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# The Influence of Compensation and Career Development Factors on Turnover Intention (Desire to Move to Work) Nurses at Regional Unit Hospital dr. HLM Baharuddin, M. Kes Raha

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### ABSTRACT

**Introduction:** This research was conducted at Regional Unit Hospital dr. HLM Baharuddin, M.Kes, Raha Regency. The purpose of this research was to determine and analyze the compensation and career development variables on the nurses' work desire variables, and to determine the variables that have a dominant influence on the nurses' work desire at Regional Unit Hospital dr. HLM Baharuddin, M.Kes.

**Method:** The method used in this study uses a quantitative research method with a cross-sectional approach. The number of samples is 168 nurses working at Regional Unit Hospital dr. HLM Baharuddin, M.Kes which is determined through the Slovin sampling formula through a deliberate sampling technique. Analysis of research data using univariate analysis, multivariate analysis and multiple linear regression analysis.

**Result:** The results of the study showed that there was a significant influence between the compensation received by nurses and the desire to change jobs, as well as career development having a significant influence on nurses' desire to change jobs.

**Conclusion:** Although compensation does not have a significant effect on the desire of nurses to move, the hospital should pay attention to the welfare of nurses with contract status (non-civil servants) so that they continue to carry out their duties and responsibilities optimally.

### Introduction

Hospitals as organizations that provide health services to the community have the

challenge of satisfying patients.<sup>[1]</sup> Patient satisfaction as one of the outputs of the effectiveness and efficiency of health services provided by a hospital.<sup>[2]</sup> To maximize the duties

and responsibilities of hospitals in providing health services to the community, all elements involved in providing health services must work optimally and professionally in providing health services to the community, including nursing staff.<sup>[3]</sup>

Nurses are a very important human resource for hospitals in carrying out their function as providers of health services to the community.<sup>[4]</sup> Nurses are the health workers who work the most and play a role in providing direct nursing services to patients in hospitals.<sup>[5]</sup> The existence of nursing staff is very important for hospitals, making the existence of nurses a challenge for hospitals to maintain the number of nurses.<sup>[6]</sup> This is because when there is a reduction in the number of nurses in a hospital, it will have a direct impact on whether or not health services to patients in the hospital are optimal.<sup>[7]</sup>

Data from the Health Human Resources Development and Empowerment Agency in 2020 stated that the percentage of nurses in Indonesia in 2018 was 39.96% of the total health workers in Indonesia, while in 2019 this percentage fell to 29.23% of the total health workers in Indonesia.<sup>[8]</sup> Based on the data, it shows that within two years there has been a decrease in the number of nurses by 10.73%. This is certainly a challenge for every hospital to continue to maintain the number of their nursing staff amidst the large percentage of turnover intention of nursing staff.

The desire to change jobs (Turnover intention) is basically the desire to leave (exit) the company.<sup>[9]</sup> So the turnover intention of nurses can be said to be the transfer of nurses or the departure of nurses from the hospital.<sup>[10]</sup> NSI (Nursing Solution Inc) data states that the average national nurse rotation reaches 16.2%. This percentage, according to Gillens' opinion which states that the turnover of nurses in a hospital can be said to be normal if it does not exceed 10% per year, then it can be said that the turnover percentage of 16.2% is far above normal.<sup>[11]</sup>

The desire for nurses to change jobs can occur due to several factors, including factors related to compensation, factors related to the work climate, and factors related to the career development of nurses in a hospital.<sup>[12]</sup> Compensation factors relate to the amount of basic salary received each month, satisfaction with the basic salary, allowances outside the basic salary, and old age allowances for nurses.<sup>[13]</sup> The hospital

work climate factor is related to the hospital's commitment to nurses, whether or not nurses can adapt to the hospital work environment which already has certain rules, the nurse's responsibility for their duties and work, and the clarity of the structure and duties of each nurse in the hospital.<sup>[14]</sup> The presence or absence of work awards from the hospital for work achievements, and good working relationships between nurses and superiors also influence the level of turnover intention of nurses in the hospital.<sup>[15]</sup> Meanwhile, career development factors include; educational qualifications of each nurse, career advancement process, and career advancement opportunities for each nurse.<sup>[16]</sup>

Addressing the turnover of nurses in hospitals is a challenge for hospital management including the dr. HLM Baharuddin Regional General Hospital, M.Kes Raha. Therefore, more attention is needed regarding the turnover intention of nurses, because it can be detrimental to the hospital as an organization, both in terms of costs, resources, and the effectiveness of health services in the hospital itself. On the other hand, the causes of turnover intention of nurses in hospitals are influenced by various factors, in terms of costs, hospitals will spend money to recruit new nurses, while in terms of human resources, hospitals will lose nurses who have worked for a long time and have experience. This means that the hospital will lose competent nurses and it will not be easy to find replacements for competent nurses.

High turnover will have a negative impact on hospitals, because it will create instability and uncertainty about working conditions and increase personnel costs in the form of training costs invested in nurses to recruitment and retraining costs for new nurses.<sup>[17]</sup> High turnover also causes hospital performance to decline because hospitals lose experienced or specialist nurses and need to train new nurses.<sup>[18]</sup>

Regional General Hospital dr. HLM Baharuddin, M.Kes Raha is a Category B General Hospital managed by the Muna Regency Government. According to the Ministry of Health, the turnover of nurses at Dr. Baharudin Raha Regional General Hospital has been very high in recent years, making it a major problem in human resource management, especially in the nursing department.

The author's initial observation results show that the number of health workers at Regional Unit Hospital dr. HLM Baharuddin, M.Kes Raha in 2017 was 316 people, decreasing to 287 people in 2023. Hospital data shows that in 2019 the turnover rate/transfer of nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes Raha was 17.3%, in 2020 it was 16.2%, in 2021 it was 12.8% and in 2022 it was 30.9%

## Method

The method used in this study uses a quantitative research method with a cross-sectional approach. The research data collection technique is carried out through direct observation, questionnaire distribution, and literature studies related to the focus of the research.<sup>[19]</sup> The types of data used in this study are primary data and secondary data. The number of samples is 168 nurses working at Regional Unit Hospital dr. HLM Baharuddin, M.Kes which is determined through the Slovin sampling formula through a deliberate sampling technique. Analysis of research data using univariate analysis, multivariate analysis and multiple linear regression analysis.

## Results

**Table 1** shows, there are as many as 83% of Civil Servant nurses who are satisfied with the compensation they currently receive, and there are as many as 16.3% of nurses who are not satisfied with the compensation they currently receive. Meanwhile, of the total of 125 nurses with non-

civil servant employment status, 87.2% were satisfied with the compensation they received and 12.8% were not satisfied with the compensation they currently receive.

**Table 2** shows, that based on the Anova test of the compensation variable on the variable of desire to change jobs, the value is  $0.839 > 0.05$ , so reject  $H_0$  and accept  $H_a$ . So, it can be concluded that there is a significant influence between the compensation or salary factor on the turnover intention of nurses at General Hospital dr. HLM Baharuddin, M.Kes Raha.

**Table 3** shows, based on the results of the study, related to the organizational climate of Regional Unit Hospital dr. HLM Baharuddin, M.Kes, as many as 100.0% of nurses think that the organizational climate of their current work environment is good. Likewise, the working climate felt by Non-civil servant nurses. As many as 98.4% feel that the organizational climate where they currently work is good.

**Table 4** shows, that based on the Anova test of the work climate variable on the variable of desire to change jobs, the value is  $0.025 < 0.05$ , so accept  $H_0$  and reject  $H_a$ . So, it can be concluded that there is no influence of work climate factors on turnover intention (desire to change jobs) of nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes Raha.

**Table 1. Compensation/salary factors on turnover intention (desire to change jobs) of Civil Servant Nurses and Non-Civil Servant Nurses**

Category	Civil Servant nurses		Non-civil Servant nurses	
	Frequency	Percentage	Frequency	Percentage
Satisfied	36	83.7	109	87.2
Not satisfied	7	16.3	16	12.8
Total	43	100.0	125	100.0

**Table 2. The influence of compensation/salary factors on turnover intention of nurses**

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

Regression	2,798	1	2,798	,041	.839b
Residual	8336,402	123	67,776		
Total	8339,200	124			

a. Dependent Variable: Desire to Change Jobs (Y)

b. Predictors: (Constant), Compensation (X1)

**Table 3. Work climate factors on nurses' turnover intention of Civil Servant Nurses and Non-Civil Servant Nurses**

Category	Civil Servant nurses		Non-civil Servant nurses	
	Frequency	Percentage	Frequency	Percentage
Good	43	100	123	98.4
Not good	0	0	2	1.6
Total	43	100.0	125	100.0

**Table 4. The influence of work climate factors on nurses' turnover intention**

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	333,620	1	333,620	5,126	.025b
Residual	8005,580	123	65,086		
Total	8339,200	124			

a. Dependent Variable: Desire to Change Jobs (Y)

b. Predictors: (Constant), Work Climate (X2)

## Discussion

### The influence of compensation/salary factors on turnover intention (desire to change jobs) of nurses

The results of the study showed that there was an influence between the compensation variable and the desire to change jobs of nurses at the dr. HLM Baharuddin Regional Hospital, M.Kes.

The compensation variable (X1) of civil servant nurses at the dr. HLM Baharuddin, M.Kes Regional Hospital has a significant effect on the nurses' desire to change jobs with a positive value with a coefficient value of  $0.011 > 0.05$ , so it is said to have a significant effect. The compensation variable (X1) of non-civil servant nurses at the dr. HLM Baharuddin, M.Kes Regional Hospital has a significant effect on the nurses' desire to change jobs with a negative value with a coefficient value of  $-0.05 > 0.05$  then it is said to have a significant effect

The greater the compensation received by civil servant nurses, the lower the nurses' desire to

change jobs. This also occurs in non-civil servant nurses, where the lower the compensation received

by non-civil servant nurses, the higher the nurses' desire to change jobs.

Based on the Anova test of the compensation variable on the variable of desire to change jobs, the value is  $0.839 > 0.05$ , so reject  $H_0$  and accept  $H_a$ . So, it can be concluded that there is a significant influence between the compensation or salary factor on the turnover intention of nurses at RSU dr. HLM Baharuddin, M.Kes Raha

When viewed from the level of nurse satisfaction regarding the compensation they receive, there are as many as 83% of Civil Servant.

Although most nurses who are civil servants at Regional Unit Hospital dr. HLM Baharuddin, M.Kes are satisfied with the compensation they currently receive, there are 16.3% of nurses who are not satisfied with the compensation they currently receive. This is because nurses feel that the wages they receive in the form of basic salary and allowances outside of basic salary are still low and not commensurate with their workload. In addition, the work stress that occurs causes civil servant nurses to feel dissatisfied with the compensation they currently receive.

Meanwhile, of the total of 125 nurses with non-civil servant employment status, 87.2% were satisfied with the compensation they received and

12.8% were not satisfied with the compensation they currently receive.

Despite their employment status as Non-Civil Servant nurses, most of them are satisfied with the compensation they currently receive. The satisfaction of Non-Civil Servant nurses is due to the supportive and comfortable working environment, as well as good working relationships with fellow co-workers.

### **The influence of work climate factors on nurses' turnover intention**

The work climate variable in this study is related to the condition of the nurse's work environment. According to Higgins, work climate is a collection of perceptions of organizational members, including rules, organizational work ambitions and the social environment of the organization.<sup>[20]</sup> The work climate in this study is the nurses' perception related to their working conditions at Regional Unit Hospital dr. HLM Baharuddin, M.Kes which is related to the hospital's commitment to nurses, the nurses' ability to adapt to the hospital's work environment, the relationship between nurses and coworkers, the nurses' responsibility for their work, the clarity of the nurses' structure and duties, appreciation for nurses' performance, and the relationship between nurses and their superiors. Most nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes have felt a good organizational climate in their work environment. This has an impact on the performance and good relationships between nurses and their superiors and with fellow nurses which will ultimately have a direct impact on the optimal performance of nurses in the hospital.

Based on the results of the study, related to the organizational climate of Regional Unit Hospital dr. HLM Baharuddin, M.Kes, as many as 90.4% of nurses think that the organizational climate of their current work environment is good and only 5.5% of nurses think that the organizational climate of their current work environment is not good. Most nurses have felt comfortable with their working conditions at Regional Unit Hospital dr. HLM Baharuddin, M.Kes currently, both those with civil servant status and those with contract employee status. Although in the compensation variable received, most nurses with contract employee status feel dissatisfied with the compensation they receive,

they feel comfortable with the organizational climate conditions at Regional Unit Hospital dr. HLM Baharuddin, M.Kes.

The results of the study indicate that there is an influence between work climate variables and the desire to change jobs of nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes. Civil Servant nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes assessed that their current work climate has been good and has supported their performance in providing health services.

The working climate at Regional Unit Hospital dr. HLM Baharuddin, M.Kes has been running well so that Civil Servant nurses can provide optimal health services. Likewise, the working climate felt by Non-PNS nurses. As many as 98.4% feel that the organizational climate where they currently work is good.

Non-Government employees Nurses at dr. HLM Baharuddin, M.Kes Regional Hospital receive salary compensation that is not that big compared to Civil Servant Nurses, but they stated that their current work climate is good so they can work optimally.

Although the results of the study indicate that nurses feel that their current work climate is good, the coefficient value of the work climate variable on the variable of desire to move jobs is greater than 0.05 so that the work climate variable does not have a significant influence on the desire to move from work for nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes.

The work climate variable (X2) of civil servant nurses at the dr. HLM Baharuddin, M.Kes Regional Hospital has a significant effect on the nurses' desire to change jobs with a positive value with a coefficient value of  $0.109 < 0.05$  then it is said to have no significant effect. The work climate variable (X2) of non-civil servant nurses at the dr. HLM Baharuddin, M.Kes Regional Hospital has a significant effect on the nurses' desire to change jobs with a negative value with a coefficient value of  $0.197 < 0.05$  then it is said to have no significant effect.

The results of the study indicate that the work climate variable does not have a significant effect on the desire to change jobs of civil servant nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes. Likewise, with Non-Civil Servant nurses, the work climate variable does not

have a significant effect on the desire to change jobs of Non-Civil Servant nurses.

Based on the Anova test of the work climate variable on the variable of desire to change jobs, the value is  $0.025 < 0.05$ , so accept  $H_0$  and reject  $H_a$ . So, it can be concluded that there is no influence of work climate factors on turnover intention (desire to change jobs) of nurses at Regional Unit Hospital dr. HLM Baharuddin, M.Kes Raha

## Conclusion

There is a significant influence between the compensation received by nurses and the desire to change jobs, as well as career development having a significant influence on nurses' desire to change jobs.

Although compensation does not have a significant effect on the desire of nurses to move, the hospital should pay attention to the welfare of nurses with contract status (non-civil servants) so that they continue to carry out their duties and responsibilities optimally.

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