

## Strategy to Reduce Nurse Turnover Intention at X Hospital, Depok City

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### ABSTRACT

This study aims to identify factors that influence nurse turnover and formulate strategies to reduce it at Hospital X, Depok City. Turnover intention is defined as an employee's desire to find a better job than before, which requires the agency's attention in understanding the reasons behind an employee's decision to leave their job. Hospital X, Depok City was recorded to have a high turnover rate in 2022, which was 12% compared to the previous year. This study uses a qualitative method with a descriptive approach, where data is collected through interviews and documentation, then analyzed using triangulation techniques through the stages of data reduction, data presentation, and drawing conclusions. The results of the study indicate that the main factors influencing turnover intention are workload, job satisfaction, and salary satisfaction. The proposed strategies include implementing performance evaluations, increasing work comfort, and increasing the number of necessary medical devices. This study makes significant contributions to the theory and practice of hospital management, particularly in understanding and addressing the factors that influence nurse turnover. By identifying the effects of workload, job satisfaction, and salary satisfaction on turnover intention, this study broadens the horizons in human resource management in the healthcare sector. In addition, the recommendations provided are not only relevant to Hospital X, but also have broad policy implications for other healthcare institutions. The proposed strategies, such as structured performance evaluation and improving employee welfare, can be adapted by other hospitals to reduce turnover and increase nurse retention. Thus, the results of this study contribute to creating a more stable and productive work environment, which ultimately supports improving the quality of healthcare services in various institutions.

### A. INTRODUCTION

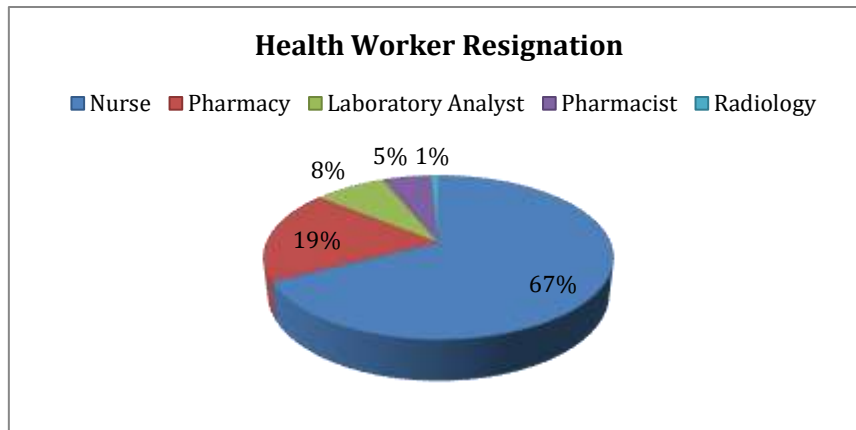
The phenomenon of turnover intention has become one of the main challenges in various sectors, both globally and nationally. High turnover rates reflect employee dissatisfaction with working conditions, which can affect organizational stability. The Deloitte Millennial Survey (2018) noted that the turnover rate for the millennial generation in Indonesia reached 66% in 2016. In the industrial sector, the turnover rate was 57% in 2020, decreasing to 47% in 2021 (Jefferson Hansen,

2024). This data shows that organizations need to have an effective strategy to maintain their workforce to remain competitive.

The health sector is not free from turnover problems. Various hospitals in Indonesia report relatively high turnover rates. For example, the Bangka Belitung Islands Provincial Hospital recorded a turnover rate of 6% in 2021 (Bangka Belitung Islands Provincial Health Service Profile, 2021). At RSIA Brawijaya, the turnover rate reached 21.90% in 2020, up from 20.80% in the previous year (Anggara et al., 2020). This high figure highlights the need for special strategies in managing human resources in the health sector

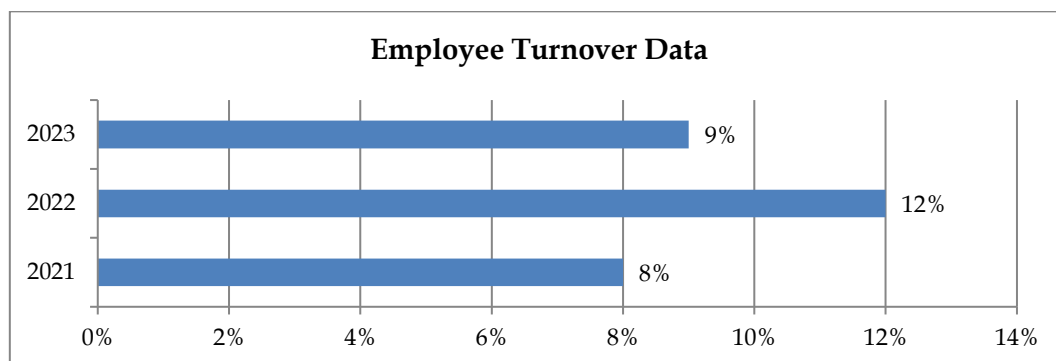
Nursing is a very crucial profession in health services. As frontline health workers, nurses play an important role in providing direct care to patients. However, nurses often face major challenges, such as heavy workloads, lack of job satisfaction, and inadequate compensation. Based on research by Putra and Utama (2018), a turnover rate above 10% is considered high and can have a negative impact on the quality of health services. Therefore, retaining competent nurses is a top priority for hospital management.

Data from Hospital X Depok City shows that nurses have the highest turnover rate compared to other health professions. It can be seen from Figure 1:



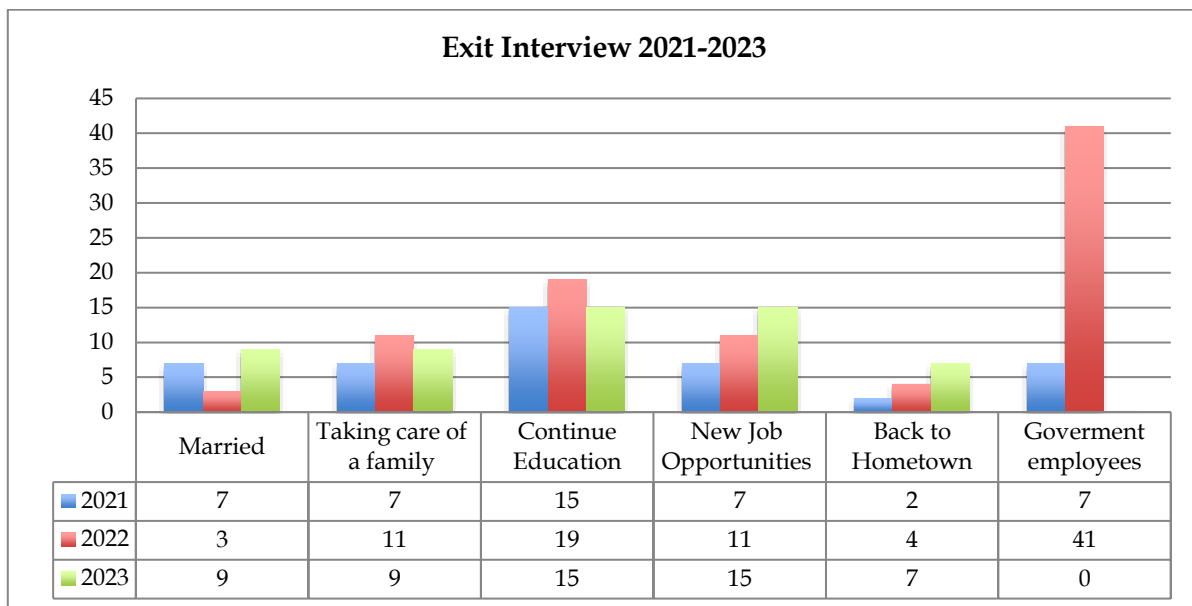
Source: Internal Data, Processed by the author (2023)  
**Figure 1 Health Worker Resignation Data (2021-2023)**

Based on Figure 1, there were 153 nurses who resigned from a total of 229 health workers who left during the 2021–2023 period. In 2022, as many as 64 nurses will resign, covering 67% of the total health workers who left. This figure highlights that nurses are the workforce group most vulnerable to turnover, which can disrupt the stability of hospital operations. Hospital X Depok City itself recorded a significant turnover rate in the last three years. Figure 2 is shown as follows:



Source: Internal Data, Processed by the author (2023)  
**Figure 2 Employee Turnover Data at Hospital X Depok City**

Figure 2 explains that the turnover rate increased from 8% in 2021 to 12% in 2022, before falling to 9% in 2023. This rate is still far above the normal threshold of 10%, as stated by Putra and Utama (2018). This situation indicates a fundamental problem that needs to be addressed immediately. Figure 3 is shown as follows:



Source: Internal Data, Processed by the author (2023)

*Figure 3 Exit Interview Data (2021-2023)*

In 2022, the dominant reasons include the desire to continue their education (19 people) and become civil servants (41 people). Apart from that, other factors such as heavy workloads and inadequate compensation are also the main causes. This data shows the importance of better human resource management to increase employee retention.

This study aims to identify factors that influence turnover intention among nurses at Hospital X Depok City, with a focus on workload, job satisfaction and salary satisfaction. Apart from that, this research also aims to formulate strategies that can reduce the turnover rate at the hospital. With a descriptive qualitative approach, this research is expected to provide practical recommendations for hospital management in maintaining the sustainability of the nursing workforce. It is hoped that this article can contribute to the development of HR management strategies in the health sector. By reducing the level of turnover intention among nurses, the quality of health services can be improved, while supporting the sustainability of hospital operations.

## B. METHOD

In this research, researchers took a qualitative approach. According to Moleong (2018), a qualitative approach is research that aims to understand the situation of the conditions that occur in the overall research theme or description through the form of words, language and certain conditions experienced using various scientific methods. In this research, a qualitative approach with a descriptive type is applied. According to Rachmat Kriyantono (2020), qualitative descriptive is a form of strategy that describes data accurately and systematically in gathering information.

A qualitative approach is used because it is in accordance with the title "Reduction Strategy Turnover Intention Nurse at Hospital X Depok City", which requires an explanation by describing and identifying factors turnover nurses with the conditions that exist and occur at Hospital X Depok City aims to formulate strategies to reduce turnover nurses, obtain information contextually and the data obtained is in accordance with the research results, where this is also the actual situation or real conditions from all aspects that support and support this research process.

Data collection techniques were carried out by means of interviews and documentation. Data sources from interviews are called primary data sources. The informants selected included: 1 HR

Manager, 1 Head of Personnel Administration and Planning Section, 1 Nursing Manager, 4 nurses who were still working and 1 nurse who had resigned at Hospital X Depok City.

The informants were selected based on criteria, including: understanding nursing regulations at Hospital X Depok City; understand the process of recruitment, training and providing basic salaries, especially in health services; understand the process flow exit interview at Hospital X Depok City; know the amount of officer data, both from the officer who resign as well as employees who still work at Hospital X Depok City; knowing the competencies, placements and shifts possessed by employees, especially in nursing; and understand the placement and arrangement of employee working hours.

Meanwhile, data sources from documentation are called secondary data. According to Sugiyono (2013), secondary data is a data source through supporting documents and previous research journals. So it's done after the interview key informant by taking the results report exit interview, take the total data of the number of officers resign and existing policies at Hospital X Depok City to see what factors influence it turnover intention nurse in the Hospital X Environment in Depok City and how to formulate strategies to reduce turnover intention nurse at Hospital X Depok City. Apart from that, also look at previous journals regarding turnover employees in other agencies to compare and process data that supports the smooth running of research.

The data processing technique used by Achyanor (2018) is by editing (data check), classifying (classification), and concluding (drawing conclusions). Meanwhile, Miles and Huberman (1994), data analysis is a process or method of collecting data in an orderly manner which is obtained and then categorized, described, arranged and selected to be taken, to make conclusions which will later make it easier for researchers and readers to process from data reduction, presenting data, verifying and drawing conclusions. (Hardani et al., 2020)

Furthermore, the validity technique used by Moleong (2018) was carried out from theoretical triangulation. Theoretical triangulation is used to test the validity of existing theories. The theory triangulation process needs to involve identifying patterns or forms through theory-based investigations. This can be seen from how to balance data or conclude data with relevant theoretical viewpoints to prevent researcher bias.

## C. RESULTS AND DISCUSSION

### Factors Influencing Turnover Intention at Hospital X, Depok City

The findings of this study reveal several key factors contributing to the turnover intention among nurses at Hospital X, Depok City. These factors are discussed in detail as follows:

#### a. Workload

Workload refers to the tasks or responsibilities that exceed an individual's capacity to handle efficiently, often leading to physical and emotional strain Iskandar & Rahadi (2021). At Hospital X, nurses face excessive workloads due to a shortage of staff, requiring them to manage duties beyond their professional scope, such as covering tasks meant for pharmacists. This misalignment has led to dissatisfaction and burnout, particularly when less experienced nurses are expected to mentor new hires without adequate preparation.

The patient-to-nurse ratio, which often reaches 7-8 patients per nurse, surpasses standard recommendations, further exacerbating the issue. This situation aligns with Tigau & Sugiarto (2022) findings that high workloads in private hospitals contribute significantly to employee turnover, as staff struggle to balance professional demands with personal well-being.

#### b. Job Satisfaction

Job satisfaction, defined as the level of contentment employees feel regarding their roles, heavily influences turnover intentions (Iskandar & Rahadi, 2021). At Hospital X, low job satisfaction stems from a lack of transparency and follow-up in performance evaluations, minimal recognition for efforts, and insufficient welfare benefits.

Interviews revealed that nurses feel undervalued, particularly due to the absence of clear evaluation mechanisms and inadequate overtime pay. This lack of support creates a gap between expectations and reality, consistent with Firdaus (2017), who emphasized that dissatisfaction in recognition and rewards leads to increased turnover rates.

**c. Salary Satisfaction**

Salary satisfaction is crucial for employee retention, reflecting the fairness of compensation relative to workload and market standards (Iskandar & Rahadi, 2021). Hospital X does not implement a structured remuneration system, resulting in perceived inequity among nurses. Absence of bonuses, minimal overtime compensation, and lack of non-financial incentives have pushed nurses to seek opportunities in organizations offering better pay.

This finding supports Muharni & Wardhani (2020), who argue that transparent remuneration systems are essential for reducing turnover intention, as they promote fairness and boost morale.

**Strategies to Reduce Nurse Turnover Intention at Hospital X, Depok City**

Based on the identified factors influencing turnover intention, several strategies have been proposed to address these challenges and enhance nurse retention at Hospital X, Depok City. The recommended strategies are outlined below:

**a. Increasing the Number of Nursing Staff to Reduce Workload**

Hospital X needs to recruit additional nursing staff to balance the nurse-to-patient ratio. This recruitment aims to alleviate the excessive workload currently faced by nurses, where one nurse is responsible for 7–8 patients. Adding more staff allows for a more equitable distribution of tasks, enabling nurses to focus on their core responsibilities without feeling overwhelmed. Consequently, this reduces stress levels, improves job satisfaction, and ultimately decreases their intention to leave the job.

**b. Enhancing Job Satisfaction Through Transparent Performance Evaluations**

Hospital X should implement a clear and regular performance evaluation mechanism. These evaluations can be conducted biweekly, involving feedback from both superiors and subordinates to foster open and effective communication. Performance evaluations can also be used to acknowledge nurses' achievements, either through verbal recognition, non-financial rewards, or career advancement opportunities. Transparent evaluations help nurses feel valued for their contributions, increasing motivation and commitment to the organization.

**c. Developing a Competitive and Fair Remuneration System**

Hospital X must immediately establish a structured remuneration system that includes overtime pay, annual bonuses, and performance-based incentives. This system should also offer additional benefits such as health insurance and professional development funds. By providing competitive and transparent compensation, Hospital X can not only enhance nurses' salary satisfaction but also strengthen their loyalty to the institution.

**d. Organizing Regular Training and Development Programs**

Regular training and development programs, such as seminars and workshops on patient care, should be held periodically. These programs aim to enhance nurses' competencies in handling patients effectively and efficiently. Additionally, training can improve communication and teamwork skills among nurses, fostering a more harmonious and productive work environment. Supporting nurses in their career development through such programs reduces their intention to seek employment elsewhere.

**e. Establishing More Flexible Work Schedules**

Hospital X needs to evaluate and reorganize nurses' work schedules to make them more flexible and aligned with their needs. Well-organized schedules can reduce nurses' physical and mental strain, helping them achieve a better work-life balance. This flexibility is also a valuable asset in creating a comfortable and supportive work environment that enhances nurse retention.

## D. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

This study concludes that the high turnover of nurses at Hospital X, Depok City is caused by three main interrelated factors, namely workload that exceeds standard working hours, low job satisfaction due to lack of transparency in performance evaluation, and dissatisfaction with salary due to imbalance between workload and compensation received.

### Recommendation

In following up on the conclusions obtained from the research. So the researcher makes the following suggestions:

1. Holding Regular Training and Coaching Programs.  
Hospital X should hold regular training and coaching programs for nurses to improve their ability to collaborate effectively with colleagues. This program can include developing communication skills, teamwork, and conflict management.
2. Improving Nurse Welfare.  
Hospital X needs to prioritize improving nurse welfare by appreciating their contribution to the work process and results. Steps that can be taken include providing overtime allowances, annual bonuses, and other financial or non-financial incentives to improve employee morale and motivation.
3. Implementing a Structured Remuneration System.  
Hospital X must immediately implement a structured remuneration system to ensure fair and transparent compensation according to the workload carried out by nurses. This is important to create fairness and improve employee job satisfaction.

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