

Analysis of the Effect of Compensation, Job Satisfaction, Commitment and Work Environment on Turnover Intention with Job Stress as Intervening Variables on Nurses of Mitra Sejati Hospital Medan

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ABSTRACT

Turnover intention is an intention to leave the company by employees. In this study, 75 samples were conducted. The method used is multiple linear regression method and path analysis. The results of this study used path analysis, where the first path factors that significantly influence turnover intention are work environment and job stress, namely work environment has a negative and significant effect and job stress has a positive and significant effect on turnover intention of nurses at Mitra Sejati Hospital Medan. The second that significantly affects job stress is compensation. Job stress is an intervening variable of compensation in influencing turnover intention. There is a significant influence jointly between the independent variables of compensation, job satisfaction, commitment, work environment and job stress on turnover intention and there is a significant effect jointly between the independent variables of compensation, job satisfaction, commitment, work environment on job stress on nurses of Mitra Sejati Hospital Medan.

Keywords: turnover intentions, compensation, job satisfaction, commitment, work environment and job stress

BACKGROUND

The hospital is a place of health services which is included in the health service industry. Each hospital is responsible for receiving these health

services. We can see the performance of the organization in this case the hospital from how they provide medical and non-medical services to patients. The phenomenon that occurs in many developing hospitals with good performance is then disturbed by the behavior of employees who make turnover, namely the decision of an employee to leave his job which begins with the intention or desire to change jobs (turnover intention).

High turnover has a negative impact on the organization which can be seen from the instability of the organization in terms of labor and the increase in human resource costs in the form of training costs that have been invested in employees to recruitment and retraining costs. High turnover also results in ineffective organizational performance because the organization loses employees who are experienced or have special competencies and need to retrain new employees.

Mitra Sejati Hospital faces obstacles in the field of human resources due to the increasing number of nurses in private hospitals. The average turnover rate is above 10% per year and it is also fluctuating every year. According to Aryanto (2011), the discharge of nurses from the hospital is said to be normal in the range of 5 - 10% per year, high if more than 10%.

From the results of the Pre-Survey on 30 Mitra Sejati hospital nurses as

respondents, it is known that the causes of the highest turnover intention are compensation, job satisfaction, organizational commitment, work environment and job stress. Compensation, job satisfaction, commitment and work environment affect the emergence of job stress that occurs in nurses so that referring to the concept and literature and research results related to turnover, the researcher feels the need to conduct a study related to turnover problems in Mitra Sejati hospital nurses regarding the analysis of the effect of compensation, Job satisfaction, commitment and work environment on turnover intention with job stress as an intervening variable for nurses at Mitra Sejati hospital.

Turnover Intention

According to Rekha and Kamalanabhan (2012), several factors cause the desire to change jobs (turnover intention), namely:

1) Job satisfaction

Job satisfaction is a factor that affects turnover intention. Satisfaction aspects that were found to be related to individual desires to leave the organization included salary satisfaction, promotion, supervisor, co-workers, and satisfaction with the job itself.

2) Organizational commitment

Organizational commitment is the level at which employees associate themselves with certain organizations and their goals and hope to maintain membership in the organization. The higher a person's commitment, the lower the desire to leave the organization.

3) Perceived organizational justice

Fairness in making decisions within the organization is also a factor that affects turnover intention. If employees feel that the decision-making process is unfair, they are less likely to form an intention to quit.

4) Perceived organizational support

One of the factors affecting turnover intention is organizational support. An employee who thinks his organization is

less supportive will make an excuse to stop at work.

Compensation

Each company has different indicators in the process of providing compensation for employees. Hasibuan (2012) suggests, in general there are several indicators of compensation, namely:

1. Salary

Financial benefits paid to employees on a regular basis such as yearly, quarterly, monthly, and weekly. The distribution of the wage system includes:

a. Time System Wages

In the time system, the amount of compensation (salary, wages) is determined based on time standards such as hours, weeks, or months. The amount of time system wages is based solely on the length of service, not related to work performance.

b. Yield System Wages (output)

In the yield system, the amount of compensation / wages is determined based on the units produced by the worker, such as per piece, meter, liter, and kilogram. The number of wages paid is always based on the number of results done, not on the length of time working

c. Wholesale System Wages

The wholesale system is a way of wages in which the placement of the number of services is based on the volume of work and the time spent doing it. Determining the amount of remuneration based on the wholesale system is quite complicated, takes a long time to work on it, and there are many tools needed to complete it.

2. Incentive

Incentives are direct rewards paid to employees because their performance exceeds the specified standards. By assuming that money can be used to encourage employees to work even harder, those who are productive prefer their salaries to be paid based on work results.

3. Allowances

Indirect benefits provided to employees, usually include health insurance, leave, pensions, education plans and rebates on company products.

Job satisfaction

The indicators used to measure job satisfaction according to Alshetri (2013) are:

1) Pay (satisfaction with salary)

Salary satisfaction is one indicator of job satisfaction. Salary is the wage a person earns is proportional to the work done and is the same as the wages received by other people in the same position.

2) Promotion (satisfaction with the promotion)

Refers to the extent to which the movement or opportunity advances between different levels in the organization. The desire for promotion includes a desire for a higher income, social status, psychological growth, and a desire for a sense of justice.

3) Coworkers (satisfaction with colleagues)

Colleagues are one way to meet social interaction needs. Therefore, having fun colleagues can increase job satisfaction.

4) Nature of work (satisfaction with the work itself)

The extent to which the job provides an opportunity for someone to learn to get responsibility in a certain task and a challenge for an interesting job. Nature of work is also an indicator of job satisfaction.

5) Supervision (satisfaction with superiors)

The extent to which technical assistance attention and encouragement is shown by the closest supervisor to subordinates. Superiors who have good personal relationships with subordinates and want to understand the interests of subordinates make a positive contribution to employee satisfaction, and subordinates' participation in decision making has a positive impact on job satisfaction.

Organizational Commitment

Indicators of organizational commitment according to Robbins (2008) are divided into 3 rating scales which are divided as follows:

1. Affective commitment, which is divided into having an emotional connection with the organization, agreeing with the basic goals and values of the organization, having a sense of involvement in achieving the organization's mission.
2. Continuance commitment which is divided into fear of losing seniority in the organization, fear of losing promotion opportunities in the organization, not being willing to lose friendly relations with colleagues.
3. Normative commitment, which is divided into caring about what other people think, not wanting to disappoint the employer, worrying about being labeled as bad by colleagues.

Work environment

According to Oswald (2012) the work environment can be described as an environment that attracts individuals into the health profession, encourages them to remain in the health workforce and enables them to work effectively. Meanwhile, according to Danang Sunyoto (2012), the work environment is everything that is around the workers and which can influence them in carrying out their assigned tasks, for example cleaning, music, lighting, and others.

Job Stress

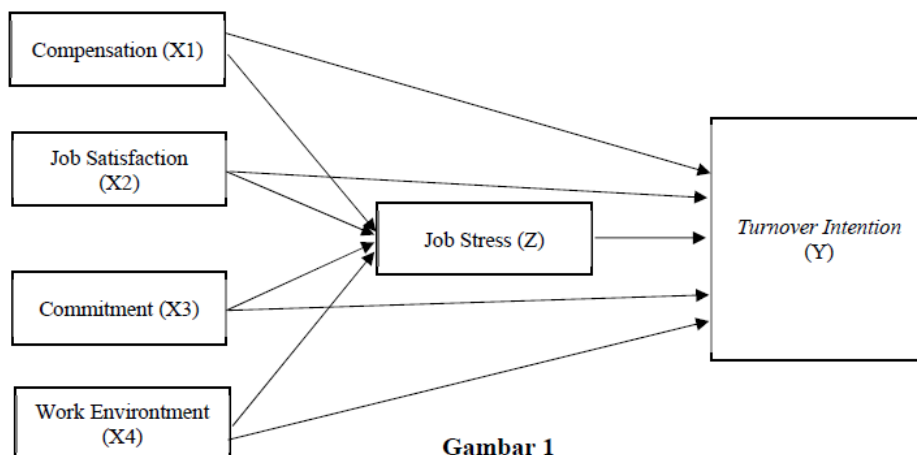
Manurung and Ratnawati (2012) suggest that there are two indicators of job stress, namely:

1. Organizational Stressor; consists of organizational policies, organizational structure, physical conditions in the organization, and processes that occur in the organization.
2. Individual Stressor; occurs due to conflict and unclear roles, as well as individual dispositions.

Conceptual framework

This study uses two types of variables, namely the dependent variable and the independent variable. The dependent variable is turnover intentions (Y) on hospital nurses. While the

independent variables in the form of Compensation (X1), Job Satisfaction (X2), Work Environment (X3), Organizational Commitment (X4) and Job Stress (Z) are the intervening variables.



Gambar 1
Conceptual framework

Hypothesis

- H1 : Compensation has a negative and significant effect on Turnover Intention
- H2 : Job Satisfaction has a negative and significant effect on Turnover Intention
- H3 : Organizational commitment has a negative and significant effect on Turnover Intention
- H4 : The work environment has a negative and significant effect on Turnover Intention
- H5 : Job stress has a positive and significant effect on Turnover Intention
- H6 : Compensation, Job Satisfaction, Organizational Commitment, Work Environment and Job stress has a significant effect
- H7 : Compensation has a significant effect on Job Stress
- H8 : Job Satisfaction has a significant effect on Job Stress
- H9 : Commitment has a significant effect on Job Stress
- H10 : Work Environment has a significant effect on Work Stress
- H11 : Compensation has a significant effect on Turnover Intention through work stress

- H12 : Job Satisfaction has a significant and significant effect on Turnover Intention through work stress
- H13 : Commitment has a significant effect on Turnover Intention through work stress
- H14 : Work Environment has a significant effect on Turnover Intention through work stress
- H15 : Compensation, Job Satisfaction, Organizational Commitment, Work Environment influential and significant towards the Work Stress

RESEARCH METHODS

This type of research is correlational research. In this study, a quantitative approach is used. This study will explain the relationship affecting and being influenced by the variables to be studied, namely the influence of compensation variables, job satisfaction, organizational commitment, work environment, work stress on the Turnover Intention variable. The population in this study was the total number of inpatient nurses at Mitra Sejati Hospital Medan with a total of 250 people. According to Hair (2006) for correlational research, the ideal number of samples is

between 15 and 20 for each independent variable. So that in this study with five variables, namely compensation, job satisfaction, organizational commitment, work environment and work stress, the number of samples taken is 75 people. Data collection techniques used in this study were by distributing questionnaires and conducting direct interviews with parties related to the research being carried out.

compensation, job satisfaction, commitment, work environment and work stress in this study, while the remaining 47.3 is influenced by other variables outside the independent variables used in this study.

RESULTS AND DISCUSSION

Multiple Regression Results

Table 1: Coefficient of Determination (R-square)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.527	.492	3.39666

The coefficient of determination (R Square) is 0.527. That is, 52.7% turnover intention of Mitra Sejati hospital nurses is influenced by the variables of

Table 2: Simultaneous Test (F)

ANOVA ^(a)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	885.314	5	177.063	15.347	.000 ^b
	Residual	796.073	69	11.537		
	Total	1681.387	74			

The calculated F value obtained is 15.347 greater than F table 2.37 (F count > F table) with a significance level of 0.05. With a probability of 0.00 or less than 0.05. Then H0 is rejected and H1 is accepted, in other words there is compensation, job satisfaction, commitment, work environment and work stress on the turnover intention of hospital nurses.

Table 3: Partial Test (t) Coefficients^(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.661	8.537		3.240	.002
	COMPENSATION	-.309	.177	-.186	-1.742	.086
	JOB SATISFACTION	-.085	.164	-.074	-.521	.604
	COMMITMENT	-.147	.117	-.116	-1.252	.215
	WORK ENVIRONMENT	-.358	.143	-.323	-2.505	.015
	JOB STRESS	.897	.132	.602	6.777	.000

- 1. Compensation Variable (X1):** the t value for X1 is 1.742 where t count is smaller than t table (t count < t table; t table = 1.995) and a significance level of 0.05. This means that the compensation variable has no negative and insignificant effect on the turnover intention variable.
- 2. Job Satisfaction Variable (X2):** the t value for X2 is 0.521 where t count is smaller than t table (t count < t table; t table = 1.995) and a significance level of 0.05. This means that the job satisfaction variable does not have a negative and insignificant effect on the turnover intention variable.
- 3. Commitment Variable (X3):** the t value for X3 is 1.252 where t is greater than t table (t count > t table; t table =

- 1.995) and a significance level of 0.05. This means that the commitment variable does not have a negative and insignificant effect on the turnover intention variable.
- 4. Work Environment Variable (X4):** the t value for X4 is 2505, where t is greater than t table (t count > t table; t table = 1.995) and a significance level of 0.05. This means that the work environment variable has a negative and significant effect on the turnover intention variable.
- 5. Job Stress Variable (X5):** t value for X5 is 6.777 where t count is greater than t table (t count > t table; t table = 1.995) and a significance level of 0.05. This means that the work stress variable has a positive and significant effect on the turnover intention variable.

Path Analysis

Table 4: First Path Regression Testing Results

Variable	Standardized Coefficients Beta	t count	t table	Sig	Result
X1	-0.186	1.742	1.995	0.086	Significant Effect
X2	-0.074	0.521	1.995	0.604	Has no significant effect
X3	-0.116	1.252	1.995	0.215	Has no significant effect
X4	-0.323	2.505	1.995	0.15	Significant Effect
Z	0.602	6.777	1.995	0.00	Significant Effect

a. Effect of Compensation on Turnover Intention

From the significance of the t test as in the table on line 1, it is obtained: the t value is 1.742 and the t table value is 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.086 > \alpha 0.05$. Thus, it can be concluded that compensation does not have a direct significant effect on Turnover Intention. The magnitude of the effect of compensation on Turnover Intention = 0.186 or 18.6% is considered significant with a significance level of $0.086 < 0.1$. In this study, compensation with indicators in the form of salaries, incentives and allowances does not affect the turnover intention of the Mitra Sejati hospital nurses. This contrasts with the results of the presurvey with a random sample, which assumed they wanted to leave because the assumption of nurses who felt that the compensation given by the hospital to nurses was still insufficient.

b. Effect of Job Satisfaction on Turnover Intention

From the significance of the t test as in the table on line 1, it is obtained: the t value is 0.521 and the t table is 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.604 > \alpha 0.05$. Thus, it can be concluded that job satisfaction does not have a direct significant effect on Turnover Intention. In this study, nurses are quite satisfied with compensation, promotions, colleagues, the work of the nurses themselves and also the relationship with their superiors. This feeling of being quite satisfied reduces the

intention of the nurse to make turnover intention.

c. The Effect of Commitment on Turnover Intention

From the significance of the t test as in the table on line 1, it is obtained: the t value is 1.525 and the t table value is 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.215 > \alpha 0.05$. Thus, it can be concluded that commitment does not have a direct significant effect on Turnover Intention. In this study commitment is not a factor influencing nurses to make turnover intention.

d. Effect of Work Environment on Turnover Intention

From the significance of the t test as in the table in line 1, it is obtained: the t value is 2.505 and the t table value is 1.995; means: $t \text{ count} > t \text{ table}$ with a significance degree of $p\text{-value } 0.015 < \alpha 0.05$. Thus, it can be concluded that the work environment has a direct negative and significant effect on Turnover Intention. The amount of influence of the work environment on Turnover Intention = 0.323 or 32.3% is considered significant with a significance level of $0.015 < 0.05$. The work environment is felt by nurses to be less supportive of them in doing their work and is used as a factor in the nurse's intention to leave the hospital.

e. Effect of Job Stress on Turnover Intention

From the significance of the t test as in the table in line 1, it is obtained: the t value is 6.777 and the t table value is

1.995; means: $t \text{ count} > t \text{ table}$ with a significance degree of $p\text{-value } 0.000 < \alpha 0.05$. Thus it can be concluded that job stress has a direct positive and significant effect on Turnover Intention. The magnitude of the effect of job stress on Turnover Intention = 0.602 or 60.2% is considered significant with a significance level of $0.000 < 0.05$. It is proven that the higher a nurse's stress level on her job, the higher the intention to leave (turnover intention).

f. The effect of compensation, job satisfaction, commitment, work environment and work stress on turnover intention

There is an influence between compensation, job satisfaction, commitment, work environment and work stress on the turnover intention of nurses at Mitra Sejati hospital, seen from the calculated F value obtained is 15.347, greater than F table 2.37 ($F \text{ count} > F \text{ table}$) with a significance level of 0, 05 is in accordance with the initial hypothesis in this study which states that compensation, job satisfaction, commitment, work environment and work stress together have a positive and significant effect on nurse turnover intention.

Table 5: Second Path Regression Test Results

Variable	Standardized Coefficients Beta	t count	t table	sig	Result
X1	0.284	2.034	1.995	0.046	Significant Effect
X2	0.225	1.181	1.995	0.242	Has no significant effect
X3	0.011	0.088	1.995	0.93	Has no significant effect
X4	0.205	1.191	1.995	0.238	Has no significant effect

a. Effect of Compensation on Job Stress

From the significance of the t test as in the table in line 2, it is obtained: the t value of 2.034 and the t value of 1.995; means: $t \text{ count} > t \text{ table}$ with a significance degree of $p\text{-value } 0.046 < \alpha 0.05$. Thus, it can be concluded that compensation does not have a direct significant effect on job stress. In this study, the compensation given by the hospital to nurses is still considered insufficient, which can be proven from the answers of respondents who are dominated by doubtful answers, namely the insufficient salary and incentives to meet the daily needs of nurses so that compensation is one of the factors that makes nurses stressful in work which then intends to make a turnover.

b. Effect of Job Satisfaction on Job Stress

From the significance of the t test as in the table in line 2, it is obtained: the t value is 1.181 and the t table value is 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.242 > \alpha$

0.05. Thus, it can be concluded that job satisfaction does not have a direct significant effect on job stress.

c. The Effect of Commitment on Job Stress

From the significance of the t test as in the table on line 1, it is obtained: the t value is 0.088 and the t table value is 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.93 > \alpha 0.05$. Thus, it can be concluded that commitment does not have a direct significant effect on job stress.

d. Effect of Work Environment on Work Stress

From the significance of the t test as in the table in line 2, it is obtained: the t value of 1.191 and the t value of 1.995; means: $t \text{ count} < t \text{ table}$ with a significance degree of $p\text{-value } 0.238 > \alpha 0.05$. Thus, it can be concluded that the work environment does not have a direct significant effect on job stress.

e. The effect of compensation on turnover intention through job stress

Based on Figure 4.2, it is known that the direct effect of the compensation variable on turnover intention is -0.186, while the indirect effect of the compensation variable on work stress is $(0.602) \times (0.284) = 0.1709$. The direct effect has a smaller value than the indirect effect between the compensation variable on turnover intention, so it can be concluded that job stress is an intervening variable. Compensation through job stress has a significant effect on turnover intention with a total impact contribution of 78.8%, in this case H11 is accepted.

f. The effect of job satisfaction on turnover intention through job stress

Based on the Figure, it is known that the direct effect of job satisfaction on turnover intention is -0.074, while the indirect effect of the compensation variable on job stress is $(0.602) \times (0.225) = 0.01665$. The direct effect has a smaller value than the indirect effect between the job satisfaction variable on turnover intention, so it can be concluded that job stress is an intervening variable but does not have a significant effect on turnover intention, H12 is rejected.

g. The effect of commitment on turnover intention through job stress

Based on the Figure, it is known that the direct effect of the commitment variable on turnover intention is -0.116, while the indirect effect of the compensation variable on work stress is $(0.602) \times (0.011) = 0.0066$. The direct effect has a smaller value than the indirect effect between the commitment variable to turnover intention, so it can be concluded that job stress is an intervening variable but does not have a significant effect on turnover intention, H13 is rejected.

h. The influence of the work environment on turnover intention through work stress

Based on the Figure, it is known that the direct effect of the compensation variable on turnover intention is -0.323, while the indirect effect of the work environment variable on work stress is $(0.602) \times (-0.205) = -0.1234$. The direct effect has a greater value than the indirect effect between work environment variables on turnover intention, so it can be concluded that job stress is not an intervening variable and also does not have a significant effect on turnover intention, H14 is rejected.

i. Effect of compensation, job satisfaction, commitment and work environment on turnover intention through job stress

There is an influence between compensation, job satisfaction, commitment and work environment on work stress of Mitra Sejati hospital nurses, seen from the calculated F value obtained is 15.347 greater than F table 2.65 ($F_{count} > F_{table}$) with a significance level of 0.041, namely < 0.05 is in accordance with the initial hypothesis H15 in this study which states that compensation, job satisfaction, commitment and work environment together have a positive and significant effect on nurse turnover intention. It can be concluded that work stress which is influenced by compensation, job satisfaction, commitment and work environment raises the intention to make a turnover.

CONCLUSION

Direct Effect

1. Effect of Compensation on Turnover Intention It is found that compensation has a direct significant effect on Turnover Intention.
2. The effect of Job Satisfaction on Turnover Intention shows that job

satisfaction does not have a direct significant effect on Turnover Intention.

3. The effect of Commitment on Turnover Intention shows that commitment does not have a direct significant effect on Turnover Intention.
4. Effect of Work Environment on Turnover Intention, it is found that the work environment has a direct negative and significant influence on Turnover Intention.
5. The effect of Job Stress on Turnover Intention that job stress has a direct positive and significant effect on Turnover Intention.
6. There is an effect of compensation, job satisfaction, commitment, work environment and work stress on turnover intention of hospital nurses.

Indirect Effect

1. The Effect of Compensation on Job Stress shows that compensation has a direct significant effect on job stress.
2. The effect of Job Satisfaction on Job Stress shows that job satisfaction does not have a direct significant effect on job stress.
3. The effect of Commitment on Job Stress shows that commitment does not have a direct significant effect on job stress.
4. The effect of work environment on work stress shows that the work environment does not have a direct significant effect on work stress.
5. There is an indirect contribution of compensation to turnover intention through job stress.
6. There is an indirect contribution of job satisfaction to turnover intention through job stress.
7. There is an indirect contribution of commitment to turnover intention through job stress.
8. There is an indirect contribution of the work environment to turnover intention through job stress.

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