

The Influence of Motivation, Compensation, Work Satisfaction on Turnover Intention Nurse at JTS Hospital

Ahmad Badawi Saluy^{1*}, Dian Ekowati²

¹Postgraduate Program, Universitas Mercu Buana, Jalan Meruya Selatan No. 1, Meruya Selatan, Kembangan, Jakarta Barat, 11650, Indonesia

²Magister Management, Universitas Mercu Buana, Jalan Meruya Selatan No. 1, Meruya Selatan, Kembangan, Jakarta Barat, 11650, Indonesia

***Corresponding author**

Ahmad Badawi Saluy

Article History

Received: 02.06.2018

Accepted: 10.06.2018

Published: 30.06.2018

DOI:

10.21276/sjbms.2018.3.6.5



Abstract: The research entitled "The Influence of Motivation, Compensation, Job Satisfaction Against Nursing Turnover Intentions At JTS Hospital" aims to know, describe, measure and analyze the effect of motivation, compensation and job satisfaction on turnover intentions of nurses at JTS Hospital. The subjects of this study were 62 nurses who worked in Nursing Field Hospital JTS. The data obtained were analyzed by using multiple linear regression with the help of SPSS program version 24. There is significant influence of motivation variable, compensation variable and job satisfaction variable to nurses turnover intentions variable working at JTS Hospital. It is suggested to the management of JTS Hospital to evaluate and develop better policies and compensation system to fulfill the need and work expectation factors that encourage motivation and job satisfaction of the nurse to generate loyalty and productivity and it is expected to improve the nurse turnover intentions at JTS Hospital.

Keywords: Employee Motivation, Compensation, Job Satisfaction, Turnover Intentions, Nurse.

INTRODUCTION

The growth of hospitals in Indonesia has recently increased rapidly. This creates an increasingly tight competition among hospitals. To face the competition, the hospital must have qualified human resources. Generally, nurses are human resources (HR) with the largest amount ($\pm 40\%$) of all hospital human resources and become one of the determining factors that affect the quality of hospital services. The shortage of nurses can have adverse impact on services, poorly handled patients, and the impact of fatigue on existing nurses.

Maintenance of human resources is an effort to maintain and improve the physical condition, mental, and attitudes of employees who have to remain loyal and work productively to support the achievement of corporate goals [1]. Companies that have younger workers will have higher turnover rates than firms with relatively older workers [2]. Similarly, companies with many female workers will have higher turnover rates than firms with male workers [3]. While Flinkman *et al.*, [2] shows the results of research that job satisfaction

is an important predictor to anticipate employee turnover.

From some data and information from the sample company, it can be described the phenomenon of high turnover occurred in nurse employees. Based on the company's primary data, the authors obtain and reinforces secondary data in the form of pre-research questionnaires. It appears the dominant phenomenon in some variables that may be the background Turnover Intention nurses at JTS Hospital. The variables are motivation, job satisfaction, and compensation. Problems occurred includes the emergence of intentions or minds of employees to change jobs (Turnover Intentions) if there is a better chance at another hospital. The problem is triggered by dissatisfaction with hospital conditions and compensation, which could potentially lead to actual turnover.

Based on the background of the problem of labor intention turnover and several factors, the research is aimed to analyze the influence of motivation toward labor turnover intention, the influence of compensation for labor turnover intention, the influence

of job satisfaction on turnover intention, and the simultaneous influence of the three variables on nurse intention turnover.

THEORY STUDY

Motivation

According to Hasibuan [1], motivation is the provocation of the driving force that creates the enthusiasm of one's work so that they will cooperate, work effectively, and integrate with all their efforts to achieve satisfaction. According to Robbins [4], motivation is as a process that explains the intensity, direction, and perseverance of an individual to achieve a goal. Motivation is a psychological factor that indicates an individual's interest in the job, a sense of satisfaction and assumes responsibility for all activities or work that he does.

McClelland [5] in Judge [4] says that work motivation is influenced by two factors:

- 1) Intrinsic Factor: The intrinsic factor is a factor derived from within the individual. The intrinsic factors that influence work motivation are:
 - The likelihood of success achieved, it refers to the individual's perception of the likelihood of success to be achieved while performing the task.
 - Self-efficacy, it refers to the individual's belief in himself to be able to achieve success.
 - Value, it refers to the importance of goals for the individual.
 - Fear of failure
 - Other factors that refer to gender differences, age, personality and work experience
- 2) Extrinsic Factors: Extrinsic factors are factors that affect the motivation of someone who comes from outside the individual. Extrinsic factors can be leadership relationships with subordinates, relationships among co-workers, coaching and training systems, welfare systems, workplace physical environment, work status, administration and company policy.

The theory of needs put forward by David McClelland in Rivai *et al.*, [6] is also called the theory of achievement motivation. This need arises from the desire of individuals to accomplish goals or tasks more effectively than those done in the past. David McClelland analyzes the three very important human needs within the organization or company about their motivations. According to this theory, there are three basic components that can be used to motivate people, namely: a) Need for Achievement. The need for achievement is a reflection of the drive for responsibility for problem solving. b) Need for Affiliation. The need for affiliation is the impulse to interact with others, be with others, does not want to do something that harms others. c) Need for Power. The need for power is a reflection of the drive to reach the

authority to have influence on others. In everyday, these three needs will always appear on the behavior of individuals, only the power is not the same between those needs in a person,

According to Rivai *et al.*, [6], several aspects have an effect on employee's work motivation namely : security in work, earning fair and competitive salary, pleasant working environment, reward for work performance and fair treatment from management, employees in decision-making, exciting challenging jobs, fun groups and colleagues, clarity of standards of success, expected output and, pride in work and enterprise that can be a factor in employee work.

Compensation

According to Hasibuan [1] compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The notion according to Edwin B. Flippo in Hasibuan [1] states that: "Wages is defined as the adequate and equitable remuneration of personnel for their contribution to organizational objectives". It can be interpreted that "wages are defined as fair and reasonable remuneration given to workers for their services in achieving the goals of the organization".

The objectives of compensation by Rivai *et al.*, [6] are: a) obtaining qualified human resources, b) retaining existing employees, c) ensuring fairness, d) rewarding desired behaviors, e) controlling costs. A rational compensation system helps companies acquire and retain employees for a reasonable cost, f) Follow the rule of law. Healthy pay and pay systems consider legal factors issued by the government and ensure employee satisfaction, g) Facilitate understanding. The compensation management system should be easily understood by HR specialists, operations managers, employees, h) Improving administrative efficiency.

Dimensions of compensation satisfaction according to Heneman and Schwab in Williams *et al.*, [7] are: 1) Satisfaction with the pay level (pay level). It refers to the amount of direct compensation a person receives, 2) Satisfaction with pay raises Referring to the change / increment of an employee's direct compensation, 3) Satisfaction with the level of benefit (benefit level) referring to the indirect compensation an employee receives, 4) Satisfaction with the structure and payroll administration (pay structure and administration). According to Lum *et al.*, in Andini [8], pay satisfaction means someone will be satisfied with his salary, when perceptions of salary and what they earn as expected.

Job Satisfaction

According to Robbins [4] suggests that job satisfaction is a positive feeling about a person's work which is the result of an evaluation of his

characteristics. According to Luthan [9] there are several dimensions to measure job satisfaction are as follows: 1) Work It Self, 2) Superior, 3)) Salary (pay), 6) Working Conditions

Turnover Intentions

According to Mobley [10], turnover intentions are the tendency or intention of employees to stop working from their work voluntarily or unreasonably or move from one workplace to another according to their own choice. The desire to move or change jobs

(turnover intentions) is an early signal of changing jobs to employees within the organization.

The dimension of turnover intention consists of 3 (three) aspects, namely: 1) Thinking of Quitting, 2) Intention to Search for Alternatives, 3) Intention to out (intention to quit).

Framework

The thought framework developed for this research is:

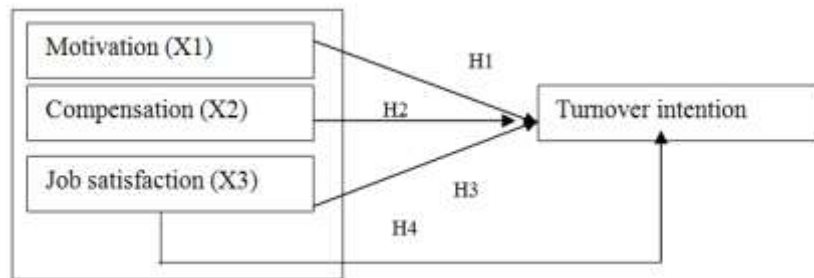


Fig-1: Framework for Thinking
Source: data processed SPSS

Hypothesis

Based on the development of figure above, the hypothesis of this research are:

- H1: Motivation has significant effect on *Turnover Intentions* .
- H2: Compensation has significant effect on *Turnover Intentions* .
- H3: Job satisfaction has significant effect on *Turnover Intentions* .
- H4: Motivation, Compensation and Job Satisfaction simultaneously have an effect significant to *Turnover Intentions*.

RESEARCH METHODS

This research type is research of quantitative which is explanation research. It aims to explain influences between researched variable by analyzing hypothesis test with causal design using approach of regression technique to interpret. The final steps are conclusion and suggestion. The research was conducted by survey method.

This study aims to explain the aspects relevant to the observed phenomenon by describing the relationship between independent variables and dependent variables. The population used in this research is nurse employee at JTS Hospital is 74 people. Researchers take Probability Sampling technique using Simple Random sampling because the population is homogeneous samples that are made into the population without regard to the strata of the population. The population is 62 samples that have been determined and calculated based on the Slovin formula. Data types and sources data used is primary and secondary data.

Methods of Collecting data using is questionnaires and Likert scale to measure the value of the variables.

Data analysis method used in this research is multiple regression analysis. Before being analyzed, the data is previously tested by the instrument of motivation, compensation, job satisfaction, and *turnover intention* using the validity, reliability, multicollinearity test, heteroscedasticity test, and normality test. Then, the data analysis was conducted. The data analysis techniques used are:

Descriptive statistical analysis

This analysis is used to describe the character of the research location, the research object and the distribution item of each variable.

Multiple Linear Regression Analysis

Multiple regression is the analysis used to determine the effect of independent variables to the dependent variable. The form of equation used (Ghozali, 201) are as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Explanation:

- Y= Dependent variable
- $\beta_1 \beta_2 \beta_3$ = regression coefficient
- X1, X2, X3= Independent variable
- e = error

Hypothesis Testing

- a) Determination Coefficient Test (R2)
The coefficient of determination (R2) essentially identifies the ability of the model to explain the variation of the dependent variable.
- b) Simultaneous Significance Test (F Test)
This test is used to determine whether the independent variable (X1, X2, ... Xn) simultaneously significantly influence the dependent variable (Y) or not.
- 3) Test T
This test is used to determine whether in the independent variable regression model (X1, X2, X3, ... Xn) partially significant effect on the dependent variab (Y) or not (Ghozali, 2011).

Intervention Correlation Analysis of Variable Dimension of Research Variables

Correlation analysis is used to determine the relationship between one variable and other variables linearly. To provide interpretation of the level of relationship (correlation coefficient) used guidelines by Sugiyono (2012), namely:

- r: 0.00 - 0.199 i very low level of relationship
- r: 0.20 - 0.399 is low level of relationship
- r: 0.40 - 0.599 is the level of moderate relationship
- r: 0.60 - 0.799 is the level of strong relationship
- r; 0.80 - 1,000 is very strong relationship level

RESULTS AND DISCUSSION

From processing data results using SPSS 2 4 for Windows, these are the result of descriptive characteristics of respondents, the results validity, reliability, normality test, multicollinearity test, test heterocedasticity, simultaneous test (F test), test partial (t test), multiple linear regression test, coefficient of determination test and correlation test among dimensions as follows:

Descriptive Characteristics of Respondents

Table-1: Frequency Distribution of Respondents by Sex

| | | Frequency | Percent |
|-------|-------|-----------|---------|
| Valid | Men | 7 | 11.3 |
| | Women | 55 | 88.7 |
| | Total | 62 | 100.0 |

Table-2: Frequency Distribution of Respondents by Age

| | | Frequency | Percent |
|-------|------------|-----------|---------|
| Valid | 21-30 year | 44 | 71.0 |
| | 31-40 year | 17 | 27.4 |
| | 41-50 year | 1 | 1.6 |
| | Total | 62 | 100.0 |

Table-3: Frequency Distribution of Respondents by Period of Work

| | | Frequency | Percent |
|-------|-----------|-----------|---------|
| Valid | < 1 year | 9 | 14.5 |
| | 1-3 year | 21 | 33.9 |
| | >3-5 year | 10 | 16.1 |
| | > 5 year | 22 | 35.5 |
| | Total | 62 | 100.0 |

Table-4: Frequency Distribution of Respondents by Status

| | | Frequency | Percent |
|-------|---------------------|-----------|---------|
| Valid | Contract employees | 32 | 51.6 |
| | Permanent employees | 30 | 48.4 |
| | Total | 62 | 100.0 |

Source: data processed SPSS

Based on the table above, it is concluded that the characteristics of nurses at the dominant JTS hospital are female workers belonging to Y generation

with age 21 - 30 years old and contract employees status.

Descriptive Respondent Assessment Variables

Table-5: The Assessment of Respondents Against Variables Motivation, Compensation, Job Satisfaction, and Turnover Intentions

| Descriptive Statistics | | | |
|------------------------------|------|----------------|----|
| | Mean | Std. Deviation | N |
| Motivation variable | 2.53 | 0.90093 | 62 |
| Compensation variable | 2.72 | 0.81210 | 62 |
| Job satisfaction variable | 2.93 | 1.40546 | 62 |
| Turnover Intentions variable | 2.83 | 1.51891 | 62 |

Source: data processed SPSS

Based on the table above, the low motivation to work, salary satisfaction and job satisfaction and Maintenance of Contractor give impact to *turnover intentions* of nurses at JTS Hospital . The realization of the company's fulfillment of the aspects to achieve the needs and expectations of the nurse including the perception of pay satisfaction does not encourage the nurse's ideas to be more productive. The low level of

nurses work also illustrates the non-fulfillment of factors such as needs and expectations so it does not encourage nurses to improve performance. These conditions have an impact to *turnover intentions* nurses who can potentially have an actual turnover.

Multicollinearity and Heterocedasticity Test

Table-6: Multicollinearity Test Results

| Models | Collinearity Statistics | |
|------------------|-------------------------|-------|
| | Tolerances | VIF |
| (Constant) | | |
| Motivation | 0.870 | 1.149 |
| Compensation | 0.928 | 1.078 |
| Job satisfaction | 0.927 | 1.079 |

Source: data processed SPSS

Table-7: Heterocedasticity Test Results

| Models | Collinearity Statistics | |
|------------------|-------------------------|-------|
| | Tolerances | VIF |
| (Constant) | | |
| Motivation | 0.870 | 1.149 |
| Compensation | 0.928 | 1.078 |
| Job satisfaction | 0.927 | 1.079 |

Source: data processed SPSS

Based on the tables above, it is concluded that the VIF of Motivation Variable (X1) is 1,149, the Compensation Variable (X2) is 1,078 and Job Satisfaction Variable (X3) is 1,079. All VIF values of the three variables are smaller than 10, so it can be concluded that Multicolonierity does not occur.

The tolerance value for Motivation Variable (X1) is 0.870, the Compensation Variable (X2) is 0.928 and Job Satisfaction Variable (X3) is 0.927. All tolerance values of the three variables are greater than 0.05, so it can be concluded that there is no heteroscedasticity.

Test Validity and Reliability Test

Table-8: Validity Test Results

| The points of question | r count | r Table*** | Explanation |
|--------------------------------|---------|------------|-------------|
| Motivation (X1) | | | |
| P1 | .930** | 0.254** | Valid |
| P2 | .935** | 0.254** | Valid |
| P3 | .908** | 0.254** | Valid |
| P4 | .840** | 0.254** | Valid |
| P5 | .803** | 0.254** | Valid |
| P6 | .968** | 0.254** | Valid |
| P7 | .966** | 0.254** | Valid |
| P8 | .933** | 0.254** | Valid |
| P9 | .753** | 0.254** | Valid |
| P10 | .883** | 0.254** | Valid |
| P11 | .900** | 0.254** | Valid |
| P12 | .888** | 0.254** | Valid |
| Compensation (X2) | | | |
| P1 | .996** | 0.254** | Valid |
| P2 | .949** | 0.254** | Valid |
| P3 | .935** | 0.254** | Valid |
| P4 | .995** | 0.254** | Valid |
| P5 | .937** | 0.254** | Valid |
| P6 | .996** | 0.254** | Valid |
| P7 | .996** | 0.254** | Valid |
| P8 | .949** | 0.254** | Valid |
| P9 | .949** | 0.254** | Valid |
| P10 | .871** | 0.254** | Valid |
| P11 | .951** | 0.254** | Valid |
| Job satisfaction (X3) | | | |
| P1 | .973** | 0.254** | Valid |
| P2 | .898** | 0.254** | Valid |
| P3 | .896** | 0.254** | Valid |
| P4 | .957** | 0.254** | Valid |
| P5 | .950** | 0.254** | Valid |
| P6 | .964** | 0.254** | Valid |
| P7 | .907** | 0.254** | Valid |
| P8 | .949** | 0.254** | Valid |
| P9 | .977** | 0.254** | Valid |
| P10 | .979** | 0.254** | Valid |
| P11 | .870** | 0.254** | Valid |
| P12 | .938** | 0.254** | Valid |
| P13 | .943** | 0.254** | Valid |
| P14 | .946** | 0.254** | Valid |
| P15 | .984** | 0.254** | Valid |
| P16 | .962** | 0.254** | Valid |
| P17 | .949** | 0.254** | Valid |
| Turnover Intentions (Y) | | | |
| P1 | .822** | 0.254** | Valid |
| P2 | .845** | 0.254** | Valid |
| P3 | .835** | 0.254** | Valid |
| P4 | .858** | 0.254** | Valid |
| P5 | .911** | 0.254** | Valid |
| P6 | .815** | 0.254** | Valid |
| P7 | .900** | 0.254** | Valid |
| P8 | .862** | 0.254** | Valid |
| P9 | .923** | 0.254** | Valid |
| P10 | .919** | 0.254** | Valid |

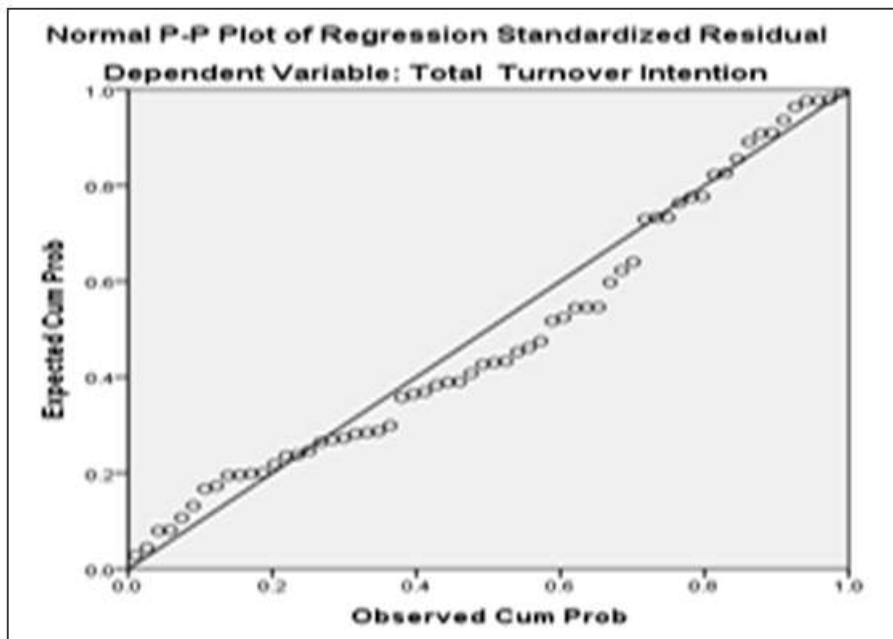
Source: data diolah SPSS

Table-9: Reliability Test of X and Y Variables

| Variables | Cronbach's Alpha | Explanation |
|-------------------------|------------------|-------------|
| Motivation (X1) | 0.976 | Reliable |
| Compensation (X2) | 0.791 | Reliable |
| Job satisfaction (X3) | 0.992 | Reliable |
| Turnover Intentions (Y) | 0.963 | Reliable |

Source: data the processed of SPSS

Normality Test



Graph-1: Graph of normality test

Source: data processed SPSS

Multiple Linear Regression Test

Table-10: Multiple Linear Regression Test Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.481 | 0.404 | | 1.192 | 0.238 |
| | Motivation | 0.464 | 0.118 | 0.418 | 3.941 | 0,000 |
| | Compensation | 0.271 | 0.066 | 0.422 | 4.111 | 0,000 |
| | Job satisfaction | 0.149 | 0.061 | 0.251 | 2.443 | 0.018 |

Source: data processed SPSS

Based on table 4 above, the multiple regression equation is: $Y = 0.481 + 0.464 X1 + 0.271 X2 + 0.149 X3 + e$

interpreted that the motivation variable gives stronger influence than other variables.

From the equation above, X1 value is the motivation variable that has the greatest value. It can be

Simultaneous Test (F Test)

Table-11: Simultaneous Test Results (Test F)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 21.399 | 3 | 7.133 | 14.716 | .000b |
| | Residual | 28.113 | 58 | 0.485 | | |
| | Total | 49.512 | 61 | | | |

Source: data processed SPSS

Partial Test (t test)

Table-12: Partial Test Results (t test)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.481 | 0.404 | | 1.192 | 0.238 |
| | Motivation | 0.464 | 0.118 | 0.418 | 3.941 | 0,000 |
| | Compensation | 0.271 | 0.066 | 0.422 | 4.111 | 0,000 |
| | Job satisfaction | 0.149 | 0.061 | 0.251 | 2.443 | 0.018 |

Source: data processed SPSS

It can be defined that each t count of Motivation, Compensation and Job Satisfaction variables is bigger than t table. it can be concluded that Motivation , Compensation and Job Satisfaction

variables partially have a significant influence on *Turnover Intentions* variable.

Coefficient of Determination Test (R2)

Table-1: Determination Coefficient Test Results (R2)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .657a | 0.432 | 0.403 | 0.69621 |

Source: data processed SPSS

From table 7, it is defined that the value of coefficient of determination (R2) in multiple linear regression equation is 0.432 (value 0.432 is quadrant of the correlation coefficient or R, ie $0.657 \times 0.657 = 0.432$).

simultaneously explain to the dependent variable of Turnover Intentions of 43.2%. While the remaining 56.8% is explained by other factors that are not examined in this study.

Coefficient of Determination Test (R2)

It can be interpreted that the Motivation, Compensation and Job Satisfaction Variables can

Table-13: Determination Coefficient Test Results (R2)

| | Thinking of Exit | Intent to Find Alternatives | Intent to get out |
|---------------------------|------------------|-----------------------------|-------------------|
| Achievement Needs | .327** | .360** | .585** |
| Affiliated Needs | .311* | .320* | .541** |
| Power Needs | .349** | .298* | .510** |
| Pay Level | .417** | .509** | .487** |
| Pay Raises | .408** | .504** | .483** |
| Benefit Level | .413** | .511** | .478** |
| Pay Structure | .383** | .485** | .409** |
| Work | 0.159 | 0.106 | 0.009 |
| Salary | 0.196 | 0.145 | 0.065 |
| Tops | 0.213 | 0.129 | -0.009 |
| Co-worker | 0.167 | 0.116 | -0.018 |
| Promotional Opportunities | 0.125 | 0.066 | -0.060 |

Source: data processed SPSS

Based on the table above, it is known that the motivation on the dimensions of achievement needs most strongly influences the actions of nurses at JTS Hospital to try to actively seek another job. The weakest dimension is power needs. Compensation shows that the perception of satisfaction of the benefit level most strongly influences the nurse's intentions at JTS Hospital to seek alternative work. Job satisfaction shows that perceptions of satisfaction with superiors most strongly affect the behavior of nurses that reflect dissatisfaction in the work. But the perception of co-workers satisfaction, and promotional opportunities can

also affect the actions of nurses to try to actively seek another job.

The Simultaneously Influence of Motivation, Compensation, and Job Satisfaction on Turnover Intentions

From Table-5 above, 14.716 F count is greater than the value of F table 2,76 so that the significant value of 0.000 F test is less than α (alpha) which has been set at 0.05. It can be concluded that motivation, compensation, and job satisfaction simultaneously have a significant effect on nurse Turnover Intentions in JTS

hospitals. The move of voluntary work can be avoided if there are payroll, internal conflict or other better job, while the shift to a voluntary is inevitable due to change career paths or family factors.

Based on the research data that the reasons for moving or leaving the nurse, such as due to family considerations either take care of the family, follow the husband's duties, and move to other institutions with no reason, the information is less accurate. Based on respondents data that 88.7% the JTS Hospital nurse is a female employee and 71% of 21-30 year olds are defined to potentially move because of some factors such as the need for young nurses looking to continue to experience, marry, follow their husbands and take care of the family, to get better payroll considerations, growth opportunities, working conditions and company policies that may lead them to *Turnover Intentions* at JTS Hospital.

In accordance with Abelson [11], Chen and Franceso [12], the voluntary turnover can not be avoided due to the better pay, better working conditions, the problem with leadership / existing administration, and other better companies.

The results of this study are also in line with the results of previous research by Reni [13] which states that by evaluating the three variables of Compensation, Motivation and Job Satisfaction simultaneously expected in the future can influence the decrease / increase of *Turnover Intentions* in order to control the cost of training new employees.

The Effect of Motivation on Turnover Intentions

Motivation significantly affects nurse Turnover Intentions at JTS Hospital. David McClelland in Rivai *et al.*, [6] and Judge [4] put forward the theory of need. according to this theory, there are three basic components that can be used to motivate working people: achievement needs, affiliation needs, and power needs. The need for achievement is the need to do a better job than before and the desire to achieve higher achievement. The results means the motivation gives strong enough influences with employee encouragement to learn and improve the ability of *Turnover Intentions*.

The purpose of provision of motivation by Hasibuan [1] increases loyalty, but the results show there is still quite high *Turnover Intentions* of nurses at JTS Hospital. Explaining this, the authors suspect the existence of factors causing low motivation and the dissatisfaction of nurses that have an impact on productivity and loyalty that raises *turnover intentions*.

McClelland [5] states that intrinsic factors comes from individual itself such as perceptions, individual beliefs, differences in sex, age, personality and work experience, and extrinsic factors are leadership relationship with a subordinate, the

relationship between co-workers, employment status, an administrative and companies policy. Rivai *et al.*, [6] states that there are some aspects that affect the employee's work motivation such as a sense of security in work, earning a fair and competitive salary, a pleasant working environment, rewards for work performance and fair treatment of management. Related to the statement, the distribution of respondents shows that the age of nurses at JTS Hospital is 71% 21 - 30 years old, where the motivation to learn and seek experience is high enough, but after gaining knowledge and experience enough employees, they will intend to get out by trying to actively find work others who better meet their perceptions and expectations.

When companies do not have policies that can meet individual employee needs such as achievement awards, clear career paths, educational programs, fair and competitive compensation, employee dissatisfaction, no ideas encourage employee productivity, commitment and loyalty, the turnover will be acted. The results of this study are in line with the research of Sumarto [14], Reni [13] and Arin [15], that there is a significant influence of motivation on Turnover Intentions. While C. Balaji [16] states there is a significant relationship and a positive relationship between rewards and motivations that increase turnover intention on employees

The Influence of Compensation to Turnover Intentions

Compensation significantly affects the Turnover Intentions of nurses at JTS Hospital. According to Heneman in Williams *et al.*, [7], the benefit dimension is a powerful dimension to predict employee salary satisfaction. Financial and nonfinancial benefits that have been granted by the hospital are expected to fulfill the needs of nurses, but the results showed there is enough intention nurses to seek other employment alternatives. The authors suspect there are some factors that affect these perceptions. Srinivasan [17] explains that there are various factors that cause differences in perceptions of one's satisfaction of salary, gender differences, education level, and generation. From these three factors, the generation difference is the main factor making the perception of pay satisfaction different. To explain the results of the study, the authors connect to the opinions of some experts and the data obtained.

First, according to Heneman and Schwab [18] in Williams *et al.*, [7], explains that if compensation is not competitive and does not match expectations and needs, it will have implications for many employees to be out. The author completes the research data by interviewing one respondent. The employee is trying to find satisfying the needs in seeking alternative employment elsewhere to meet the expectations of the needs of their compensation. Second, the results of Government Management [19] and The Institutes [20]

survey convey that the Generation Y feels more dissatisfied with their salary than Generation X. Cran [21] explains if Generation Y employees who dominate in every company are continuously dissatisfied with the salary earned will give the worst impact in turnover rate. The company becomes bankrupt because of very large costs incurred for the recruitment process of training for new employees. The results of the distribution of respondents showed 71% of the nurses at JTS Hospital aged 21-30 years who is a generation Y. Third, proposed by Zeffane [22] in Arin [23], there are several factors that influence the turnover intention. External factor is labor market and institutional factors are workspace conditions, work skills, and supervision, personal characteristics of employees such as intelligence, attitudes, past, gender, interest, age, length of work and individual reactions to their work". Filnkman *et al.*, [2] in Arin [23], also provides the main reason for leaving employment is salary, number of job requests, shifts in working time, and uncertain job status".

The results of this study are in line with research research Reni [13] that there is a significant influence of compensation and motivation on Turnover Intentions. The results of research Florentyna *et al.*, [24] states that Y Generation has significantly lower scores than the X Generation employees on dimension of benefits, and pay raise. However, the results of the research are not in line with the results of previous research by Sulastri [25], Adhitya *et al.*, [26], and Sumarto [14], that compensation and job satisfaction have no contribution to the desire of moving.

The Effect of Job Satisfaction on Turnover Intentions

Job satisfaction significantly affects the nursing turnover intentions of JTS Hospital. The results of this study support the opinion of Luthan [9] Although the results show that the superior dimension has more dominant effect on Turnover Intentions because of the fairness, ease of communication, feedback from superiors and co-workers, but the nurse who thinks to go out is still high enough To explain about their turnover. The authors refers to opinion of some experts and the data obtained.

Wendi Amsuri. N [27] explains that there is no significant influence in the quality of supervision on the intentions of turnover but there is a significant influence between paying and turnover intention. This means that the effect of rewards/ remuneration are the factors that affect employee satisfaction perceptions. Hasibuan [1] describes the combination of employees who enjoy more job satisfaction if the work and repayment services are felt fair and reasonable. The Equity Theory in Rivai *et al.*, [6], also explains that people will feel satisfied or dissatisfied depending on whether there is or no equity in a situation, especially the work situation. An employee earned money from his job, such as from

wages/salaries, status, rewards, and opportunities for success or self-actualization. The people can be someone in the same company, or elsewhere. If this comparison is unbalanced but beneficial, it can lead to satisfaction, but it may not.

The results of the study respondents indicate that 51.7% of nurses have contract status where status is one of the values that one calculates in forming the perception of satisfaction. It is coupled with the ease of finding information through telecommunication media and other electronic media. Nevertheless, the relationship of satisfaction dimension of satisfaction to superiors, coworkers, and promotion opportunities still weakly influences in suppressing nurse's actions to try to actively seek another job.

The results of this study are in line with Dini *et al.*, [28] research indicating that there is a contribution of job satisfaction to turnover intentions on impatient installation nurses of 6.8% and the remaining 93.2% influenced by other variables outside this study. Inge *et al.*, [29] shows job satisfaction has a real relationship to turnover intentions on nurses at RS Dhuafa. While the results of research are not in line with previous research which has been done by Adhitya Fajar Sukmana *et al.*, [30], Irbayuni [31] states that job satisfaction has no contribution to the desire to move work. Wendi Amsuri. N [27] indicates that there is no significant influence between quality of supervision and turnover intention.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

From result of research conducted by the writer about the influences of motivation, compensation, and job satisfaction variable on Turnover Intentions by using linear regression, It is concluded as follows:

- Motivation significantly affects the Turnover Intentions of nurses at JTS Hospital. The strongest relationship is the dimension of achievement need to the dimension of intention exit. The correlation is weak on the power dimension, where the current corporate policy has not encouraged nurses to work better and increase loyalty.
- Compensation significantly affects the Turnover Intentions of nurses at JTS Hospital. The strongest relationship is the benefit level dimension. The external factors in this case may affect the nurse's perception of pay satisfaction. The current labor market conditions offer many job opportunities for nurses with a more attractive compensation system in the rapidly growing private hospital business competition in the JKN era.
- Job satisfaction significantly affects the nurses' Turnover Intentions at JTS Hospital. The strongest relationship is the superior dimension to the thinking dimension to come out with the low closeness of the relationship.

- The results showed that motivation, compensation, and job satisfaction simultaneously have a significant influence on nurse Turnover Intentions at JTS Hospital. Partially, the motivation variable gives the greatest impact to the change of Turnover Intentions and the weakest is working satisfaction variable.

SUGGESTIONS

- Hospital Management develops company policies that can meet the needs and expectations of employees by providing employee facilities to increase knowledge and development. By creating a fair and exciting career path system, providing nurses ongoing training and education programs, for outstanding nurses are awarded educational scholarships. With increased ability, nurses work performance increases, career paths and income can increase. In terms of policy improvement, not only the punishment system is pressed, but also the reward system needs to be developed so that it is balanced. With the fulfillment of needs and expectations, the perception of job satisfaction is achieved so that nurses are loyal and do not want to move jobs, increased productivity and employee and company goals are achieved.
- The hospital needs to Improve the compensation system by evaluating the benefit system of the company in terms of providing financial and non-financial benefits and evaluating salary standards and changes / increases in salaries according to job responsibilities and in accordance with the market in order to create more competitive compensation and in accordance with the expectations and needs of the nurses. It is hoped that the satisfaction perception of the nurse's salary will decrease the interest to find another job and leave the company.
- In order to increase job satisfaction, a good and conducive working environment, the hospital should be created such as giving praise of the work, fair treatment, fulfillment of facilities and infrastructure needed immediately, placement according to competence. Complete and periodically evaluate work procedures, evaluate work standards in the form of job descriptions to fit the vision of the company's mission and organizational structure. Reviewing existing policies. Provide rewards / rewards according to appropriate performance. Approach informal aspects of management ranging from the board of directors to the head of the nursing field can make direct visits to the room - room at least once a week to establish a good interaction. Routinely conduct good working relationship between colleagues and superiors so as to maintain a good working climate, coffee morning, family gathering, "lunch together". These programs to create an atmosphere within the company to create a good communication and a comfortable working atmosphere.

- Other variables such as organizational commitment, job stress, career development, leadership style and supervision does not support nursing work, personal problems, work environment or variables expected results of research influence turnover intention will be better.
- The limitations of selected variables and analytical methods can also be developed using path analysis method. It is needed to refine the questionnaire is more brief to facilitate the filling, involving more respondents not only limited nurse employees but also all employees who represent various professions in the hospital can be researched in the study, as well as make the right timing when filling questionnaire to give better results.

REFERENCES

1. Hasibuan, M. S. P. (2009). Human Resource Management. Earth Script. Jakarta
2. Flinkman, M., Laine, M., Leino-Kilpi, H., Hasselhorn, H. M., & Salanterä, S. (2008). Explaining young registered Finnish nurses' intention to leave the profession: a questionnaire survey. *International Journal of Nursing Studies*, 45(5), 727-739..
3. Atmajawati, Y. (2006). *Pengaruh kompensasi, motivasi dan kepuasan kerja terhadap keluar masuk pegawai (labour turnover) pada pt. Jasaraharja putera surabaya* (Doctoral dissertation, UNIVERSITAS AIRLANGGA).
4. Robbins, S. P., & Judge, T. A. (2008). *Organizational behavior. Translation. Jakarta (ID). Salemba Four. Translation of: Organizational Behavior.*
5. McClelland, D. C. (1961). The achievement society. *Princeton, NJ: Von Nostrand.*
6. Rivai, A. (2009). Veithzal dan Sagala. *Ella Jauvani. Human resource management: theory and practice.* Palgrave.
7. Williams, M. L., McDaniel, M. A., & Ford, L. R. (2007). Understanding multiple dimensions of compensation satisfaction. *Journal of Business and Psychology*, 21(3), 429-459.
8. Andini, S., Cioffi, R., Montagnaro, F., Pisciotta, F., & Santoro, L. (2006). Simultaneous adsorption of chlorophenol and heavy metal ions on organophilic bentonite. *Applied clay science*, 31(1-2), 126-133.
9. Luthan, F. (2012). *Organizational behavior.* The fourth printing. Andi Publisher. Yogyakarta.
10. Mobley, R. K. (2011). *Maintenance fundamentals.* Elsevier.
11. Abelson, R. P., Leddo, J., & Gross, P. H. (1987). The strength of conjunctive explanations. *Personality and Social Psychology Bulletin*, 13(2), 141-155.
12. Gentilini, C., Viola, E., & Ubertini, F. (2003). Probabilistic characterization of linear truss structures with cracked members. In *Key Engineering Materials.* Trans Tech Publications.

13. Astutik, R. (2012). The Influence of Compensation, Motivation, and Job Satisfaction Against Turnover Intentions. [Http://repository.upy.ac.id/1326](http://repository.upy.ac.id/1326). University of PGRI Yogyakarta.
14. Sumarto. (2009). Increase Compensation, Job Satisfaction and Motivation to Reduce Labor Turnover Intention. *Journal of Economic and Business Research*. Faculty of Economics UPNV. East Java.
15. Putrianti, A. D., Djahur, H., Djudi, M. M. (2014). Effect of Compensation and Work Motivation on Turnover Intention (Study on Employees of PT TIKI Nugraha Ekakurir Line Malang Center). *Journal of Business Administration*. University of Bawijaya. Malang.
16. Balaji, C. (2013). Implications of Employee Welfare and Rewards on Job Satisfaction and Productivity – An Insight.
17. Srinivasan, V. (2012). Multi generations in The Workforce: Building Collaboration. *Journal Indian Institute of Management Bangalore*.
18. Heneman III, H. G., & Schwab, D. P. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International journal of Psychology*, 20(2), 129-141.
19. Governmentwide Management. (2013). Employees Influencing Change-Governmentwide Management Report. Retrieved April 20, 2018, [fromhttp://www.fedview.opm.gov/2013files/2013_Governmentwide_Management_Report](http://www.fedview.opm.gov/2013files/2013_Governmentwide_Management_Report).
20. The Institutes. (2012). Millennial Generation Attitudes About Work and The Insurance Industry. Retrieved April 20, 2018, from <https://www.theinstitutes.org/doc/Millennial-Generation-Survey-Report.pdf>.
21. Cran, C. (2010). *101 ways to make generations X, Y and Boomers happy at work*. Cheryl Cran.
22. Morgan, D., & Zeffane, R. (2003). Employee involvement, organizational change and trust in management. *International journal of human resource management*, 14(1), 55-75.
23. Arin, M., Lommens, P., Hopkins, S. C., Pollefeyt, G., Van der Eycken, J., Ricart, S., ... & Van Driessche, I. (2012). Deposition of photocatalytically active TiO₂ films by inkjet printing of TiO₂ nanoparticle suspensions obtained from microwave-assisted hydrothermal synthesis. *Nanotechnology*, 23(16), 165603.
24. Edwards, H. (2014). Nosy Crow Conference: Everything you always wanted to know about children's publishing (but were afraid to ask) 13 September 2014. *Refer*, 30(3), 20.
25. Andarwati, S., Guntoro, B., Haryadi, F. T., & Sulastri, E. (2012). Dinamika Kelompok Peternak Sapi Potong Binaan Universitas Gadjah Mada di Propinsi Daerah Istimewa Istimewa Yogyakarta. *SAINS PETERNAKAN-Jurnal Penelitian Ilmu Peternakan Vol. 10 No. 1 Maret 2012*, 10(1), 39-46.
26. Aguilar, M., Malanoski, M., Adhitya, G., Emerson, B., Acharya, V., Noble, D., & Lieuwen, T. (2015). Helical flow disturbances in a multinozzle combustor. *Journal of Engineering for Gas Turbines and Power*, 137(9), 091507.
27. Suyasa, P. B., Yudiaatmaja, F., & Yulianthini, N. N. (2016). Pengaruh Kebijakan Kompensasi dan Komunikasi Internal Terhadap Kepuasan Kerja Karyawan Hotel Aditya Lovina. *Jurnal Jurusan Manajemen*, 4(1)
28. Kusumaningrum, D., & Harsanti, I. (2014). Contribution of Job Satisfaction To Turnover Intentions On Nursing Installation Inap Space. *Proceedings PESAT*. University Gunadarma - Depok.
29. Bretherton, I. (Ed.). (2014). *Symbolic play: The development of social understanding*. Academic Press.
30. Fajar Sukmana, A. (2015). Analisis Job Insecurity dan Kompensasi Terhadap Turnover Intention Melalui Kepuasan Kerja Karyawan PT Wijaya Panca Sentosa Food Sidoarjo (the analysis of job insecurity and compensation to turnover intention through employee job satisfaction pt. Wijaya panca sentosa food sidoarjo).
31. Irbayuni, S. (2012). Pengaruh kompensasi, kepuasan kerja dan komitmen Organisasi terhadap keinginan untuk pindah kerja Pada PT. Surya sumber daya energi Surabaya. *Neo-Bis*, 6(1), 76-87.