they have no control over threat tend to develop withdrawal behaviors and reduce their work efforts.

## CONCLUSION

The findings of current study demonstrate that nurses play vital role in healthcare organizations. The important firsthand information of patients is collected by the nurses. If nurses provide correct information to the physicians, it can improve diagnostic accuracy and promote the correct course of treatment. Therefore, it is vital to retain nurses long-term. Such retention is only possible if nurses are satisfied with their jobs and feel secure in workplace. It is decided that in developing economy like Saudi Arabia when there is unemployment and it is not easy to secure a new job, individuals rather chose to lose features of job rather lose their overall work position. Employees fear to lose full

income and job would make an effort to increase their productivity so that they can keep their current job secure. According to Shoss (2017) termed career insecurity as job protection motivation. This term means employees having fear of loss job tried to get attention of managers and supervisors to safeguard their jobs. As per Charkabi (2017) those who feel to lose their complete job and income take a path of motivation and reduce their negative job attitudes. It is also concluded that nurses with adverse event face less support from management, discrimination from peers and job crises this in result develop traumatic stress disorder leads to stress and they feel that their job is in danger and they start looking for new position in another organization. These kinds of nurses need psychological support. Social support from peers and management helps them in their career development. It is concluded that healthcare organization cannot afford high turnover intention specially when hard working, talented and motivated nurses left organizations, management of healthcare organizations pay sufficient attention on SV nurses who faced adverse events and invasive rumination, invasive rumination and career insecurity must be reduced in order to control turnover intention this in the result enhance job satisfaction.

### Implications for Nurses Managers

This study has several implications for the policymakers, practitioners, and managers of healthcare organizations in Saudi Arabia. To retain nurses for longer, it is critically important to keep them motivated, committed, and satisfied. Healthcare organizations should invest in the nurses' personal and professional development and value to help them grow in careers. These findings of the current study supported notion that second victim nurses need support and these findings provide sufficient cues for managers to support SV nurses and care for mental health. Management of the hospitals must control for invasive rumination and encourage active rumination to promote positive work attitudes. Moreover, hospitals managers should focus on reducing career insecurity, its antecedents, which may be segmented into micro and macro levels. Focusing on micro factors may take form of social security benefits, equipping nurses with advance skills and knowledge, equal employment opportunities and family insurance. During current human resources crisis managers must make every effort to retain hardworking nurses, keep them satisfied so that they give best and become high performance workers.

### Limitations & Future Research Directions

The first limitation of the present study is the small sample size. Future studies should utilize larger samples to provide a clearer picture of nurses' turnover intention. Second limitation is health sector utilized in present study, which might be problematic for generalizing findings across other sectors. Third limitation is sampling technique, which can restrict researchers in selecting an appropriate sample size. Thus, it is suggested that researchers use probability sampling, particularly a multi-stage sampling technique. This study did not use any moderating variables, so future studies should consider including other variables like commitment, trust, or training in the framework for better understanding the subject matter.

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