

Turnover, Internal Mobility and Nurse Retention

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Introduction. Internal turnover among nurses is a relevant organizational phenomenon that has received less investigation than external turnover. Requests for internal mobility may represent adaptive responses to organizational and psychosocial risk factors and explicit manifestations of turnover intention. Our aim was to describe voluntary internal mobility flows among hospital nurses.

Methods. A retrospective observational study was conducted according to the STROBE Statement. Internal mobility requests submitted between 2017 and 2023 were examined. Administrative data with sociodemographic and professional variables were analyzed.

Results. 971 requests by 324 nurses were analyzed. The mean annual rates of explicit turnover intention and internal turnover were 9.1% and 3.3%. Requests mainly involved nurses with intermediate seniority (11-20 years of service) and were concentrated in specific macro-areas, showing non-random mobility patterns. Nurses tended to move within the same macro-area, although some flows toward other macro-areas were observed. A proportion of nurses who requested internal mobility subsequently resigned voluntarily.

Discussion. Internal turnover emerges as a complex organizational phenomenon reflecting both occupational strain and professional sustainability strategies. Internal mobility can be interpreted as a proxy of turnover intention and an indicator of organizational performance. Monitoring internal mobility may support nurse management and retention.

Keywords: Value-Based Healthcare, Healthcare Organization, Nurse Retention

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