Turnover Intention and Behavior Organizational Citizenship on Indonesian Hospital Case

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Abstract — Since the last 4 years the nurse turnover rate on Indonesian Hospital Case has shown an increase and reached the highest number (20.8%) in 2019 for contract nurses. If not anticipated it will disrupt the quality of service and reduce hospital performance. The high turnover rate also causes hospitals to incur additional costs for recruitment and training. Meanwhile, hospitals also need a lot of time to make nurses have the skills to provide quality care and meet the Patient Safety rules. The purpose of this study was to identify the influence of job satisfaction and organizational citizenship behavior on nurse turnover intention in hospital industry.

This study uses quantitative methods, to determine the causality relationship between related variables. Data processing is done quantitatively using SEM statistical test methods, to prove the hypothesis. The research sample was saturated with 282 nurses, both organic and contract, conducted since November 2019 until January 2020. Data processing is done quantitatively using the SEM statistical test method, to prove the hypothesis. Research findings: increasing OCB is an important thing to do by Indonesian Hospital Case management, because OCB is proven to increase the effect of job satisfaction in order to reduce nurse turnover intention. The voluntary attitude of nurses is the lowest OCB behavior in contract and organic nurses, so efforts are needed to improve voluntary behavior so that nurse turnover intention can be significantly increased.

The results showed nurse turnover Intention was influenced by Job Satisfaction and OCB. The indirect effect through OCB is 1.43 times greater than the direct effect of Job Satisfaction on Turnover Intention. Perceptions of turnover intention for contract nurses are moderate, organic is low, job satisfaction is moderate (organic nurses are more satisfied than contract nurses), and OCB is high (organic nurses are higher than contract nurses).

Index Terms — Nurse Turnover Intention, Job Satisfaction and Organizational Citizenship Behavior.

I. INTRODUCTION

Human resources are an important factor in the hospital in building and forming the organization, because the hospital as an institution that produces products in the form of services, the HR element plays an important role in all activities in the hospital.

Excessive turnover of health workers, especially nurses, if

not anticipated will disrupt the quality of service to patients which in turn can reduce the performance of a hospital. Because a shortage of nurses can disrupt patient services on an ongoing basis, [26]. Because it becomes a management need to develop programs and strategies to retain nurses [10].

In addition, the high turnover rate also causes organizations to incur additional costs for recruitment to get workers ready to use. Preparing nurses who have the skills to provide quality care and meet patient safety rules also requires considerable time. In an effort to reduce the occurrence of employee turnover, it must start from efforts to reduce the desire to leave (turnover intention / TOI).

Indonesian Hospital Case as one of the private hospitals in industrial city which is trying to develop its services by adding some service capacity, also needs to evaluate nurses turnover rates especially in the last four years, the number of nurses leaving is always greater than the number of nurses entering. Nurse turnovers are experiencing a trend Significant improvement in 2019 especially for contract nurses reached 20.8% [27]

From the results of a preliminary survey conducted, there is a level of job satisfaction of nurses on Indonesian Hospital Case around sixty-seven percent (67%), it is estimated that for contract nurses reaching below organic employees. Some factors that cause other than the amount of income that is still not full is also due to career development opportunities is one of the causes of reducing the level of job satisfaction. In addition, some previous studies still show different results for the influence of OCB on turnover intention. As an effort to anticipate and as a basis for appropriate improvement for management it is deemed necessary to examine the extent of the influence of Job Satisfaction and OCB for nurses turnover in Hospital industry.

The purpose of this study was to determine the effect of job satisfaction on nurse turnover intention and organizational citizenship behavior as an intervening variable in Hospital industry.

The research contribution is as input for Hospital industry management to try to reduce the nurse turnover rate, as well as an evaluation tool for in Hospital Industry management policies.

II. METHODS

This research uses quantitative methods to see the causality relationship between endogenous / dependent variable turnover intention (Y) with exogenous / independent variable job satisfaction (X1) and exogenous / intervening variable organizational citizenship behavior /

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OCB (X2). Latent variables will be translated into manives variables in the form of quantitative primary data through questionnaires.

Source of data collected in this study came from questionnaires from 282 saturated samples of all contract nurses and organic in Hospital Industry.

III. DATA ANALYSIS

The survey results are expected to obtain valid and reliable data variables manives that will describe the latent variables studied so that it is possible to describe or describe the conditions of each research variable. Furthermore, quantitative data processing will be done using SEM statistical test methods with AMOS software to determine the influence of one variable with another variable.

Data collection techniques: Description of the variables used to determine the answers of respondents. The number of respondents 'answers starting from number 1 for a minimum and maximum is 5. To get the tendency of respondents' answers to each variable, it will be based on the average score (index) categorized into the range of scores based on the calculation of the three boxed method [5].

Upper limit on the range of scores: (% F x 5); if all respondents answered 5. Lower limit of score range: (% F x 1); if all respondents answered 1. With% F: is the frequency of each respondent's answer to each question.

A. Research Hypotesis

Fig. 1. Research Hypothesis.

B. Research Model

Research Model Design, shows that the Turnover Intention (TO) variable as a dependent latent variable has five indicators manives namely Y1 (thinking out of work), Y2 (Intending to look for work as an alternative), Y3 (intending to quit the job), Y4 (compatibility work with personal), and Y5 (matching income with work). The latent variable Job Satisfaction (KK) is an independent variable, by having 5 (five) manives variables, namely X1 (satisfying work), X2 (promotion opportunity), X3 (supportive supervisor's attitude), X4 (pleasant colleague attitude), and X5 (supportive work environment). Organizational Citizenship Behavior (OCB) is a latent free intervening variable, has 5 (five) indicators of manives, namely: altruism/ helping attitude (X6), Conscientiousness/ voluntary (X7), Sportmanship/ tolerance (X8), Courtesy /

respect (X9)) and Civic virtue / attitude of responsibility (X10). Each of these indicators is described in the instrument and outlined in the form of a questionnaire that will be submitted to the respondent, the results obtained will be processed to obtain the average number of respondents' answers as the acquisition of the variable numbers manives of each of the three latent variables.

Fig.1. Research Model.

IV. RESULT AND DISCUSSION

A. Instrument Testing

Validity and reliability tests were performed on all three research variables.

TABLE 1: TOI, KK & OCB RELIABILITY TEST

Variabel Laten	CR	VE
TOI	0,969	0,679
KK	0,959	0,617
OCB	0,965	0,649

Tables 1 show that the loading factor (λ) value for each manifest variable is greater than 0.5. This means that each manifest variable is declared valid in forming an exogenous construct.

Then the value of CR (construct reliability) must be above 0.7 and VE (variance extracted) must be above 0.5 already fulfilled so that it can be concluded that all exogenous constructs have good construct validity and reliability.

B. Goodness of Fit Analysis

The Goodness of fit criteria of the structural equation model above is presented in the following table:

TABLE 2: GOODNESS OF FIT

No.	Goodness of Fit Index	Cut-off Value	Hasil	Kesimpulan
1	CMIN/DF	Diharapkan Kecil (<2)	1,986	Good Fit
2	RMSEA	$\leq 0,08$	0,059	Good Fit
3	GFI	$0,8 \leq GFI \leq 0,9$	0,889	Marginal Fit
4	A GFI	$0,8 \leq A GFI \leq 0,9$	0,850	Marginal Fit
6	NFI	$0,8 \leq NFI \leq 0,9$	0,866	Marginal Fit
7	IFI	$0,8 \leq IFI \leq 0,9$	0,945	Good Fit
8	TLI	$0,8 \leq TLI \leq 0,9$	0,937	Good Fit
9	CFI	$0,8 \leq CFI \leq 0,9$	0,944	Good Fit

Overall good goodness of fit, Hair (1995) in (Wijanto, 2008).

C. Structural Model Analysis

TABEL 3 TOTAL MODEL ANALYSIS

Pengaruh	Direct	Indirect	Total
KK-->TOI	-0,274	$=0,573 \times (-0,655) = 0,375$	-0,649

Based on Table 3 the direct effect of Job Satisfaction (KK) on Turnover Intention (TOI) is (-0,274), while the effect of Job Satisfaction on Turnover Intention indirectly / through OCB as intervening is (-0.375) in other words the indirect effect is greater (1.43 times greater), than direct effect. The total effect of (-0,649), means there are still other factors of -0,351. Other possible causes such as labor market conditions, alternative opportunities, and the length of work are important obstacles to leaving existing jobs (S. P. et al Robbins, 2013).

D. Hypothesis Testing Analysis

TABEL 4: HYPOTHESIS TESTING

Hipotesis	t hitung	t tabel	Signifikan	Keterangan
H1 Kepuasan Kerja berpengaruh negatif terhadap TO	10,394	1,971	(+)	H1 diterima
H2 OCB berpengaruh negatif terhadap TO	-5,955	-1,971	(+)	H2 diterima
H3 Kepuasan Kerja berpengaruh positif terhadap OCB	10,510	1,971	(+)	H3 diterima
H4 Kepuasan Kerja berpengaruh negatif dan signifikan terhadap TOI, melalui OCB sebagai intervening	-8,011	-1,971	(+)	H4 diterima

E. Description of Three Box Method Result

1. Turnover Intention

The result of the perception of contract nurses on the variable turnover intention is at a moderate level, but at the organic nurse is at a low level. For the highest dimension of turnover intention the organic nurse and contract are the intention to leave due to the incompatibility of work with income / economic dimension (moderate). The highest indicator is diferent in organic nurses TO5.3 "I feel the incentives I get do not correspond to the amount / burden of

my work" while the contract nurses in TO3.2 "I will get out of this hospital if there is a better opportunity" (moderate). This shows that contract nurses have a higher exit potential than organic nurses, with the main cause of income mismatch problems.

TABLE 5: TOI DIMENSION

Kode Dimensi	Dimensi (Indikator Manifes)	Organik	Kontrak
TOI1	Berfikir keluar dari pekerjaan	Rendah	Sedang
TOI2	berniat mencari pekerjaan sebagai alternatif	Rendah	Sedang
TOI3	Berniat keluar dari pekerjaan	Rendah	Sedang
TOI4	Niat keluar karena kecocokan pekerjaan dengan karakteristik individu (Dimensi Psikologis)	Rendah	Rendah
TOI5	Niat keluar karena kecocokan pendapatan (Dimensi Ekonmi)	Sedang	Sedang
Y	Turn over intention	Rendah	Sedang

TABLE 6: TOI INDICATOR

Kode	Perawat Organik	Kriteria	Kriteria
TO 5.3	Saya merasa insentif yang saya peroleh tidak sesuai dengan banyaknya beban pekerjaan saya	606	Sedang
TO 2.2	Saya sudah menyampaikan beberapa lamaran pekerjaan ke tempat lain	398	Rendah
Kode	Perawat Organik	Kriteria	Kriteria
TO 3.2	Saya akan keluar dari rumah sakit ini jika ada kesempatan yang lebih baik	231	Sedang
TO 2.2	Saya sudah menyampaikan beberapa lamaran pekerjaan ke tempat lain	143	Rendah
TO 4.3	Saya merasa pekerjaan saya tidak sesuai dengan kepribadian saya	143	Rendah

2. Job Satisfaction

TABEL 7: KK DIMENSION

Kode	Indikator Manifes (Dimensi)	Σ	Kriteria	Σ	Kriteria
		Organik		Kontrak	
X1	Pekerjaan yang memuaskan	719	Sedang	219	Sedang
X2	Peluang Promosi	687	Sedang	216	Sedang
X3	sikap atasan yang mendukung	748	Sedang	248	Sedang
X4	Sikap rekan kerjayang menyenangkan	836	Tinggi	257	Tinggi
X5	Lingkungan kerja yang mendukung	791	Tinggi	243	Sedang
X1	Rerata Kepuasan Kerja	756	Sedang	236	Sedang

Organic nurse job satisfaction index and contract are the same (medium), with higher organic nurse satisfaction level (organic nurse job satisfaction gets a high index of 40%, while contract nurses are only 27%). The lowest job satisfaction is the same, namely the opportunity for promotion (medium). But different results on the lowest type of statement on organic nurses, KK 1.2 "I am satisfied with the nurses career path rules that are currently applied" for contract nurses lowest statement: KK 1.3 "I am satisfied with the opportunity to participate in training outside the

hospital (low). This can make a different basis for improvement for each group of nurses.

TABLE 8: KK INDICATOR

Kode	Perawat Organik	Indeks	Kriteria
KK1.2	Saya puas dg peraturan jenjang karir perawat yg diterapkan saat ini	645	Sedang
KK4.2	Saya puas dg sikap rekan kerja saya yg ramah	840	Tinggi
Kode	Perawat Koontrak	Indeks	Kriteria
KK1.3	Saya puas dengan kesempatan mengikuti pelatihan di luar rumah sakit	204	Sedang
KK4.1	Saya puas dengan sikap rekan saya yang kooperatif/suka bekerja sama	258	Tinggi

3. Organizational Citizenship Behavior

TABLE 9: OCB DIMENSION

Kode	Indikator Manifes	Rerata		Rerata	
		Organik		Kontrak	
X6	Altruism (sikap menolong)	849	Tinggi	267	Tinggi
X7	Conscientiousness (sukarela)	763	Sedang	248	Sedang
X8	Sportmanship (sikap)	846	Tinggi	268	Tinggi
X9	Courtesy (Sikap menghargai)	849	Tinggi	269	Tinggi
X10	Civic Virtue (sikap tanggung jawab)	815	Tinggi	262	Tinggi
X2	OCB	824	Tinggi	263	Tinggi

TABLE 10: OCB INDICATOR

Kode	Pernyataan	Indeks	Kriteria
OCB2.3	Saya tidak keberatan hadir ke tempat kerja di luar jam kerja tanpa dihitung lembur, untuk melakukan kegiatan positif di luar uraian tugas/kewajiban	726	Sedang
OCB4.1	Saya menghargai rekan kerja saya dengan cara menjaga hubungan baik	884	Tinggi
Kode	Pernyataan	Indeks	Kriteria
OCB2.3	Saya tidak keberatan hadir ke tempat kerja di luar jam kerja tanpa dihitung lembur, untuk melakukan kegiatan positif di luar uraian tugas/kewajiban	233	Sedang
OCB1.1	Saya sering menolong rekan kerja yg mengalami kesulitan masalah	281	Tinggi

V. DISCUSSION

In Table 7 shows the results of hypotheses 1, 2, 3 and 4 can be accepted.

Based on the three box method, the nurse nurses' perception of turnover intention variables is in the medium criteria, but in the organic nurses the criteria are low. Based on the results of calculations in Table 12 shows that the value of $t_{count} > t_{table}$, namely $(-5,955) > (-1,971)$, this

means that the variable Job Satisfaction (KK) negatively affects Turnover Intention (TOI), meaning that if Turnover Intention will be lowered then the level of Job Satisfaction must be increased (Hypothesis 1: accepted).

Based on the calculation results in Table 4.22 shows that the value of $t_{count} > t_{table}$, namely $(-10,510) > (-1,971)$, this means that the Organizational Citizenship Behavior (OCB) variable negatively influences turnover intention (TOI), meaning that if turnover intention will be reduced then the level of Organizational Citizenship Behavior must be increased (Hypothesis 2: accepted).

Based on the calculation results in Table 4.22 shows that the value of $t_{count} > t_{table}$ $(10.394 > 1.971)$, this means that Job Satisfaction has a positive effect on Organizational Citizenship Behavior, meaning that if Organizational Citizenship Behavior will be increased, Job Satisfaction must be increased (Hypothesis 3: accepted).

Based on the calculation results obtained t value for testing the effect of mediation on this hypothesis is $-8,011$. If $\alpha = 0.05$, then $t_{table} = -1.971$. From these calculations it can be concluded that $t_{arithmetic} (-8,011) > t_{table} (-1,971)$ with a significance level of 0.05, it can be concluded that Organizational citizenship behavior is capable of intervening between Job Satisfaction and Turnover Intention. This type of mediation is partial mediation (part mediation), meaning that whether or not there is OCB, job satisfaction still has a significant effect on turnover intention but the indirect effect through OCB is greater than the direct effect. In other words, OCB is able to increase the effect of job satisfaction on turnover intention. This type of mediation is partial mediation (part mediation), meaning that whether or not there is OCB, job satisfaction still has a significant effect on turnover intention but the indirect effect through OCB is greater than the direct effect. In other words, OCB is able to increase the effect of job satisfaction on turnover intention (Hypothesis 4: accepted).

An increase in job satisfaction can further reduce nurse turnover intention in line with research conducted by [28] that Job Satisfaction is a positive perception of work based on factors contained in the work environment such as supervisor style, policies and procedures, work group affiliation, working conditions and other benefits for workers, will make nurses feel comfortable and loyal to the company, on the contrary it will have a negative impact on the desire to leave the company (turnover intention). Nurses who are accustomed to doing OCB behavior (willing to do work that is not their responsibility / duty voluntarily) usually occur in nurses who are comfortable at work and tend to be loyal, of course logically loyal nurses will not have the intention to leave the company (turnover intention) [16].

The results of this study are consistent with research conducted by [2] conducted at Roemani Muhammadiyah Hospital Semarang, research conducted by [11] of PT Pertamedika employees, and research conducted by [16] at Besakih Beach Hotel, with the same result is proven that job satisfaction has a negative and significant effect on turnover intention. This hypothesis is in accordance with research conducted by [17], on the employees of PT Kediri Matahari Corn Mills with the result that there is a significant negative effect of OCB on employee turnover intention.

VI. FINDING

Improving Organizational Citizenship Behavior (OCB) is an important thing to do by Indonesian Hospital Case management, because OCB is proven to be able to increase the effect of job satisfaction in order to reduce nurse turnover intention. The voluntary attitude of nurses is the lowest OCB behavior in both organic and contract nurses, so efforts are needed to improve voluntary behavior so that nurse turnover intention can be significantly increased.

VII. CONCLUSION

There is a significant negative effect of job satisfaction on nurses turnover intention in Hospital Industry, so to increase the desire to leave it needs to be made efforts to increase job satisfaction for nurses

There is a significant positive effect of job satisfaction on organizational citizenship behavior of nurses in Hospital Industry, so to improve the achievement of OCB it is necessary to make improvements to improve job satisfaction for nurses.

There is a significant negative effect of organizational citizenship behavior on nurses turnover intention in Hospital Industry, so to reduce turnover intention efforts need to be made to increase OCB achievements again

There is a significant negative effect between job satisfaction on turnover intention and organizational citizenship behavior as intervening nurses in Hospital Industry. The indirect effect through OCB is 1.43 times greater than the direct effect of Job Satisfaction on Turnover Intention. So that Hospital Industry Case management to reduce the desire to leave nurses will be more meaningful to make efforts to improve OCB, rather than just making efforts. efforts to increase job satisfaction, so that repairs should be done in parallel from all sides both for increasing OCB and job satisfaction.

IMPLICATION

A first priority for Hospital Industry management is to make efforts that can improve organizational citizenship behavior, such as : such as instilling a commitment to always apply empathy to coworkers, promote teamwork, develop a caring attitude to help colleagues in both work and personal problems, in each morning briefing activity before carrying out activities in the service unit by each Unit Head. Management representatives periodically convey the condition of the company at the monthly meeting of the nursing service unit so that nurses can get to know the condition of the hospital including the difficulties that are being experienced, so as to grow tolerant to the conditions that are not yet ideal from Hospital Industry by developing a positive attitude that is conveying an attitude not agree with a good attitude so that it does not damage the work climate, and it is hoped that getting to know the company's constituency can increase ownership and loyalty to hospitals so that they are more willing and willing to do positive things for the company outside of working hours until they are willing to not count overtime if indeed needed according to the situation and condition of the company. Also, through activities such as capacity building between employees so as

to further accelerate awareness to implement OCB behavior through games made by expert staff. Program ESQ-type training, routine recitation for employees at the Hospital Anniversary event or the Day of Religious Affairs for those who are Muslims in the Hospital industry mosque, so that employees can be more sincere to improve OCB behavior.

In addition, in order to reduce nurse turnover intention, it is also necessary to immediately make improvements by Hospital Industry management in order to increase nurse job satisfaction, including conducting comparative studies on the application of nurses' career paths to hospitals that have implemented relatively ideal career paths, as management considerations to compile decree Team and Work Guidelines for Nurse Career Level Compilation Team.

Evaluate the length of service for contract nurses. Hospital Industry management can review and evaluate the length of service of contract nurses which up to 3 (three) years have been shorter, if possible can refer to labour regulations for only a year, then can be evaluated and assessed whether it can be processed into organic employees or terminated if not according to company criteria, so that contract nurses can freely look for job opportunities elsewhere. By shortening the contract period, benefits as organic employees can be immediately received by contract nurses, so that it can quickly increase job satisfaction of contract nurses.

RECOMENDATION

1. For the management of the Hospital Industry

Hospital Industry Management can immediately form a Nurse Career Structuring Team through the formation of a Team SK signed by the Hospital Director, assigning a team consisting of management representatives (Head of Nursing, Manager of Medical and Nursing Services), Chair of the Nursing Committee, representatives of each senior nurse from the unit unit special units (Intensive Room nurses: ICU / ICCU, NICU / PICU, Operating Room Nurses, Advanced Hemodialysis Nurses, Pediatricians, Emergency Unit Nurses).

Hospital industry management can implement performance-based incentives for nurses in order to be able to accommodate the distribution of performance-based incentives for the nurse profession is related to the achievement of the target activities in the nurse logbook in accordance with the provisions of the career path that will be made by the Team

Hospital Industry can evaluate the length of service for contract nurses, management can review and evaluate the length of service of contract nurses which up to 3 (three) years have been shorter, if possible can refer to labor regulations for only one year, then can be evaluated and assessed whether it can be processed into organic employees or terminated if not according to company criteria, so that nurses can still freely look for work opportunities elsewhere.

Hospital Industry can improve contract nurse benefits If the condition of management has not been able to shorten the contract nurse's service life to be shorter in the near future (for example because financial conditions are not yet possible), policy improvements can be made for contract nurses, for example the provision of training out of the hospital can be given an opportunity for accomplished and

loyal contract nurses (an agreement is made if the certified training has departed and will not resign within a certain timeframe). Opportunities are involved in promotions, for contract nurses who meet vacant job criteria and are judged to be equal in quality and competence to contract nurses (hard and soft skills) as on par with other organic nurses / employees.

Hospital industry can hold a Leadership Training Program, conducting leadership training programs in Nursing Services in accordance with their levels in order to improve leadership skills as a leader, both formally / informally. Especially, to develop the attitude / ability of empowering. Sharpen the leadership's ability to behave appropriately according to the conditions of the staff they lead, for example giving responsibility to be given the authority to make decisions, by previously providing important information about the objectives to be achieved from the tasks given to subordinates, asking subordinates to find solutions in completing certain tasks, support subordinates with various means and support the completion of tasks, guiding by providing constructive feedback, as well as making appropriate procedures to find out the issues and results achieved from the area of delegated responsibility. So, expect nurses' satisfaction in terms of the attitude of superiors who provide assistance in work and attitudes towards giving freedom in making decisions can be improved.

Hospital Industry management is expected to be able to evaluate the implementation of the promotion process to be more open / transparent: provide wider opportunities if there is information on promotional opportunities if it can be filled by nurses (fulfilling job qualifications), fair: selection based on work performance and objective capabilities. So that it will increase the perception of nurse satisfaction with the promotion process in Hospital Industry.

Hospital Industry management sets a time target, criteria for success and responsibility for each activity / program, so that regular evaluations can be carried out, and the entire program can immediately be felt by all nursing employees in particular and Hospital Industry management in general.

2. For Further Researchers

The results of this study are expected to be developed by subsequent researchers by adding at least one other variable that is thought to also affect turnover intention. In addition, it is also necessary to improve the questionnaire, as well as the selection of a more appropriate time in distributing the questionnaire.

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