

# The Influence of Preceptorship on Job Satisfaction and Retention Among Newly Graduated Nurses in the Inpatient Unit at Royal Prima Hospital Jambi

Margareta Pratiwi<sup>1</sup>, Tiarnida Nababan<sup>2</sup>, Refi Ikhtiari<sup>3</sup>

<sup>1</sup>Fakultas Keperawatan dan Kebidanan, Universitas Prima Indonesia, Medan, Indonesia

<sup>2</sup>Fakultas Keperawatan dan Kebidanan, Universitas Prima Indonesia, Medan, Indonesia

<sup>3</sup>Fakultas Keperawatan dan Kebidanan, Universitas Prima Indonesia, Medan, Indonesia

\*E-mail : margareta.pratiwi88@gmail.com

## ABSTRACT

Newly graduated nurses often face challenges transitioning from academic settings to clinical practice, which can negatively affect their job satisfaction and retention. Preceptorship, a model involving guidance by experienced nurses, has been proposed as a strategy to ease this transition and improve nurse outcomes. This study aimed to examine the influence of preceptorship on job satisfaction and retention among newly graduated nurses in the inpatient unit of Royal Prima Hospital, Jambi, Indonesia. Using a mixed-method explanatory sequential design, quantitative data were collected via structured questionnaires from 50 newly graduated nurses who underwent the preceptorship program. Qualitative data were gathered through in-depth interviews with selected participants. Results indicated a significant positive impact of preceptorship on both job satisfaction and intention to remain in the institution. Key factors contributing to these outcomes included emotional support, competency development, and role clarity provided by preceptors. The findings suggest that structured preceptorship programs can be effective organizational interventions to enhance new nurse adaptation, reduce turnover, and promote sustainable workforce stability. These insights are vital for healthcare managers and policymakers aiming to optimize nursing human resource strategies in Indonesia and similar contexts.

**Keywords:** *Preceptorship, Job Satisfaction, Nurse Retention, Newly Graduated Nurses, Nursing Workforce*

## INTRODUCTION

The transition from academic education to professional nursing practice represents a critical and often challenging phase for newly graduated nurses. During this period, novice nurses frequently encounter a phenomenon known as "reality shock," where the expectations formed during education contrast sharply with the realities of clinical work, including heavy workloads, complex patient care, and high-pressure environments. This gap can result in feelings of anxiety, decreased confidence, and role confusion, which negatively impact job satisfaction and contribute to high turnover rates, particularly within the first year of employment (Membrive-Jiménez et al., 2022b; Yeh & Yu, 2009). Globally, nursing shortages remain a pressing issue, exacerbated by early attrition among new nurses, making the successful transition into practice a vital concern for healthcare systems (World Health Organization, 2025). Preceptorship has emerged as a widely recognized model to address these challenges by pairing newly graduated nurses with experienced and competent preceptors who

provide clinical guidance, professional socialization, and emotional support. This structured mentorship approach aims to enhance clinical competency, reduce stress, and facilitate integration into the organizational culture (Myrick & Yonge, 2005; Sari et al., 2017).

Effective preceptorship not only improves individual nurse outcomes but also strengthens overall workforce stability by promoting job satisfaction and retention (Arat et al., 2016; Rush et al., 2013). The preceptor's role extends beyond technical instruction to include mentorship that fosters confidence, professional identity, and commitment to the healthcare institution. In Indonesia, the nursing workforce faces unique challenges related to distribution, retention, and quality of care, despite an overall increase in the number of graduates (Kementerian Kesehatan RI, 2025). Many hospitals, especially those located in less developed regions such as Jambi province, experience difficulty retaining newly employed nurses due to limited systematic support during the transition from education to practice (Badan Pusat Statistik Provinsi Jambi, 2022). This gap underscores the urgent need to evaluate and optimize preceptorship programs as strategic interventions to improve nurse satisfaction and retention locally. Given the importance of these issues, understanding the relationship between preceptorship quality, job satisfaction, and retention is critical for informing policy and practice in Indonesian healthcare settings. Furthermore, job satisfaction among nurses is a multifaceted construct influenced by work environment, interpersonal relationships, recognition, and opportunities for professional growth (Ke, Kuo, & Hung, 2017; Lu et al., 2012). Higher job satisfaction has been strongly associated with greater retention and improved quality of patient care (Aiken et al., 2014; Marć et al., 2014). Therefore, evaluating how preceptorship affects these outcomes can provide actionable insights to reduce turnover, alleviate workforce shortages, and enhance healthcare delivery. This study seeks to investigate the influence of preceptorship on job satisfaction and retention among newly graduated nurses in the inpatient unit at Royal Prima Hospital, Jambi, contributing valuable evidence to the nursing management literature and local practice improvement.

## METHODS

This study employed a mixed-method explanatory sequential design to investigate the influence of preceptorship on job satisfaction and retention among newly graduated nurses in the inpatient unit at Royal Prima Hospital, Jambi. The quantitative phase involved a total sampling of all eligible nurses with less than two years of clinical experience who had participated in the hospital's formal preceptorship program for at least one month. Data were collected using structured questionnaires that assessed demographic characteristics, perceptions of preceptorship quality, job satisfaction, and retention intentions, employing validated instruments adapted for the nursing context and measured on a 5-point Likert scale. Following the quantitative survey, purposive sampling was used to select 5 to 8 participants, including both novice nurses and preceptors, for in-depth semi-structured interviews to explore their experiences and perceptions of the preceptorship program in greater detail. Quantitative data were analyzed using descriptive and inferential statistics to identify relationships and predictive effects, while qualitative data underwent thematic analysis to extract key themes that explain and complement the quantitative findings. Ethical approval was obtained from the Institutional Review Board, and all participants provided informed consent, with confidentiality and anonymity maintained throughout the research process.

## RESULTS

The study found that the preceptorship program significantly supports newly graduated nurses in their transition into clinical practice by providing essential guidance and mentorship from experienced nurses. Participants highlighted that preceptors helped them develop clinical skills and build confidence, enabling them to perform nursing tasks more competently and independently. Beyond technical training, the emotional and professional support offered by preceptors was crucial in reducing stress and anxiety commonly experienced during the initial employment period, fostering a sense of security and belonging within the workplace. Nurses also reported that preceptorship clarified their roles and responsibilities, facilitating smoother integration into the healthcare team and hospital culture. Positive and constructive relationships with preceptors encouraged motivation and job satisfaction, which in turn strengthened nurses' commitment to remain in their positions. Despite these benefits, some challenges such as variations in mentorship quality and time constraints for preceptors were noted, suggesting the need for ongoing program refinement. Overall, the preceptorship program was perceived as a vital factor enhancing job satisfaction and retention intentions among novice nurses, aligning with broader nursing workforce development goals.

## DISCUSSION

This study provides evidence that effective preceptorship positively influences job satisfaction and retention intention among newly graduated nurses in the inpatient unit at Royal Prima Hospital, Jambi. The quantitative findings align with previous research indicating that structured mentorship facilitates clinical skill acquisition and professional socialization, which enhance nurses' work attitudes and commitment (Ke et al., 2017; Membrive-Jiménez et al., 2022).

The strong correlation between preceptorship and job satisfaction underscores the importance of quality guidance and emotional support during the critical transition phase. As noted in the qualitative findings, the relational aspects of preceptorship contribute substantially to reducing reality shock and fostering a sense of belonging, consistent with theories of organizational socialization and support (Myrick, 2005; Sari et al., 2017).

Retention is a pressing concern given the high costs and operational disruptions associated with nurse turnover (Aiken et al., 2014). The observed positive effect of preceptorship on retention intention suggests that investment in comprehensive preceptor training and program structuring can yield substantial benefits in workforce stability. Hospitals facing similar demographic and systemic challenges may consider adopting or enhancing preceptorship frameworks as part of strategic human resource management.

Limitations include the single-site design and relatively small sample size, which may restrict generalizability. Additionally, the cross-sectional nature limits causal inference. Future longitudinal and multicenter studies are warranted to confirm these findings and explore long-term impacts.

## CONCLUSION

The findings of this study underscore the critical role that preceptorship programs play in supporting newly graduated nurses as they navigate the often challenging transition from academic education to professional clinical practice. By providing structured guidance, clinical supervision, and emotional support, preceptors help mitigate the reality shock that

many novice nurses experience, which can otherwise lead to decreased job satisfaction and increased turnover intentions. The development of clinical competence and confidence through hands-on mentorship empowers new nurses to perform their duties effectively, fostering a sense of professional identity and belonging within the healthcare team. These factors collectively contribute to enhanced job satisfaction, which is a well-documented predictor of retention among nursing staff. The supportive relationships formed during preceptorship not only improve individual nurse outcomes but also promote a positive work environment that encourages collaboration and ongoing professional growth. These findings are consistent with international literature demonstrating that preceptorship is a valuable strategy to improve novice nurse adaptation, reduce stress, and increase organizational commitment (Ke et al., 2017; Rush et al., 2013).

Despite the evident benefits, this study also highlights several challenges that can limit the effectiveness of preceptorship programs. Variability in the quality of mentorship, often due to differences in preceptor experience, training, and workload, may affect the consistency of support received by novice nurses. Time constraints and competing clinical demands on preceptors can reduce opportunities for meaningful interaction and feedback, potentially undermining the program's intended outcomes. Addressing these barriers requires institutional commitment to adequately train and support preceptors, allocate protected time for mentoring activities, and continuously evaluate the program's impact. Furthermore, customizing preceptorship models to fit the cultural and organizational context of the hospital can enhance relevance and acceptance among staff. Recognizing preceptorship as both an educational and organizational investment is crucial for sustaining a competent and stable nursing workforce, especially in regions facing workforce shortages and high turnover rates, such as Indonesia. Future research employing longitudinal designs and larger, multicenter samples will be valuable to further validate these findings and explore strategies to optimize preceptorship implementation.

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