The Influence of Work Tenure and Compensation Against Turnover Intentions of Nurse at Sari Mulia Hospital Banjarmasin

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Abstract

Sari Mulia Hospital is one of the private hospitals that has high incidence of nurses who moved out of work or out of hospital high enough in the last 3 years. The intention of a nurse to moving out of work is caused by many factors, such as the working period and compensation. The purpose of this research is to knowing and analyzing the influence of working period and compensation to the nurse's intention for move out of work at Sari Mulia Hospital Banjarmasin. This research used analytic observational method with cross sectional approach. Sampling was collected by probability sampling with simple random sampling. The sample in this research about 54 people by using questionnaire as the instrument. Data were analyzed using Pearson correlation test and logistic regression test. It was found that most of respondents have tenure more than 3 years about 36 people (66.7%). Chi square test result between tenure and turnover intention obtained p-value = 0.336 with OR = 1.756. While the compensation significantly affect the turnover intention obtained p-value = 0.003 with OR = 5.667. The tenure was not significantly affect the turnover intentions. While the compensation has a significant effect on the turnover intention of nurses at Sari Mulia Hospital. It expected that the results of this study can be used as a reference for further research to examine other variables such as organizational commitment and working conditions.

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1. Introduction

According to The WHO (World Health Organization), Hospitals are an integral part of a social and health organization with the function of providing comprehensive services, curative and preventive treatment to the community. The hospital is also a training center for health workers and medical research centers. In Indonesia the incidence of stopping or leaving the workplace for nurses often occurs in private hospitals.This is because the private hospital is a form of company that has rules and guidelines or commitments set internally that does not take an element of cost-benefit and cost-effectiveness for caregivers (1).

According to Mobley (1986), desire or intention to change job (Turnover Intention) is the tendency or intention of employees to stop work on the job. The problem of getting out or moving the nurse's job is a classic problem that has happened to organizations since the first so has happened in the hospital (2).Sari Mulia Hospital is one of the private hospitals that has the incidence of nurses who moved to work or out of hospital high enough in the last 3 years. According to (3), turnover or relocate standard optimum working in a hospital nurse is 10% annually.

Preliminary study conducted by researchers on June 8, 2016 at Sari Mulia Hospital Banjarmasin based on employee data RS. Sari Mulia the last 3 years the number of nurses who came out increased, in 2014 the number of nurses 128 people, nurses who entered there were 17 people out of 8 people (6.25%), 2015 the number of nurses 145 people, 27 incoming nurses and out there were 23 people (15.86%), and the last data in May 2016 the number of nurses 147 people, the nurse who entered there are 4 people and carrying 12 (8.16%) out of the nurse. This is reinforced by research from Muthiah (4) to prove that job stress, organizational climate, compensation, work environment, job characteristics, and job satisfaction simultaneously have a significant influence on the desire to out.

Companies that already have the best workforce to work but because the company and management are not able to provide the best compensation for the workforce. Finally, the workforce is out of the company and move to another company because it can provide better compensation of the company from where he works (turnover) (5).

Working period (tenure) is the length of time a person has been through since his / her job. The work tenure can describe his experience in mastering the field of duty. The longer a worker in an organization the more experienced the person will be so the better the work (6). Work tenure is a period of time or duration of work in a place or time range that has been taken by a nurse in performing his/her duties and functions (7). A study conducted by Langitan in 2010 at Bhakti Yudha Hospital, Depok showed that nurses who leave their workplace are nurses with relatively young age <32 years old and have a working period of no more than 9 years. This is caused by the nurses are still looking for identity in the world of work and want to explore the potential that is within him, so that his desire is strong to move work or leave the workplace.

Compensation is an income in the form of money, goods directly or indirectly received by employees in return for services rendered (8). Someone will work maximally to get the appropriate compensation. Job dissatisfaction has often been identified as an important reason that causes individuals to leave their jobs.

Various ways will be taken by the organization in improving the performance of employees for the achievement of goals that have been set, including fair compensation. According to (9) explains that the compensation (reward) should be tied to job performance. Although the provision of compensation has been

based on performance criteria, if the labor perception is low, the result becomes low performance. Compensation should be set at least using certain standards so as not to cause the impression of injustice because it can trigger things that can affect the performance and performance of employees. . This study aims to determine and explain the influence of employment and compensation for the intention to move the work of nurses at Sari Mulia Hospital.

2. Material and Methods

This research is an analytic observational study with cross sectional approach. The analytic observational study is to find the relationship between independent variables (indenpen) and dependent variables whose analysis is to determine whether there is a relationship between variables so that the hypothesis needs to be compiled (10). The methodology design used is to find the influence variable that is influence of work period and compensation to the influenced variable that is the intention to move the work of the nurse at Sari Mulia Hospital Banjarmasin.

The population in this study were all nurses at Sari Mulia Hospital Banjarmasin, amounting to 147 people with the criteria that not being on leave or permit and duration of work more than 3 months. In this study, using probability sampling sampling techniques that provide equal opportunity for all the members of the population to be elected as members of the sample means that sample members of the population was randomly without regard to strata that exist in this population (11). So, the number of respondents in this study is 54 people.

The research instrument used in this study is a closed questionnaire that has provided answers so that respondents just choose the appropriate answer. The advantage of using a questionnaire is that it can be shared simultaneously with the respondent. The questionnaires tested the validity and reliability of the instruments at 30 nurses in Asahan Hospital Banjarmasin.

3. Result and Discussion

Based on the results of research on 54 respondents obtained the frequency of respondents tenure which is presented in table 1.

Table 1. Frequency of the Tenure of Nurse at Sari Mulia Hospital Banjarmasin

Tenure	f	%
> 3 years	36	66,7
⩽ 3 years	18	33,3
Total	54	100

Based on table 1, it was found that of the 54 respondents, most of them were nurses with a tenure of more than 3 years of 36 people (66.7%), while nurses less than 3 years were only 18 (33.3%).

Table 2. Frequency of the Compensation of Nurse at Sari Mulia Hospital Banjarmasin

Compensation	f	%
Good	24	44,4
Enough	30	55,6
Total	54	100

Based on table 2, it was found that of the 54 respondents, most of them were nurses with a enough compensation of 30 people (54.6%), while nurses with a good compensation of 24 people (44.4%). The results of this research on 54 respondents obtained the frequency of respondents turnover intention which is presented in table 3

Table 3. Frequency of the Turnover Intention of Nurse at Sari Mulia Hospital Banjarmasin

Turnover Intention	f	%
None	26	48,1
Have	28	51,9
Total	54	100

Based on table 3, it was found that of the 54 respondents, most of them were nurses with a turnover intention of 28 people (51.9%), while nurses without turnover intention of 26 people (48.1%). In this study, the data analysis using chi-square test. The significance level test used p-value value 5% and 95% of confidence degree.

Table 4. The Influence of Tenure Against Turnover Intentions

Tenure	Turnover Intentions				Total		p-value	OR
	None		Have					
	n	%	n	%	n	%		
> 3 years	19	52,8	17	47,2	36	100		
≤ 3 years	7	38,9	11	61,1	18	100	0,336	1,756
	26	48,1	28	51,9	54	100		

Based on table 4 it was found that nurses with more than 3 years tenure with turnover intention of 17 people (47.2%), without intention of 19 people (52.8%), while nurses with less than 3 years tenure with turnover intention of 7 people (38.9%), without intention 11 people (61.1%). When viewed from the turnover intention, the most on the nurse with a tenure of more than 3 years.

The result was p-value = 0.336 which mean there was no significant influence between tenure to the turnover intention of the nurse in Sari Mulia Hospital Banjarmasin. This study was in line with the study (12) which shows that there was no significant effect on the working status to the turnover intention of the village midwife in Bulukumba District. Appropriate research was also undertaken (13) that employment has no effect on the willingness of midwives to turnover in Serdang Berdagai.

Table 5. The Influence of Compensation Against Turnover Intentions

Compensation	Turnover Intentions				Total		p-value	OR
	None		Have					
	n	%	n	%	n	%		
Good	17	70,8	7	29,2	24	100		
Enough	9	30	21	70	30	100	0,003	5,667
	26	48,1	28	51,9	54	100		

Based on the table 5 it was known that the compensation of nurses with good category had not the turnover intention of 17 people (70.8%), the turnover intention only of 7 people (29.2%) while the compensation of nurse with enough category had not turnover intention as well of 9 people (30%), and 21 people (70%) had turn over intentions. The result obtained p-value = 0.003 which mean that there was a significant influence between compensation to turnover intention at nurses in Sari Mulia Hospital Banjarmasin. Based on the calculation of risk estimate, the OR value of 5.667 with CI 1.747 – 18.380 means that the nurse with enough compensation has a risk 5.667 bigger than nurses who have good compesation.

The results of this study were in line with the research (4) which reveals that the application of a fair and reasonable compensation system will prevent intention to turnover. The result of this study was in line with the research (15) that compensation has a negative and significant effect on the intention to turnover that if compensation increases then the intention to turnover will decrease and if the compensation decreases the intention to turnover will increase.

This indicates that the enough compensation cause the nurses at the Sari Mulia Hospital wants to burn out of the hospital and look for a job with the better. If the compensation increased then the intention to turnover will decrease, vice versa if the compensation decreased then the nurse's action will increase. Based on the results of the analysis for the compensation variable that has the greatest influence is the salary, it indicates that the salary received by the nurses at Sari Mulia Hospital has not met the standard of standard salaries. The nurse whose salary is enough will always think to turnover of the hospital and continuing to look for employment information elsewhere that may offer a higher salary offer. The nurse whose salary is still sufficient will also continue to see better job opportunities elsewhere or even be looking for a side job, this will trigger negative behaviors such as absenteeism and lethargy that will impact on the desire to move out or move.

The simultaneous test in this study to prove whether the independent variable (tenure and compensation) affect the dependent variable (intention to turnover of nurse). Simultaneous test results using logistic regression through computerized system obtained data as follows:

Table 6. Multivariate Analysis

Variable	*p-value*	Exp(B)	95 % CI for EXP (B)	
			Lower	Upper
Tenure	0,296	1,972	0,552	7,045
Compensation	0,004	5,909	1,781	19,608

Based on the multivariate analysis, it can be concluded that from the two variables that have the most influence to the turnover intention was compensation with p-value 0.004 and Exp (B) equal to 5.909. While the tenure has no significant effect on the turnover intention of nurse with p-value 0.294 and Exp (B) of 1,972.

The intention to turnover was the tendency of the intention of moving an employee to stop or quit his job voluntarily or to move from one workplace to another according to his or her own choice for reasons of compensation, comfort, leadership (16). The intention of employments turnover was one of the last steps of a person's behavior in decision-making in which a nurse actively considers leaving his or her job and is seeking alternative work alternatives (17).

The intention to turnover of nurses at the Sari Mulia Hospital Banjarmasin is influenced by many factors, and selected to be studied were the factor of tenure and compensation. Based on the result of multivariate analysis indicate that contribution given by independent variable that was tenure and compensation to dependent variable that was turnover intention based on Summary Model table there is column (R Square) with number 0.231 meaning to find the percentage must multiply 100% that was 0.231 x 100% = 23.1%

turnover intention of nurses at Sari Mulia Hospital Banjarmasin influenced by tenure and compensation while the rest 76.9% influenced by other factors outside research variable. Variables that can be developed include workload, supervision and organizational commitment. The lack of organizational commitment can make employees who are satisfied with their work have intention to exit or follow other companies. However, an employee may be dissatisfied with the job but has no intention of moving or leaving to another company due to a strong commitment between himself and the employer.

4. Conclusion and recommendation

Based on the results of the study, it can be concluded that the variable of tenure has no significant effect on the turnover intention of nurses at Sari Mulia Hospital Banjarmasin. While nurse compensation is quite enough with the level of achievement of respondents to compensation on the enough category means compensation has a significant effect to the turnover intention and potentially 5.667 times greater have the turnover intention. Based on the simultaneous analysis of each independent variables to the turnover intention using multivariate analysis with multiple logistic regression. The variable that affect the turnover intention of nurses at Sari Mulia Hospital was compensation.

Efforts to reduce the incidence of nurses who intend to turnover should be attend the Government Regulation on the provision of Minimum Wage Regional which will be the basis of the basic salary of the nurses. Evaluate the system of compensation in accordance with the tenure of the nurse. Sari Mulia Hospital is expected to always maintain or continue to improve training to the nurses to develop their career. Based on the data that has been studied, the turnover intention in Sari Mulia Hospital Banjarmasin influenced by compensation of 23.1% while the remaining 76.9% influenced by other factors outside the research variables. It was expected that the results of this study can be used as a reference for further research, the variables that can be developed include workload, supervision and organizational commitment.

Acknowledgements

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