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The correlation between job satisfaction, compensation, and work environment on nurse's turnover intention in Kotamobagu Regional General Hospital using Structural Equation Modeling path analysis

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ABSTRACT

Background: Turnover intention is the tendency of employees to leave the organization or resign voluntarily from their job. Several factors that might influence turnover intention are included job satisfaction, work environment, and compensation.

Aims: This study aimed to determine the Path Analysis of the effect of job satisfaction, compensation, and work environment on the turnover intention of nurses at Kotamobagu Regional General Hospitals.

Methods: A total of 34 nurses (total sampling method) contributed in this cross-sectional study. The model is presented with a single-directed arrow indicating cause and effect. The regression weights predicted by the model are compared with the correlation matrix from the observed data and then the goodness of fit is calculated. This study uses data analysis that is adapted to the research pattern and the variables studied. A causal model was employed, and to test the proposed hypothesis the SEM analytical technique (Structural Equation Modeling) was operated through the AMOS program.

Results: From the statistical analysis, the study shows a significant relationship between job satisfaction and turnover intention (p-value = 0.011), and between the compensation and the turnover intention (p-value = 0.026). However, we found that there was no relationship between work environment and turnover intention among the nurses at Kotamobagu Regional General Hospitals (p-value = 0.935).

Conclusion: This study concluded that there is a correlation between work satisfaction and compensation on turnover intention (direct factor), but there was no correlation between work environment on turnover intention (mediator). It is suggested a need to arrange regular evaluation in terms of job satisfaction and compensation to prevent turnover among the nurses.

Keywords: Turnover intention, job satisfaction, compensation, work environment
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1. Introduction

Hospital is a public health facility provided by the government or the private sector in charge of providing basic and referral health services. There are many challenges faced by human resources working in the hospital during these decades. The changes that are occurring in society today greatly affect the competition, both changes in demographics, socioeconomics, science and technology, market competition, and human resources (Andini, 2015). Hospital management can improve human resources in the health sector, including nurses. The quality of health services is a service that uses the resources available at the hospital according to the code of ethics that has been established efficiently and

effectively in an effort to fulfil health status so that patients feel safe and satisfied (Herlambang, 2016). One issue in the human resources of the hospital is turnover. Turnover is an event where employees move from one organization to another organization. Turnover is often used by employees to find or seek better conditions, but this can cause harm to the organization they left behind. One of the causes of employee turnover is dissatisfaction during work, any dissatisfaction obtained at work will have a negative impact, one of which is turnover intention (Prihanjana, 2013). The occurrence of turnover begins with the emergence of a desire to change jobs (turnover intention) by employees. Turnover intention is the desire to change jobs or the desire to leave an organization because they do not feel comfortable and want to get a better job. This desire arises when employees are still working at the company and is influenced by many factors (Prihanjana, 2013).

The factors that affect the turnover are divided into two, including the characteristics of nurses (age, gender, background, work experience, motivation, self-perception) and internal hospital environmental factors (management, recruitment, selection, socialization, training, and education). Additionally, there are other factors such as development, performance appraisal, reward system, promotion, transfer and termination of employment, organizational culture, and work comfort) (Lusiati & Supriyanto, 2010). In addition, there are several factors that influence the emergence of turnover intention, including individual characteristics, work environment, job satisfaction, and compensation (Pranowo, 2016). Nurses are the most employees among all health workers in hospitals and play an important role in the process of providing health services in hospitals because they are directly involved with patients for 24 hours (Irawan & Suroso, 2018). Nurses are required to work quickly in their environment, always ready to provide nursing care to patients, convince family members, and are required to always follow the standard operational procedure (SOP) that has been determined by the hospital. This condition might cause stress to nurses so many health care organizations have high nurse turnover rates (Irawan & Suroso, 2018). Turnover is a normal phenomenon in hospital institutions if the prevalence is still up to standard. According to Gillies Standard turnover is 5-10% per year is considered an ideal condition. However, the facts show that turnover that occurs in hospital organizations tends to increase above the standard limit (Mardiana et al., 2014). Several studies have reported the incidence of turnover in health services. According to the 2014 American Hearth Care Association "AHA" survey, their turnover was recorded about 44.3%, while in Canada the average turnover of nurses in hospitals reached 19.9% per year (Hayes et al., 2012).

Indonesia is one of the countries that have problems of turnover. Based on several studies in Indonesia, it was recorded that the turnover rate of health services was 23% of the total employee turnover and 50% of them were nurses (Elizabeth, 2012). Based on the background and conditions in one of the Regional General Hospitals in Kotamobagu city that has been described above, the researchers are interested in conducting research with the title Path Analysis of Turnover Intention of Nurses at Regional General Hospitals Based on Job Satisfaction, Work Environment, and Compensation Factors. Researchers use path analysis because they want to see which variables have a direct and indirect influence on the independent variable on the dependent variable.

2. Methods

This cross-sectional study has been done in July 2022 in Regional General Hospitals in Kotamobagu city. This study selected 34 nurses using total sampling based on the data from the human resources division. The inclusion criteria of the sample were those independent nurses. The exclusion criteria were the nurses who are civil servants, contracted by the local government, and contracted by the national government. The validity and reliability test has been done in Datoe Binangkang Hospital in Bolaang Mongondow Regency. The result from ten nurses found the tools of this study were valid and reliable. Each question was found valid based on the counted that counted r is higher than r in the table. The questionnaire is also reliable because the scores were in the range of high and very high reliability.

The data collection followed the ethical consideration using the questionnaire. The data has been cleaned before analyzing. The data was examined using univariate, bivariate, and multivariate analysis. Univariate analysis is this analysis is used to see the description of the frequency distribution of each variable, both the dependent variable and the independent variables. This analysis was conducted on the dependent variables related to the characteristics of respondents such as age, gender, education, length of service, job satisfaction, work environment, compensation, and turnover intention using a questionnaire. Path Analysis is an extension of the regression model, which is used to test the correlation matrix on the causal model. The model is presented with a single-directed arrow indicating cause and effect. The regression weights predicted by the model are compared with the correlation matrix from the observed data and then the goodness of fit is calculated. Furthermore, the best model is chosen by the researcher for theory development. This study uses data analysis that is adapted to the research pattern and the variables studied. The model used in this study is a causal model and to test the proposed hypothesis in this study, we employed a multivariate statistical technique SEM (Structural Equation Modeling) which is operated through the AMOS program.

This study has been approved from the Universitas Karya Husada Semarang with number 56/BAAK/S2KEP/SA/VII/2022. Additionally, the data collection has been approved by Department of Health, specifically Regional General Hospital of Kotamobagu with number 445/1351/RSUD-KK/S.Ket/VII/2022.

3. Results

Respondent characteristics

Univariate analysis in this study explains the frequency distribution of nurse characteristics, job satisfaction, work environment, compensation, and turnover intention of nurses at Regional General Hospitals. Table 1 shows that the majority of nurses at the Regional General Hospital involved in the study are 25-35 years old, namely 26 respondents (76.5%), the sex of the majority are women with 22 respondents (64.7%), the educational characteristics of the majority have vocational (D3) nursing education level is as many as 25 respondents (73.5%), while the majority of working years are 1-3 years, namely as many as 14 respondents (41.2%).

Table 1. The general characteristics of the respondents

Variables (n = 34)	n	%
Age		
< 25 years	3	8.8
25 – 35 years	26	76.5
>35 years	5	14.7
Sex		
Male	12	35.3
Female	22	64.7
Level of Education		
Vocational	25	73.5
Bachelor or professional	9	26.5
Length of work		
1-3 years	14	41.2
4-6 years	10	29.4
>6 years	10	29.4

Parameter distribution

Table 2 shows that the description of the level of job satisfaction of nurses at Regional Hospitals in 2022 is mostly quite satisfied at 67.6%. The description of the work environment is quite satisfactory, which is 44.1%. The nurse's work compensation is quite satisfactory, which is 50.0%. Turnover Intention of nurses working in General Hospitals in 2022 was mostly not intentional, which was 58.8%.
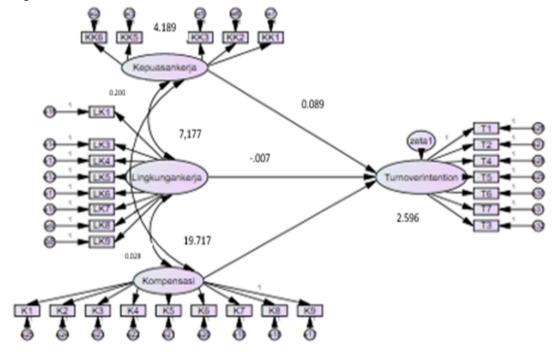
Table 2. Job Satisfaction, Work Environment, Work Compensation, and Turnover Intention of Nurses at Regional General Hospitals

Variables		n	%
Work Satisfaction	Not satisfied	2	5.9
	Quite satisfied	23	67.6
	Satisfied	9	26.5
Workplace environment	Less	12	35.3
	Enough	15	44.1
	Good	7	20.6
Compensation	Less	12	35.3
	Enough	17	50.0
	Good	5	14.7
Turnover Intention	No	20	58.8
	Yes	14	41.2
Total		34	100,0

Multivariate Analysis

The multivariate analysis in this study is the path analysis of nurses' turnover intention at the Regional General Hospital based on job satisfaction, work environment, and compensation factors. Test the effect using Amos SPSS 26.0.

X1	= Work Environment, as an exogenous (independent) variable;
X2	= Work compensation, as an exogenous (independent) variable;
X3	= Job satisfaction, as an endogenous (dependent) variable;
Y1	= Turnover Intention, as an endogenous (dependent) variable.
e1, e2	= Error, which means the error rate/error margin of the data on research variables that affect Turnover Intention.
PX1X2	= Correlational relationship between exogenous variables (work compensation with Turnover Intention);
PY1X1	= path coefficient from work environment to Turnover Intention.
PY1X2	= path coefficient from job satisfaction to Turnover Intention;
PY2X1	= path coefficient from work environment to Turnover Intention;
PY1X2	= path coefficient from work compensation to Turnover Intention;
PY1Y1	= path coefficient from satisfaction to l Turnover Intention.

Figure 1. Path analysis of nurse turnover intention (T1-T7) in Regional General Hospitals Based on job satisfaction (KK1-KK7), work environment (LK1-LK9), and compensation factors (K1-K9) using AMOS 2022

SEM is a multivariate statistical technique that combines factor analysis and regression analysis (correlation), which aims to examine the relationships between variables that exist in a model, both between indicators and their constructs, or relationships between constructs. SEM is a statistical analysis technique used to build and test statistical models in the form of causal models. SEM analysis combines regression, factor, and path analysis so as to simultaneously calculate the relationship that occurs between latent variables, measure the loading value of latent variable indicators, and calculate path models from these latent variables. Basically, SEM is a multivariate technique that will show how to represent a series or series of causal relationships in a path diagram.

From the result, we figured that each variable will affect each other, but it can be seen what variables have a direct effect and the variable as a mediator in this study. The variables that have a direct effect are job satisfaction and work compensation, while the work environment is a mediator in this study. We have noted that job compensation provides the largest direct positive influence on the Turnover intentions (15.4%), and work environment will slightly contribute to negative turnover intention (0.07). The above multivariate analysis SEM also exhibits that work environment (7,177) and work compensation (19,717) are the indirect and moderating influencer on nurse's turnover in the subjected hospital, following with job satisfaction (4,189). Further analysis found that indirect influence relationship between job satisfactions with the work environment (0.200) and job compensation (0.252). However, it seems that compensation received by the nurses will significantly create positive work environment (0.028).

Relationship between job satisfaction, work environment, and compensation to Turnover Intention

Table 3 shows that the relationship between job satisfaction, work environment, and compensation on the turnover intention of nurses at the Regional General Hospital, namely the relationship between job satisfaction and Turnover Intention, obtained an Estimate value (0.289) which means that the effect of job satisfaction on Turnover Intention is 0.289 times or 28.9. % and is positive, which means that the better the nurse's job satisfaction, the less Turnover Intention will be. SE (0.137) which means the standard error or error rate is 0.137 or 13.7%, while p-value: 0.011 which means the value < (0.05) which means the hypothesis Ha is accepted, namely there is a relationship between job satisfaction and turnover intention of nurses at home Regional General Hospital.

Table 3. Relationship between job satisfaction, work environment, and compensation with Turnover Intention of Nurses at Regional General Hospitals

y<---x1,2,3	**Estimate**	**S.E.**	**p-value**	**R Square**
Turnover Intention <--- Job satisfaction	0.289	0.137	0.011	0.171
*Turnover Intention <---*Compensation	0.154	0.069	0.026	
*Turnover Intention <---*Environment of workplace	-0.007	0.118	0.953	

The results of the Path Analysis statistical test of the relationship between the work environment and Turnover Intention show that the Estimate value is (-0.007), which means that the influence of the work environment on Turnover Intention is -0.007 times or 0.07% and is negative, which means that the work environment has a negative effect on Turnover. The worse the work environment, the higher the Turnover Intention will occur in the hospital. While SE (0.118) which means the standard error or error rate is 0.118 or 11.8%, while the p-value: 0.935 which means the value > (0.05) which means that the Ho hypothesis is accepted, namely there is no relationship between the work environment and the nurse's turnover intention. at the Regional General Hospital.

The results of the Path Analysis statistical test of the relationship between compensation and Turnover Intentions show that the Estimate value is (0.154), which means that the effect of

compensation on Turnover Intention is 0.154 times or 15.4% and is positive, meaning that the better the nurse's work compensation, the lower the Turnover Intention. The SE value (0.069) which means the standard error or error rate is 0.069 or 0.69%, while the p-value: 0.026 which means the value $< \alpha$ (0.05) which means that the Ha hypothesis is accepted, namely there is a relationship between work compensation and the turnover intention of nurses in Regional public hospital.

Analysis of direct contributing factors and mediator factors on turnover intention

Table 4 shows the analysis of factors that directly contribute to and mediate factors to turnover intention in the Regional General Hospital of Kotamobagu City.

Table 4. Direct and Mediator factors to turnover intention in Regional General Hospital.

Variables	Direct Effect			p-value	Indirect Effect
Turnover Intention	Satisfaction	Environmental	Compensation	0.000*	0.007*
	0.003*	0.018*	0.000*		

4. Discussion

The relationship between job satisfaction and turnover intention

The results showed that there was a relationship between job satisfaction and turnover intention of nurses at the Regional General Hospital of Kotamobagu City. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno et al., 2010). Several studies described job satisfaction as a positive or negative attitude that individuals have towards their work. In addition, it stated job satisfaction as an attitude that workers have about their work (Yuniasanti & Setyawan, 2016). Job satisfaction is a very satisfying feeling that can support nurses to able to have a positive attitude towards a job. Nurses who are satisfied with a job will feel happy and comfortable doing the duty. Therefore, job satisfaction requires special attention from the hospital management because high job satisfaction can also contribute to a decrease in a nurse's desire to be able to leave to be able to find another job (Mobley, 1986). The normal turnover intention rate is 5-10% per year. Turnover intention is usually one of the last options for a nurse if a staff experiences a work situation that no longer matches compared to the expectation (Gillies, 1996). The results of research conducted at Brawijaya Women and Children Hospital Jakarta that nurses who are dissatisfied with a job and can have a higher desire to resign or change jobs are more than nurses who can report being satisfied with a job which can be concluded that the variable of satisfaction with a job can be significantly related to turnover intention (Satar & Amran, 2013) . Research conducted at the Anna Medika Hospital found the result that there is a relationship between nurse job satisfaction and nurses' turnover intention (Wahyuni, 2021). This means that there is a relationship between job satisfaction and turnover intentions (Mardiana et al., 2014). The researcher assumes that the higher the job satisfaction, the lower the nurse's turnover intention and vice versa if the high turnover intention, the lower the nurse's job satisfaction. In other words, job satisfaction variables can play a role in the emergence of turnover intention.

Relationship between work environment and turnover intention

The results showed that there was no relationship between the work environment and the turnover intention of nurses at the Regional General Hospital of Kotamobagu City. The work environment is including temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether which might affect the process of working. The work environment can be interpreted as the entire tooling faced, the surrounding environment where a worker is, and his work methods, as the influence of his work both as individuals and groups (Afandi, 2018). Meanwhile, according to several studies, it

is said that the work environment is the entire work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work (Suwondo & Sutanto, 2015). The results showed that the work environment had a negative and significant effect on turnover intention. This shows that if the work environment accepted by employees is lower, employee turnover intention will increase (Putra & Utama, 2017). The results of this study are inversely proportional to other studies which revealed the significant relationship between the work environment and the turnover intention of nurses at RSU X. Denpasar (D. Ariani et al., 2020)). The results of this study are also inversely proportional to research where the results show that there is a positive effect of variable X2 (work environment) on variable Y, nurses' desire to stop working (turnover intention). This means that the work environment (X2) partially has a significant influence on the nurse's desire to stop working (turnover intention) (Y) (Saputra & Djastuti, 2021). The results of the study in RSU X Denpasar found a significant relationship between the work environment and the turnover intention of nurses (G. A. K. Ariani, 2021).

Relationship between compensation and turnover intention

The results showed that there was a relationship between workers compensation and turnover intention of nurses at the Regional General Hospital of Kotamobagu City. Compensation is everything that employees receive as remuneration for their work that is balanced with employee expectations to meet the need for satisfaction with achievements that have been achieved and are in line with the company's strategic business objectives (Fikry, 2021) . Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made to the organization/company where they work (Ariandi, 2018). Compensation programs based on fair and proper principles and external consistency are competitive, so employee stability is more guaranteed because the number of job transfers is relatively small (Hasibuan & Hasibuan, 2016). As also stated by researchers that if the level of compensation is not competitive, surely many good employees will leave. To prevent employee turnover, wages must be kept competitive with other companies (Handoko, 2016). The compensation provided by the hospital to the nurse will determine the nurse's desire to change jobs. If nurses have used their knowledge, skills, energy, and part of their time to work in hospitals, the other hand nurses also expect to receive certain compensation and rewards. Based on the results of the study, there was a relationship between compensation and the desire to change nurses' jobs (Suyono et al., 2018) . The results of the analysis found that compensation has a negative and significant effect on turnover intention (Ariyanti & Suartina, 2021). The results of the study showed a relationship between compensation and the desire to change nurses' jobs at Hospital Type C in Batam City (Suyono et al., 2018). The researcher assumes that compensation is one of the factors in the occurrence of turnover intention. This shows that the greater the compensation received, the intention to leave work will decrease because employees feel valued with their needs that can be met, on the other hand, if the compensation received is low, the turnover intention will be higher. So compensation will be very useful if it is given with the sacrifices that nurses give to the organization.

Analysis of direct contributing factors and mediator factors

The results showed that job satisfaction, work environment, and nurse compensation were in the medium category, and the turnover intention of nurses at the Regional General Hospital was in the high category. The first and second hypotheses of this study state that job satisfaction and compensation have a direct effect on nurses' turnover intention. The results of the hypothesis test prove that job satisfaction and compensation affect nurses' turnover intention significantly, so the first and second hypotheses in this study are accepted. The path coefficient is positive, but the results are reversed, indicating that job satisfaction and compensation have a negative effect on nurses' turnover intention, which means that the higher the Job Satisfaction and Compensation, the lower the nurse's turnover intention, and vice versa. The theory put forward by several researchers asserts that job satisfaction is

related to a person's attitude or feelings about the job itself, salary, and promotion opportunities (Purba et al., 2019). Job satisfaction is an emotional state in which employees view work as pleasant or unpleasant, reflecting their feelings towards their work (Handoko, 2016). There are 5 dimensions of job satisfaction, namely: (1) Satisfaction with the Work Itself (work itself) (2) Satisfaction with Salary (Pay) (3) Satisfaction with supervision (4) Satisfaction with co-workers (5) Satisfaction with promotions (Robbins, 2003). The theory put forward by the researcher says that compensation is all the rewards received by employees for their work in the organization. Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made to the organization where they work (Ariandi, 2018). Compensation is one of the important functions in human resource management. Cases that occur in an employment relationship contain compensation issues and various related types, such as benefits, compensation increases, compensation structures, and compensation scales (Halimah et al., 2016). The result of this study showed that job satisfaction had a significant negative effect on turnover intention, similar with the other previous work (Deswarta & Mardiansah, 2021; Pegia & Nuvriasari, 2021; Putri & Irfani, 2020; Ridwan & Jahrizal, 2020; Surbakti, 2018; Zakaria & Astuty, 2017).

5. Conclusion

More than half of the respondents in this study did not have turnover intention. According to the general characteristic of respondents, the majority aged 25 to 35 year, female, and graduated from vocational study, have working for 1 to 3 years. There is a correlation between work satisfaction and compensation on turnover intention (direct factor), but there was no correlation between work environment on turnover intention (mediator). The government and stakeholders may ensure the worth between compensation and the responsibility of the workers, especially nurses. The human resources department in the hospital could arrange regular revaluation in terms of job satisfaction and compensation to prevent turnover among the workers. The next study might add other variables to specifically examine the factors of turnover intention.

Conflict of Interest

There is no conflict of interest. Nothing to disclosure.

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