

SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica^{1*}, Adhietya Widyaningrum², Indri Lestari³, Audrianto⁴, Radyta Radwa Maudyna⁵,
Vip Paramarta⁶

Magister Manajemen Konsentrasi Manajemen Rumah Sakit, Pascasarjana Prodi Manajemen,
Universitas Sangga Buana YPKP, Bandung

E-mail: lunaerica.eadea@gmail.com

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Abstract

The high turnover rate of healthcare personnel in hospitals has become a major challenge in human resource management, as it can disrupt service continuity, reduce the quality of healthcare services, and increase recruitment and training costs for new employees. Therefore, effective retention strategies are essential to retain competent healthcare professionals and ensure the sustainability of hospital services. This study aims to identify the factors contributing to healthcare workforce turnover and to analyze human resource retention strategies for reducing turnover in hospital settings. The study employed a Systematic Literature Review (SLR) approach following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. A total of 20 scientific articles, consisting of 10 national and 10 international journals published between 2020 and 2026, were selected based on predetermined inclusion and exclusion criteria. The selected studies were analyzed descriptively through the processes of identification, screening, evaluation, and synthesis of research findings. The results indicate that the primary factors contributing to turnover include excessive workload, burnout, inadequate compensation, ineffective leadership, low job satisfaction, organizational culture, work-life balance, employee engagement, and limited career development opportunities. The most frequently recommended retention strategies include fair compensation and reward systems, career development, continuous training, mentoring programs, transformational leadership, strengthened organizational support, a positive work environment, and work-life balance policies. These strategies have been shown to improve job satisfaction, employee loyalty, and organizational commitment, thereby reducing turnover rates. Therefore, retention strategies should be implemented in an integrated and sustainable manner as part of hospital human resource management policies to retain competent healthcare professionals and improve the quality of healthcare services.

Keywords: *Retention Strategy, Healthcare Human Resources, Turnover, Hospitals.*

INTRODUCTION

Healthcare worker turnover is a major challenge in human resource management in hospitals because it directly impacts the sustainability of healthcare services. This phenomenon occurs not only in developing countries but has also become a concern in various developed countries due to the increasing need for healthcare workers that is not commensurate with the ability of organizations to retain professionals. The World Health Organization (WHO) reports that the global healthcare workforce has reached more than 70 million people, yet the world is still projected to experience a shortage of approximately 11 million healthcare workers by 2030. This condition indicates that current healthcare service issues are not only related to the recruitment process, but also the ability of healthcare institutions to retain their workforce so that they continue to work sustainably (World Health Organization, 2022). Various studies have shown that high healthcare worker turnover is influenced by various interrelated factors. Through a systematic review conducted in various hospitals, de Vries et al. (2023) explained that healthcare worker retention is influenced by the work environment, leadership, career development opportunities, organizational rewards, workload, and the psychological well-being of healthcare workers. The study confirms that a hospital's success in retaining healthcare workers depends not only on compensation but also on the organization's ability to

create a work environment that supports professional development and employee job satisfaction. In Indonesia, healthcare worker turnover remains a significant issue, particularly among nurses, the largest healthcare workforce in hospitals. Research by Muslim and Sutinah (2020) showed that the high turnover of non-civil servant nurses at Hospital X was influenced by the lack of certainty about career paths, low welfare, and a remuneration system that failed to meet nurses' expectations. Although the hospital has implemented a retention program, turnover rates continue to increase, necessitating an evaluation of the strategies implemented to better align with the needs of healthcare workers.

High turnover has various negative impacts on hospitals. The loss of experienced healthcare workers disrupts service continuity, increases the workload for remaining healthcare workers, and reduces organizational effectiveness. Furthermore, hospitals must incur additional costs for the recruitment, selection, orientation, and training of new healthcare workers. This condition ultimately reduces organizational productivity and potentially impacts the quality of care received by patients (Fajriah, 2025). In addition to impacting the organization, turnover is also closely related to the quality of healthcare services. Continuous turnover of healthcare workers leads to a reduction in team experience, an increased risk of service errors, and decreased patient satisfaction due to suboptimal service continuity. Therefore, hospitals need to view healthcare worker retention as part of a service quality improvement strategy, not simply an effort to maintain employee numbers (Kiptulon et al., 2025). Various studies have shown that healthcare worker turnover is influenced by many factors, both individual and organizational. These factors include high workload, burnout, low job satisfaction, sub-competitive compensation, leadership style, organizational culture, work-life balance, employee engagement, and limited career development opportunities. These factors influence each other in shaping healthcare workers' desire to remain employed or leave the organization, thus requiring a comprehensive management approach to resolve them (Indah et al., 2024). Retention strategy is a crucial function in hospital human resource management to retain competent healthcare workers. This strategy is not only oriented towards providing financial incentives but also encompasses career development, ongoing training, competency improvement, supportive leadership, a healthy work environment, and appreciation for healthcare workers' contributions. A comprehensive retention approach has been shown to increase healthcare workers' loyalty, motivation, and commitment to the organization, thus supporting the sustainability of hospital services (Antari et al., 2026). Several previous studies have discussed turnover intention, employee retention, nurse retention, retention strategy, and hospital human resource management from various perspectives. Simamora et al. (2025) identified that emotional exhaustion, low organizational recognition, limited work schedule flexibility, and lack of psychosocial support were dominant factors that increased the risk of turnover intention in nurses. Based on these results, the study recommended strengthening leadership, reward systems, work flexibility, and support for work-life balance as retention strategies that hospitals should implement.

Other findings suggest that compensation alone is not sufficient for retention strategies. Research by Tigau and Sugiarto (2022) found that hospitals that successfully reduced turnover implemented a more comprehensive strategy, namely considering employees as organizational assets, building employee engagement, paying attention to employee welfare, creating a comfortable work environment, providing career development opportunities, and evaluating external conditions as input for developing human resource policies. These results indicate that healthcare worker retention requires a combination of financial and non-financial strategies on an ongoing basis. Although numerous studies have been conducted on healthcare worker retention, the available research still shows mixed results. Some studies emphasize the importance of compensation and incentives, while others place leadership, work environment, organizational culture, and career development as more dominant factors in retaining healthcare workers. These differences in results indicate that there is no comprehensive conclusion regarding the most effective retention strategy applied to hospitals with different characteristics (de Vries et al., 2023). Furthermore, most previous research has focused on the relationships between variables or has been conducted in a single hospital, resulting in contextual findings. Research specifically synthesizing various healthcare human resource retention strategies through a Systematic Literature Review (SLR) approach is still relatively limited. Therefore, a study that integrates various national and international research findings is needed to obtain a more comprehensive picture of the factors causing turnover and effective retention strategies implemented in hospitals.

Based on the above description, this study aims to identify factors that cause healthcare worker turnover in hospitals, analyze various healthcare human resource retention strategies that have been reported in previous studies, and compile recommendations for retention strategies that can be implemented by hospital management through a Systematic Literature Review (SLR) approach. The results of this study are expected to serve as a scientific reference as well as practical input for hospital managers in developing human resource management policies that can increase healthcare worker retention, reduce turnover, and support the continuous improvement of healthcare service quality.

METHOD

This study used the Systematic Literature Review (SLR) method to identify, examine, and synthesize various research findings addressing healthcare human resource retention strategies to reduce hospital turnover. The SLR method was chosen because it systematically presents scientific evidence through a process of searching, selecting, evaluating, and synthesizing literature, resulting in more comprehensive and scientifically sound conclusions (Kitchenham & Charters, 2007).

The approach used in this study was descriptive qualitative. This approach aims to gain a deep understanding of the various factors influencing healthcare worker turnover, the retention strategies implemented by hospitals, and the effectiveness of these strategies based on previous research (Creswell & Creswell, 2018).

The data used in this study is secondary data obtained from various national and international scientific articles relevant to the research topic. The data was then analyzed to identify findings related to healthcare human resource retention strategies to reduce hospital turnover (Sugiyono, 2022).

The literature review process refers to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines developed by Moher et al. (2009). These guidelines are used to ensure that the process of identifying, screening, assessing eligibility, and determining which articles to analyze is systematic, transparent, and replicable by other researchers.

Literature was obtained through several scientific databases, namely Google Scholar, PubMed, ScienceDirect, and Garuda, with a publication range of 2020–2026. The search process was carried out using several keywords, including "healthcare worker retention", "nurse retention", "employee retention in hospital", "healthcare worker turnover", "nurse turnover intention", "retention strategy", and "hospital human resource management". Based on the initial search results, 1,786 articles were obtained, which were then selected according to inclusion and exclusion criteria.

The inclusion criteria in this study include:

1. Articles published in the period 2020–2026.
2. The article discusses retention strategies, turnover, turnover intention, or health human resource management in hospitals.
3. The article is available in full text.
4. Articles are empirical research, systematic reviews, scoping reviews, or umbrella reviews.
5. Articles are written in Indonesian or English.

The exclusion criteria include:

1. Articles that have not gone through the peer review process.
2. Articles can be in the form of editorials, opinions, proceedings, or short reports.
3. Articles that do not discuss health workers in hospitals.
4. Articles with incomplete or inaccessible data.

Based on the selection process using the PRISMA diagram, of the 1,786 articles identified, 1,402 were eliminated due to duplication and inconsistency with the research topic. Furthermore, 384 articles were selected based on their titles and abstracts, and 349 articles were excluded for not meeting the inclusion criteria. A total of 35 articles were then reviewed in full (full-text review), and 15 articles were eliminated because they did not specifically discuss healthcare worker retention strategies in hospitals or did not align with the research objectives. Thus, 20 articles consisting of 10 international journals and 10 national journals were used as analytical material in this study.

The articles analyzed covered various factors contributing to healthcare worker turnover, including job satisfaction, compensation, burnout, leadership, organizational culture, employee engagement, the work environment, and career development. Furthermore, the articles examined various retention strategies implemented by hospitals, including strengthening transformational leadership, competency development, reward systems, career planning, talent management, improving the work environment, and healthcare worker retention programs as an effort to retain healthcare workers and improve the quality of hospital services (de Vries et al., 2023).

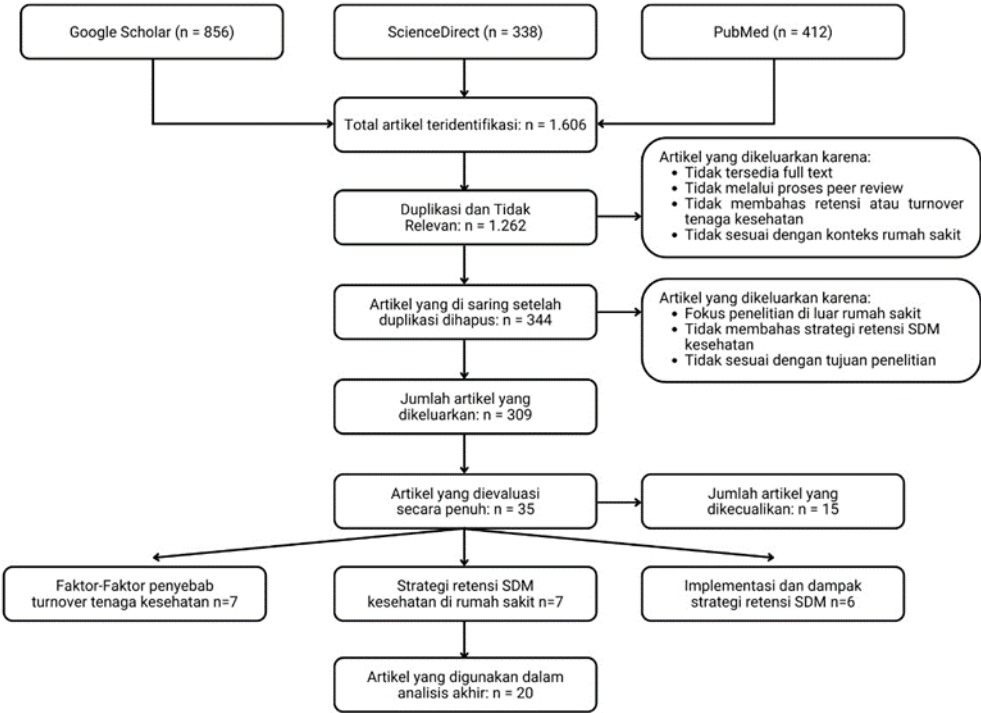


Figure 1. PRISMA Diagram of Systematic Literature Review Research on Health Human Resource Retention Strategies in Reducing Turnover in Hospitals.
Source: Data processed by researchers, 2026.

RESULTS AND DISCUSSION

A. Results

This results section presents the main findings of a Systematic Literature Review (SLR) on healthcare human resource retention strategies to reduce hospital turnover. The analysis focuses on identifying factors contributing to healthcare worker turnover, various retention strategies implemented by hospitals, and their effectiveness in retaining healthcare workers and supporting improvements in hospital service quality.

The analysis was conducted on 20 national and international journals relevant to the research topic. Each article was systematically reviewed, taking into account the research objectives, methods used, and key findings. Through this process, similarities, differences, and trends in research findings regarding the causes of turnover and the most commonly implemented healthcare human resource retention strategies in hospitals were identified. As a basis for further discussion, a summary of the characteristics and key findings of the 20 articles analyzed is presented in the following table:

Table 1. Literature Review

No	Name & Year	Research Title	Research Focus	Research Findings
1.	de Vries, N., Boone, A., Godderis, L., Bouman, J., Szemik, S., Matranga, D., & de Winter, P. (2023)	The race to retain healthcare workers: A systematic review on factors that impact retention of nurses and physicians in hospitals	Identifying various factors that influence the retention of nurses and doctors in hospitals and the factors that cause health workers to choose to stay working or leave the organization.	Research shows that healthcare worker retention is influenced by job satisfaction, career development opportunities, work-life balance, working conditions, employee relationships, and organizational culture. Hospitals are advised to implement retention policies tailored to their organization's characteristics to

SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica **et al**

				reduce healthcare worker turnover.
2.	de Vries, N., Lavreysen, O., Boone, A., Bouman, J., Szemik, S., Baranski, K., Godderis, L., & de Winter, P. (2023)	Retaining healthcare workers: A systematic review of strategies for sustaining power in the workplace	Analyze various strategies and interventions that have proven effective in retaining healthcare workers, especially nurses and doctors in hospitals.	The study found that onboarding programs, mentoring, organizational support, competency development, improved work environments, technological innovation, and organizational change can increase healthcare worker retention. The strategies chosen need to be tailored to the healthcare worker's needs and the hospital's vision and mission.
3.	Alkan, E., Cushen-Brewster, N., & Anyanwu, P. (2024)	Organizational factors associated with healthcare workforce development, recruitment, and retention in the United Kingdom: A systematic review	Examines the organizational factors influencing the development, recruitment and retention of the healthcare workforce in the UK.	Organizational factors such as effective leadership, organizational support, flexible work patterns, a safe work environment, and reduced conflict and work stress have been shown to increase healthcare worker retention. Research also emphasizes the importance of organizational policies that support ongoing employee well-being.
4.	Kiptulon, E.K., Elmadani, M., Szöllősi, A., Zrínyi, M., & Ujváriné Siket, A. (2025)	The race to retain nursing workforce in healthcare: An umbrella review of effectiveness of retention interventions and strategies	Assessing the effectiveness of various nurse retention strategies based on the results of previously published systematic reviews.	Research has found that nurse retention requires a combination of strategies, including orientation programs, mentoring, good leadership, a positive work environment, career development, and the use of technology. No single strategy can address turnover alone, so an integrated approach is needed.
5.	Resubun, CC, Efendi, F., & Wahyuni, SD (2025)	Factors influencing nurse retention in conflict zones: A systematic review	Identifying factors that influence nurse retention in conflict areas and strategies that can improve the sustainability of health workers.	Nurse retention is influenced by occupational safety, working conditions, psychological support, financial incentives, job satisfaction, and organizational support. An approach that combines safety protection, mental well-being, and financial rewards has been shown to improve healthcare worker retention in high-risk areas.

SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica **et al**

6.	Buckley, L., McGillis Hall, L., Price, S., Visekruna, S., & McTavish, C. (2025)	Nurse retention in peri- and post-COVID-19 work environments: A scoping review of factors, strategies and interventions	Identifying factors, strategies, and interventions that support nurse retention during and after the COVID-19 pandemic.	Research shows that a safe work environment, adequate staffing, psychological well-being, organizational support, and various retention interventions play a critical role in retaining nurses after the pandemic. The research also emphasizes the need to develop evidence-based interventions to address post-pandemic challenges.
7.	Goens, B., & Giannotti, N. (2024)	Transformational leadership and nursing retention: An integrative review	Examining the relationship between transformational leadership and nurse retention in hospitals.	Transformational leadership can increase job satisfaction, organizational commitment, motivation, and nurses' desire to remain employed. While not the sole factor influencing retention, developing leadership skills is an important strategy for reducing nursing staff turnover.
8.	Figueiredo, A.R., Baixinho, C., & Lucas, P. (2026)	Nursing practice environment influences on retention and turnover intention: An umbrella review	Identifying the characteristics of the nursing practice environment that influence the retention and turnover intention of nurses in hospitals.	The results of the study showed that a supportive work environment, transformational leadership, nurse involvement in decision-making, collaborative work relationships, adequate resources, and work-life balance were able to increase retention and reduce turnover intention.
9.	Augustin, A. (2024)	Building a resilient workforce: Employee retention solutions in the hospital sector	Identifying effective human resource retention strategies to improve workforce stability in the hospital sector.	Research shows that work-life balance, career development opportunities, competitive compensation, mentoring programs, a positive work culture, and attention to employee mental health can increase job satisfaction and reduce turnover rates in hospitals.
10.	Lihua, H., Arshad, MAB, & Xueying, Y. (2025)	Effective strategies for reducing employee turnover in healthcare institutions: A comprehensive approach to enhancing employee satisfaction and work environment	Analyze comprehensive strategies to reduce healthcare worker turnover by improving job satisfaction and the work environment.	Research concludes that leadership development, competitive compensation systems, career development opportunities, work-life balance, and a positive organizational culture are key strategies for improving healthcare worker retention. This comprehensive

SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica **et al**

				approach is believed to build a more stable workforce and improve the quality of hospital services.
11.	Muslim, A. (2020)	Nurse retention program to reduce non-civil servant nurse turnover at Hospital X	Analyze the implementation of the non-civil servant nurse retention program at Hospital X and identify the factors that cause high nurse turnover.	Retention programs through remuneration systems have not been able to reduce the turnover of non-civil servant nurses. Turnover is influenced by career uncertainty, employment status, and low welfare, necessitating an evaluation of retention programs.
12.	Simamora, BS, Rahardjo, TBW, & Kridawati, A. (2025)	Analysis of factors contributing to nurse turnover intention and its impact on nurse performance at Bunda Pengharapan Hospital, Merauke	Analyze organizational and psychosocial factors that influence nurse turnover intention and design retention strategies based on risk prediction results.	Turnover intention is influenced by emotional exhaustion, low organizational recognition, lack of work flexibility, and minimal psychosocial support. Retention strategies focus on leadership, recognition, and work-life balance.
13.	Antari, PD, Lethe, KDK, Purwadhi, & Widjaja, YR (2026)	Implementation of talent management strategies for retention of specialist medical personnel in regional hospitals through incentives and career development	Analyzing the role of talent management through incentives and career development in increasing the retention of specialist medical personnel in regional hospitals.	Talent management through incentives and career development has been shown to increase motivation, job satisfaction, loyalty, and retention of specialist medical personnel.
14.	Fajriah, Y. (2025)	Human resource management strategies in dealing with high turnover	Reviewing effective human resource management strategies to reduce turnover through comprehensive HR management.	Fair compensation, career development, participative leadership, and a positive organizational culture have been shown to increase loyalty and reduce turnover.
15.	Tigau, FI, & Sugiarto, A. (2022)	Strategy for controlling employee turnover: A case study at a private hospital in Manado City	Analyzing hospital strategies in controlling employee turnover through a human resource management approach.	Turnover control strategies are implemented by recognizing employees as assets, increasing employee engagement, and improving the work environment and compensation.
16.	Ambarika, R., Smith, R., & Nirmalasari, B. (2026)	The mediating role of organizational commitment on the influence of work environment and competence on retention	Analyzing the influence of work environment and competence on nurse retention with organizational commitment as a mediating variable.	The work environment and competency development increase organizational commitment which has a positive impact on nurse retention.

SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica et al

		(Study on nurses at RSUDP NTB)		
17.	Has, RY, & Sulaimiah. (2026)	The influence of compensation and career development on the retention rate of medical personnel at Patuh Karya Regional Hospital, East Lombok	Analyzing the influence of compensation and career development on medical personnel retention.	Compensation and career development have a positive and significant impact on medical staff retention and therefore need to be continuously improved.
18.	Indah, AP, Rindu, R., & Mustopa, M. (2024)	Analysis of factors influencing nurses' turnover intention	Identifying factors that influence nurse turnover intention in hospitals.	Turnover intention is influenced by nurse characteristics as well as satisfaction with compensation, supervision, career development, coworkers, and organizational policies.
19.	Tasya, DA, & Prakoso, AD (2023)	Factors related to nurse retention at Cikarang Medika Hospital in 2023	Analyzing factors related to nurse retention at Cikarang Medika Hospital.	Working conditions, salary and benefits, career planning, and coworker relationships are significantly related to nurse retention, with salary and benefits being the most dominant factor.
20.	Muslim, A., & Sutinah. (2020)	Nurse retention program to reduce non-civil servant nurse turnover at Hospital X	Analyzing the implementation of non-civil servant nurse retention programs to reduce turnover in hospitals.	The retention program implemented has been ineffective because the remuneration system has not been able to reduce turnover. The main contributing factors are employee status, career path, and nurse welfare.

Based on the analysis of 20 scientific articles, consisting of 10 international journals and 10 national journals, selected using the Systematic Literature Review (SLR) method with reference to the PRISMA stages, various findings were obtained regarding factors influencing healthcare worker turnover and retention strategies implemented in hospitals. Most studies indicate that high turnover is influenced not only by individual factors but also by organizational factors, such as compensation systems, leadership, work environment, career development opportunities, and organizational support. Therefore, retention strategies need to be implemented in an integrated manner so that hospitals are able to retain competent healthcare workers and maintain the quality of healthcare services (de Vries et al., 2023).

1. Factors Causing Health Worker Turnover

A review of 20 articles shows that healthcare worker turnover is influenced by various interrelated factors. These factors can be explained as follows.

a. Workload

A review of various articles indicates that workload is one of the factors most frequently associated with high healthcare worker turnover. Excessive workloads cause physical and mental exhaustion, leading to decreased productivity, work motivation, and desire to remain with the organization. This situation is exacerbated when the number of healthcare workers is disproportionate to the burden of patient care (Buckley et al., 2025).

b. Burnout

Besides workload, burnout is also a major cause of increased turnover intention among healthcare workers. Burnout is characterized by emotional exhaustion, decreased work enthusiasm, and reduced commitment to the organization. Several studies have shown that burnout is common among nurses working under high pressure, particularly after the COVID-19 pandemic and in high-risk work environments. If this condition is not addressed, the tendency for healthcare workers to leave the hospital will increase (Simamora et al., 2025).

c. Compensation and welfare

The next factor frequently identified is compensation and welfare. Various studies have shown that unfair, non-transparent, or inadequate compensation systems are the primary reasons healthcare workers choose to move to other institutions. Conversely, providing competitive compensation accompanied by appropriate incentives can increase job satisfaction and strengthen healthcare worker retention (Has & Sulaimiah, 2026).

d. Leadership

The study also showed that leadership plays a crucial role in retaining healthcare workers. Leaders who provide support, good communication, appreciation, and involve healthcare workers in decision-making can foster a sense of belonging within the organization. Conversely, less supportive leadership often triggers job dissatisfaction and increases the desire to leave the organization (Goens & Giannotti, 2024).

e. Job satisfaction

Furthermore, job satisfaction is a factor closely related to healthcare worker retention. Job satisfaction is influenced by various aspects, such as the work environment, relationships with coworkers, organizational rewards, development opportunities, and benefits received. The higher the level of job satisfaction, the greater the desire of healthcare workers to remain at the hospital (Indah et al., 2024).

f. Organizational culture and work-life balance

Another equally important factor is organizational culture and work-life balance. A positive organizational culture can create a comfortable, supportive work environment and increase healthcare worker loyalty. Furthermore, work-life balance also influences healthcare workers' decisions to stay. Hospitals that offer work flexibility and prioritize employee well-being tend to have higher retention rates (Augustin, 2024).

g. Employee engagement

The synthesis also shows that employee engagement influences healthcare worker retention. Employees who feel valued, involved in the organization, and have good working relationships demonstrate higher commitment than healthcare workers who feel neglected. High employee engagement has been shown to reduce turnover and increase organizational loyalty (Tigau & Sugiarto, 2022).

h. Career development

Furthermore, career development is one of the most frequently discussed factors in national and international research. Opportunities for training, promotions, and a clear career path can increase work motivation and organizational commitment. Conversely, unclear career development leads many healthcare workers to seek more promising employment opportunities elsewhere (Antari et al., 2026).

Overall, the analysis shows that healthcare worker turnover is a problem influenced by various interrelated factors. Therefore, efforts to reduce turnover are not sufficient through increased compensation alone; they also need to be supported by good leadership, a positive work environment, career development opportunities, a work-life balance, and a supportive organizational culture that ensures healthcare workers remain and provide optimal service (de Vries et al., 2023).

2. Health Human Resources Retention Strategy to Reduce Turnover

Based on the synthesis of 20 analyzed articles, various studies indicate that integrated human resource retention strategies in healthcare require a comprehensive approach, as turnover is influenced by various interrelated factors. The strategies implemented should not only focus on financial aspects but also encompass human resource development, leadership, the work environment, and organizational support. Implementing these strategies has been shown to increase healthcare worker loyalty, reduce turnover, and maintain the sustainability of hospital services (de Vries et al., 2023).

- a. Compensation and rewards
Providing fair compensation and rewards is the most common retention strategy identified in various studies. Compensation commensurate with workload, coupled with incentives and rewards for performance, can increase job satisfaction and encourage healthcare workers to remain with the hospital. Conversely, a compensation system that is opaque or uncompetitive can increase healthcare workers' desire to leave for other organizations (Has & Sulaimiah, 2026).
- b. Career development
Career development is an effective strategy for retaining healthcare workers. Opportunities for promotion, a clear career path, and competency development opportunities motivate healthcare workers to continue growing within the organization. With career certainty, employee loyalty to the hospital also increases (Antari et al., 2026).
- c. HR Training
Ongoing training plays a role in improving the knowledge, skills, and competencies of healthcare workers. In addition to improving service quality, training also provides healthcare workers with the opportunity to develop their professional skills, making them feel more valued by the organization. This can strengthen retention and reduce the risk of turnover (Muslim & Sutinah, 2020).
- d. Mentoring
Mentoring programs are a widely recommended strategy, especially for new healthcare workers. Support from more experienced healthcare workers facilitates adaptation to the work environment, increasing self-confidence, job satisfaction, and commitment to the organization. This strategy has been shown to help retain healthcare workers in the long term (de Vries et al., 2023).
- e. Employee engagement
Improving employee engagement is achieved by involving healthcare workers in organizational activities and decision-making processes, as well as fostering open communication between management and employees. Employees who feel valued and involved will have a higher level of commitment, thus reducing their desire to leave the organization (Tigau & Sugiarto, 2022).
- f. Transformational leadership
Transformational leadership is an effective retention strategy because it fosters positive working relationships between leaders and healthcare workers. Leaders who provide support, motivation, and recognition for employee performance can increase job satisfaction, organizational commitment, and healthcare worker loyalty, thereby reducing turnover (Goens & Giannotti, 2024).
- g. Work-life balance
Work-life balance is implemented through more flexible work schedules, proportional workload allocation, and attention to the physical and mental well-being of healthcare workers. Hospitals that maintain a balance between work and personal life tend to have better retention rates than organizations that neglect this aspect (Augustin, 2024).
- h. Positive work environment
A safe, comfortable work environment that supports collaboration among healthcare workers is a crucial factor in employee retention. A conducive work environment can increase job satisfaction, reduce work stress, and strengthen healthcare workers' commitment to the organization, thus reducing their desire to leave the hospital (Figueiredo et al., 2026).
- i. Organizational support
Organizational support is also a retention strategy widely discussed in various studies. This support includes attention to employee well-being, adequate work facilities, good communication, and organizational policies that favor healthcare workers. Good organizational support can increase a sense of belonging and strengthen healthcare worker retention (Alkan et al., 2024).
- j. Performance appreciation

In addition to financial compensation, recognition for work performance also plays a crucial role in increasing healthcare worker motivation. Recognizing employee contributions through appreciation, rewards, and opportunities to participate in self-development programs can boost work morale and organizational loyalty. This strategy is an effective way to retain healthcare workers in the long term (Lihua et al., 2025).

Overall, the analysis shows that an effective healthcare human resource retention strategy cannot be achieved through a single approach but requires a combination of various mutually supportive strategies. The integration of fair compensation, career development, training, mentoring, good leadership, a positive work environment, work-life balance, organizational support, and performance rewards has been shown to increase healthcare worker retention while reducing hospital turnover (Kiptulon et al., 2025).

3. Steps for Implementing HR Retention Strategy

Based on the analysis of various studies, implementing a healthcare human resource retention strategy requires systematic planning to achieve optimal results. Numerous articles demonstrate that the success of a retention strategy is determined not only by policy formulation but also by consistent implementation, ongoing monitoring, and evaluation. With proper implementation, hospitals can retain competent healthcare workers, increase job satisfaction, and reduce turnover rates (de Vries et al., 2023).

a. Evaluation of health worker satisfaction

The initial step that needs to be taken is to evaluate the level of satisfaction of healthcare workers with various aspects of their jobs, such as compensation, work environment, leadership, workload, and career development opportunities. The results of this evaluation can serve as a basis for hospitals to identify issues that could potentially increase turnover, thus implementing more targeted policies (Indah et al., 2024).

b. Career path development

Hospitals need to establish clear, transparent, and accessible career paths for all healthcare workers. Certainty regarding career paths, promotions, and opportunities for competency development will increase work motivation and encourage healthcare workers to remain with the organization long-term (Antari et al., 2026).

c. Mentoring program

Implementing a mentoring program is an effective form of support, especially for new healthcare workers. Guidance from more experienced healthcare workers can improve adaptation to the work environment, boosting self-confidence, strengthening organizational commitment, and reducing the desire to leave the hospital (de Vries et al., 2023).

d. Ongoing training

Regular training aims to improve the competency of healthcare workers in line with scientific developments and service needs. In addition to enhancing professional skills, training also provides opportunities for healthcare workers to develop, thereby increasing job satisfaction and employee retention (Muslim & Sutinah, 2020).

e. Reward system

Implementing a fair reward system is necessary as a form of appreciation for the performance of healthcare workers. Rewards can take the form of financial or non-financial incentives, such as recognition for achievement, training opportunities, or job promotions. A sound reward system can increase work motivation and strengthen loyalty to the organization (Has & Sulaimiah, 2026).

f. Improving the welfare of health workers

Hospitals also need to address the well-being of healthcare workers by providing adequate compensation, adequate work facilities, and policies that support work-life balance. These efforts can increase job satisfaction and reduce the tendency for healthcare workers to leave for other organizations (Augustin, 2024).

g. Turnover monitoring

Regular monitoring of turnover rates is necessary to determine the effectiveness of implemented retention strategies. Data on the number of healthcare workers leaving, the reasons for their resignations, and the

characteristics of those who resign can be used as evaluation material in developing subsequent human resource policies (Simamora et al., 2025).

h. HR retention evaluation

The final step is to conduct regular evaluations of all implemented retention programs. Evaluations are conducted to assess whether the implemented strategies have improved healthcare worker retention or whether improvements are still needed. The evaluation results serve as the basis for hospital policy revisions to ensure retention strategies remain aligned with the needs of the organization and healthcare workers (Fajriah, 2025).

Overall, implementing a healthcare human resource retention strategy requires the involvement of hospital management as a whole through continuous planning, implementation, monitoring, and evaluation. These steps are expected to increase healthcare worker loyalty, reduce turnover, and support improvements in the quality of healthcare services in hospitals (Alkan et al., 2024).

4. Advantages and Disadvantages of HR Retention Strategies

Based on a synthesis of various articles, human resource retention strategies in healthcare offer various benefits to hospitals in retaining competent healthcare workers. However, implementing these strategies also presents several challenges that must be considered for optimal implementation. Therefore, hospitals need to consider the advantages and disadvantages of each retention strategy before implementing it as part of their human resource management policy (Kiptulon et al., 2025).

a. Advantages of HR Retention Strategy

1. Reducing healthcare worker turnover

Implementing appropriate retention strategies has been proven to reduce healthcare worker turnover rates. Various programs, such as competitive compensation, career development, a positive work environment, and organizational support, can increase healthcare workers' desire to remain employed, thus lowering turnover rates (de Vries et al., 2023).

2. Increasing the loyalty of health workers

Retention strategies also contribute to increasing healthcare workers' loyalty to the organization. When healthcare workers have opportunities for development, receive appropriate rewards, and feel supported by the organization, their commitment to remaining with the hospital is strengthened (Ambarika et al., 2026).

3. Increase work productivity

Good healthcare worker retention enables hospitals to have an experienced and competent workforce. This leads to increased work productivity, as healthcare workers understand their duties and service procedures and are able to work more effectively and efficiently (Fajriah, 2025).

4. Improving the quality of health services

Successfully retaining competent healthcare workers will support continuity of patient care. Stable human resources enable optimal healthcare delivery, improve patient safety, and maintain the quality of hospital services on an ongoing basis (Buckley et al., 2025).

5. Save on recruitment and training costs

A low turnover rate can reduce the need for hospitals to repeatedly recruit, select, orient, and train new employees. This allows hospitals to save costs and allocate resources to improving service quality (Muslim, 2020).

b. Lack of HR Retention Strategy

1. Requires quite large implementation costs

Implementing various retention programs, such as compensation increases, training, mentoring, and career development, requires significant budgetary support. Therefore, hospitals need to align retention strategies with the organization's financial capabilities to ensure the program's sustainability (Antari et al., 2026).

2. Requires commitment from leadership and organization

The success of a retention strategy depends heavily on leadership commitment to supporting the implementation of each program. Without consistent management support, various retention policies are difficult to implement optimally, resulting in unmet benefits (Goens & Giannotti, 2024).

3. The results of retention strategies cannot be obtained instantly.

Most retention strategies take time to show results. Increases in loyalty, job satisfaction, and organizational commitment develop gradually, so hospitals need to implement retention strategies consistently over the long term (Augustin, 2024).

4. Requires continuous evaluation

Changing healthcare workforce needs and evolving work environments require hospitals to continuously evaluate the effectiveness of their retention strategies. Regular evaluation is necessary to ensure that policies remain aligned with organizational conditions and address the various challenges that arise in healthcare human resource management (Alkan et al., 2024).

Overall, the analysis shows that healthcare human resource retention strategies have greater benefits than the challenges they face. While requiring investment, organizational commitment, and ongoing evaluation, implementing an integrated retention strategy has been shown to retain healthcare workers, improve service quality, and support the long-term sustainability of hospital performance (Lihua et al., 2025).

DISCUSSION

Healthcare human resource retention strategies are increasingly being studied as a solution to reduce healthcare worker turnover in hospitals. An analysis of 20 national and international articles reveals that turnover is not caused by a single factor, but rather by a combination of individual factors, the work environment, and organizational policies. Various studies have shown that hospitals that implement comprehensive retention strategies have higher levels of healthcare worker loyalty than those that focus solely on compensation. Therefore, retention strategies should be viewed as part of sustainable human resource management to maintain healthcare worker stability and the quality of hospital services (de Vries et al., 2023).

The synthesis results indicate that the most common causes of healthcare worker turnover are high workload, burnout, low job satisfaction, inadequate compensation systems, and limited career development opportunities. An unbalanced workload relative to the number of healthcare workers causes physical and emotional exhaustion, thus reducing work motivation. This situation is exacerbated when healthcare workers do not receive organizational support or rewards commensurate with their job responsibilities. As a result, turnover intention increases, and healthcare workers prefer to seek employment that provides a better working environment (Buckley et al., 2025).

In addition to job-related factors, leadership and organizational culture are also crucial factors in determining the success of healthcare worker retention. Leaders who foster open communication, demonstrate appreciation, and involve healthcare workers in decision-making processes foster a sense of belonging within the organization. Conversely, unsupportive leadership and an unfavorable work culture can lead to job dissatisfaction and decreased organizational commitment. These conditions ultimately encourage healthcare workers to leave the hospital and seek organizations that better support their professional development (Goens & Giannotti, 2024).

Based on the results of the review, the most frequently recommended retention strategies in various studies include providing competitive compensation and rewards, clear career development, ongoing training, mentoring programs, increasing employee engagement, transformational leadership, creating a positive work environment, strengthening organizational support, and implementing work-life balance policies. These strategies not only aim to retain healthcare workers but also increase motivation, job satisfaction, organizational commitment, and the quality of patient care. The integrated implementation of various strategies is considered more effective than implementing any one strategy separately (Kiptulon et al., 2025).

In its implementation, hospitals need to conduct regular evaluations of healthcare worker satisfaction to identify factors influencing retention. The results of these evaluations can serve as the basis for developing human resource management policies that better align with the needs of healthcare workers. Furthermore, establishing a

clear career path provides certainty regarding promotion opportunities, competency enhancement, and professional development, thereby increasing motivation to remain employed at the hospital. These efforts also need to be supported by an objective and transparent performance appraisal system to ensure that every healthcare worker receives equitable development opportunities (Antari et al., 2026).

Training and mentoring programs are also crucial for implementing retention strategies. Continuous training helps healthcare workers improve their clinical and non-clinical competencies in line with developments in healthcare services. Meanwhile, mentoring provides assistance to healthcare workers, especially new employees, to help them adapt to the work environment, understand the organizational culture, and build positive working relationships with colleagues and superiors. The combination of these two programs has been shown to increase self-confidence, job satisfaction, and organizational loyalty (Alkan et al., 2024).

In addition to competency development, implementing a reward system and improving employee well-being is also a widely recommended implementation step. Rewards are not limited to financial incentives, but can also be realized through non-financial rewards such as recognition for achievement, training opportunities, job promotions, and the provision of work flexibility. Hospitals that provide fair rewards tend to have higher healthcare worker retention rates because healthcare workers feel their contributions are valued by the organization (Has & Sulaimiah, 2026).

Implementation of a retention strategy also requires ongoing turnover monitoring and evaluation. Hospitals can utilize data on turnover rates, job satisfaction, and exit interview results as a basis for evaluating the effectiveness of implemented policies. Regular evaluations allow organizations to refine retention programs so that implemented policies remain relevant to healthcare workforce needs and organizational development. This evaluation-based approach is considered capable of improving the effectiveness of human resource management in the long term (Muslim & Sutinah, 2020).

Based on the synthesis results, retention strategies have various advantages that positively impact organizations. Consistent implementation of retention strategies can reduce turnover rates, increase healthcare worker loyalty, strengthen organizational commitment, improve work productivity, and maintain continuity of patient care. Furthermore, successful retention also helps hospitals reduce costs incurred in the recruitment, selection, and training of new healthcare workers, thus improving human resource management efficiency (Lihua et al., 2025).

On the other hand, various studies also show that the implementation of retention strategies still faces several obstacles. Implementing a retention program requires substantial budget support, leadership commitment, and coordination between hospital departments. Implementation results are generally not immediately visible because changing organizational culture and increasing healthcare worker loyalty require ongoing processes. Therefore, retention strategies need to be accompanied by regular evaluation to ensure each implemented program delivers optimal results according to the organization's needs (Fajriah, 2025).

Overall, the study results indicate that the success of a retention strategy is not determined by a single policy, but rather by the synergy of various aspects of human resource management. Hospitals that provide a conducive work environment, supportive leadership, a fair reward system, career development opportunities, and ongoing organizational support are better able to retain competent healthcare workers. Therefore, a retention strategy needs to be part of hospital management policy to maintain the continuity of quality healthcare services while sustainably reducing healthcare worker turnover (de Vries et al., 2023).

CONCLUSION

Based on the results of a systematic review of 20 scientific articles consisting of 10 national journals and 10 international journals using the Systematic Literature Review (SLR) method with PRISMA guidance, it can be concluded that healthcare worker turnover in hospitals is a problem influenced by various interrelated factors, both originating from individuals and organizations. The factors most frequently found include high workload, burnout, inadequate compensation, ineffective leadership, low job satisfaction, an unsupportive organizational culture, an imbalance between work and personal life (work-life balance), low employee engagement, and limited career

development opportunities. If these factors are not managed properly, it will increase turnover intention and have an impact on declining the quality of hospital services.

The study also shows that human resource retention strategies in healthcare need to be implemented comprehensively and sustainably. Various studies recommend implementing strategies such as providing fair compensation and rewards, providing clear career paths, ongoing training and competency development, mentoring programs, increasing employee engagement, transformational leadership, creating a positive work environment, strengthening organizational support, and implementing work-life balance policies. The implementation of these strategies has been proven to increase job satisfaction, organizational commitment, motivation, and loyalty among healthcare workers, thereby reducing turnover rates and retaining competent healthcare workers.

Implementing a retention strategy requires commitment from hospital management through regular evaluations of healthcare worker satisfaction, career path development, reward system development, welfare improvements, ongoing training, and turnover monitoring. Regular evaluation is necessary to ensure the strategy remains aligned with healthcare worker needs and optimally impacts the organization's sustainability.

Overall, this study confirms that the success of a retention strategy does not depend solely on a single policy, but rather results from the synergy of various aspects of human resource management. Hospitals that are able to create a healthy work environment, supportive leadership, a fair reward system, and opportunities for continuous career development are better able to retain healthcare workers and reduce turnover. Therefore, a healthcare human resource retention strategy needs to be part of hospital management policy to maintain healthcare workforce stability, improve service quality, and support the sustainability of the healthcare system in the future.

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SYSTEMATIC LITERATURE REVIEW: HEALTHCARE HUMAN RESOURCE RETENTION STRATEGIES IN REDUCING TURNOVER IN HOSPITALS

Dea Erica et al

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