

## THE INFLUENCING FACTORS OF TURNOVER ON NURSES IN PRIVATE HOSPITALS IN BINJAI CITY, INDONESIA

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### Abstract

*In Indonesia, turnover in hospital employees often occurs in private hospitals. Some private hospitals in Binjai city, find some obstacles in human resources because the turnover rate on nurses is quite high. Almost all hospitals have an average turnover rate above 10% every year and it is increasing. Basically, there are no hospitals can avoid the turnover, however, if the high turnover rate is immediately declined, it is feared to be able to interrupt the service to patients, and becomes a problem for the hospital as a whole. The purpose of this study is to determine the influencing factors of turnover on nurses at Private Hospitals in Binjai City, Indonesia. This research is categorized as Correlational Research. The population of this research was the nurses who have made a turnover and are working in private hospitals in Binjai City. There were 60 respondents taken as the sample of research. The data were analyzed using multiple linear regression test. The results showed that there are simultaneously and significant effect on the following variables; job satisfaction; working environment has positive and significant effect; organizational commitment has positive and significant effect on turnover on nurses in private hospital nurses in Binjai city. Based on these results, the most influencing factor on turnover on nurses is job satisfaction.*

**Keywords:** Nurses, Turnover, Job Satisfaction

**JEL Codes:** D91, I11, J28, J62, N35.

### 1. INTRODUCTION

Hospital is one of the service industries that provides healthcare services for all people without differentiating both social and other statuses. The performance of the organization can be measured from both medical and non-medical performances in providing services to patients. The phenomenon that often happens is that the performance of hospitals that have been very good can be disrupted by some employee behaviour that is difficult to prevent. One of such behaviour is the employees' decision to leave their job (*turnover*) (Andini, 2010). In Indonesia, *turnover* in hospital employees often occurs in private units because private hospitals are one of the companies that have internally arranged rules and guidelines or commitments that do not take into account the cost benefit and effectiveness of their employees. On one hand, the demand for health services for the community requires employees to work professionally and have a high

workload (Isni, 2015). Based on the results of the survey conducted by the researchers, there are several private hospitals in Binjai City that have provided *turnover* data in the last three years. The following table consists of the data of *turnover* on nurses in private hospitals in Binjai City in the period of 2014 – 2016.

**Table 1. Turnover Data in the Period of 2014 – 2016**

No	Hospital	2014	2015	2016
1	Bidadari Hospital	6,8 %	9,7 %	12, 5 %
2	Sylvani Hospital	12,8 %	15,8 %	12 %
3	Artha Medica Hospital	10,1 %	10,4 %	11,8 %
4	AL Fuadi Hospital	14,2 %	20 %	25 %
5	Latersia Hospital	9,6 %	8,6 %	13,6 %
6	Ratu Mas Binjai Hospital	21,3 %	14,7 %	23,1 %
	TOTAL	10,43 %	12,22 %	15, 44 %

Source: HR Department of Hospitals (2017).

Based on the table above, some private hospitals in Binjai city find some obstacles in human resources because the *turnover* rate on nurses in private hospitals is quite high. Almost all hospitals have an average *turnover* rate above 10% every year and it is increasing over years. This is in line with the opinion of Langitan (2010), that employee *turnover* is up to 12% per year. Meanwhile, according to Aryanto (2011), the *turnover* of nurses from the hospital is said to be normal in a range of 5 – 10% per year, and it is said to be high if it is more than 10%.

## 2. LITERATURE REVIEW

### 2.1. Turnover Organization

Turnover is quite detrimental to the company because of the many costs that have been incurred such as severance pay, non-utilization of facilities to get a replacement employee who comes out, staffing costs (such as recruitment fees, interviews, tests and training costs). The real disadvantage is losing productivity until the new employee reaches the same level of productivity as the old employee who stopped. If employees consider themselves to be employees who are ineffective, unwelcome or unnecessary, the employee might be able to get out. "However, if you think that a company should only employ people who are badly needed, then the idea of moving employees has a good side. Turnover can have a positive impact on both the company and its own employees. With employee turnover (turnover) carried out by employees who have less potential will provide an opportunity for companies to recruit more potential new staff. Meanwhile employees who have the potential to be able to develop their potential in other companies than those employees remain in companies that do not respect their potential turnover as a stop to a permanent working relationship between the company and its employees. Employee turnover or turnover is the entry and exit of employees from the company to work in other companies. Employee turnover (labor turnover) is a comparison between the entry and termination of employees from a company.

### 2.2. Job Satisfaction

Job Satisfaction is one of the essential tools in human resource management in an organization is the creation of job satisfaction of employees/employees. The following meanings of job satisfaction speak of several experts. Job satisfaction, basically is one psychological aspect that reflects a person's feelings towards his work, he will feel

satisfied with the suitability between his abilities, skills and expectations with the work he faces. Satisfaction is actually a subjective condition which is the result of a conclusion based on a comparison of what an employee receives from his work compared to what is expected, desired, and thought of as appropriate or entitled to it. While each employee/employee subjectively determines how satisfying the work is. In general, the meaning of Compensation relates to financial rewards received by people through their employee relations with an organization. Job satisfaction is a person's feeling towards his job. This means that the conception of job satisfaction sees it as a result of human interaction with the work environment (Kesuma *et al.*, 2018). In addition, a person's feeling for work is certainly a reflection of his attitude towards work. Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the system of values that apply in him. This is due to differences in each individual. The more aspects of work in accordance with individual desires, the higher the level of perceived satisfaction, and vice versa. In general, the form of compensation is financial because of monetary expenditures made by the organization. Compensation can be directly given to employees directly or indirectly. Where employees receive compensation in non-monetary forms. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Sofiyah *et al.*, 2018 & Dilham *et al.*, 2018). A compensation given by the company to employees or parties involved in the business process, can take the form of 4 (four) things, namely:

#### *1. Wages or Salaries*

Wages are usually related to hourly salary rates (the longer the work, the higher the wage). Wages are a payment base that is often used for production and maintenance workers. While salaries generally apply to weekly, monthly or annual rates.

#### *2. Incentives*

Incentives are additional salaries above or beyond the salary or wages provided by the organization. Incentive programs are adjusted to provide additional payments based on productivity, sales, profits, or cost reduction efforts.

#### *3. Benefits*

Examples of company benefits usually include health insurance, life insurance, vacations borne by the company, pension plans, and other benefits related to employment.

#### *4. Facilities*

Enjoyment or facilities such as company cars, club membership, special parking lots, and so on.

### **2.3. Work Environment**

The work environment is one of the causes of success in carrying out a job, but it can also cause a failure in the execution of a job, because the work environment can affect workers, especially the psychological work environment. While the influence itself can be positive and can be negative. The work environment is a place where employees do work activities (Erlina *et al.*, 2018). It can bring positive and negative impacts on employees in order to achieve their work. The work environment in a company is very important for management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production. The work environment that focuses on its employees can improve performance. Conversely an inadequate work environment will

reduce performance. At this time the work environment can be designed in such a way as to create a working relationship that binds workers in their environment. A good work environment is a safe, peaceful, clean, not noisy, bright and free from all kinds of threats and disturbances that can prevent employees from working optimally. A conducive work environment will have a good impact on the continuity of working employees, on the contrary, a work environment that is less conducive will have a negative impact on the sustainability of working employees. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotion of employees, if the employee likes the work environment where he works, then the employee will feel at home in the workplace to do the activity so that the working time is used effectively and optimally the employee's work performance is also high. The work environment includes work relationships that are formed between fellow employees and work relations between subordinates and superiors as well as the physical environment in which employees work.

The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that working time is effectively used and optimistic that employee performance is also high. The work environment includes work relationships that are formed between fellow employees and work relations between subordinates and superiors as well as the physical environment in which employees work. Work environment and workers are inseparable, a comfortable work environment will make workers feel at home in the company. Many employees spend their time working for certain companies until the next year, the reason is not only because they get a large salary, but they also feel comfortable while working in the company (Erlina *et al.*, 2018 & Muda *et al.*, 2019). When the work environment is really uncomfortable, this is felt by one or several employees, so they can just leave the company. The work environment is critical important to support employees in carrying out their duties or work. Almost all employees want a good work environment so they feel at home and comfortable while working. The work environment is intended not only to the physical environment but also to the social environment. Company management should also give more attention to the work environment so that employee performance can be better. However, in two years there are not a few unhealthy work environments, many problems arise among employees. This can lead to an unhealthy work environment. The work environment is closely related to the performance of each employee.

#### **2.4. Organizational Commitment**

Organizational commitment is the degree to which employees are involved in their organization and wish to remain a member, which includes an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. Organizational commitment is the attitude or form of a person's behavior towards the organization in the form of loyalty and achievement of the vision, mission, values and goals of the company (Situmorang *et al.*, 2017 and Yahya *et al.*, 2018). Someone is said to have a high commitment to the organization, can be identified by characteristics such as trust and strong acceptance of the goals and values of the unit, a strong willingness to work for the organization and a strong desire to remain a member or it. There are three forms of dimensions of one's organizational commitment, namely: (Pohan *et al.*, 2018)

##### *a. Affective commitment*

This commitment refers to the emotional relationship of members to the organization. People want to continue working for the organization because they agree with the goals and values. People with a high level of affective commitment have a desire to remain in the company because they support the goals of the organization and are willing to help to achieve these goals.

*b. Continuous commitment*

This commitment refers to the desire of employees to remain in the organization because of the calculation or analysis of profit and loss where the perceived economic value of surviving in an organization is compared to leaving the unit (Erlina *et al.*, 2018). The longer employees stay with their organization, the more they are afraid of losing what they have invested in the unit.

*c. Normative commitment*

This commitment refers to the feelings of employees where they are required to remain in their organization because of pressure from others. Employees who have a high level of normative commitment will pay great attention to what others say about them if they leave the company. They do not want to disappoint their superiors and are worried that their coworkers think extremely of them because of the resignation.

### 3. Methodology of Research

This study is categorized as *Correlational Research*. In this study, researchers try to describe the present conditions in the quantitative context reflected in the variables (Lubis *et al.*, 2016; Sadalia *et al.*, 2017; Agustina *et al.*, 2018; Muda *et al.*, 2018; Sari *et al.*, 2018; Tambunan *et al.*, 2018 and Tripriyono *et al.*, 2018). Correlation or correlational research is a study to determine the relationship and the level of relationship between two or more variables without any attempt to influence these variables so that there is no variable manipulation. The relationship and level of variables is significant because by knowing the level of relationships that exist, researchers will be able to develop it in accordance with the research objectives. This type of research usually involves a statistical measure/level of relationship called correlation. Correlational research uses instruments to determine whether, and to what degree, there is a relationship between two or more variables that can be quantified (Maksum *et al.*, 2014; Muda *et al.*, 2014; Muda and Rafiki, 2014; Rasdianto *et al.*, 2014; Lubis *et al.*, 2016; Muda, 2017; Lubis *et al.*, 2018; Yahya *et al.*, 2017; Marhayanie *et al.*, 2018; Muda *et al.*, 2018 and Nasution *et al.*, 2018). Correlation research is one part of ex-postfacto research because researchers usually do not manipulate the state of the existing variables and immediately look for the existence of the relationship and the level of variable relations reflected in the correlation coefficient. Correlation research into description research because the research is an attempt to describe the conditions that have occurred.

The population in this study was the nurses who have made *turnover* and are working in private hospitals in Binjai City, Indonesia. There were 60 respondents taken as the sample of study. The data were analyzed using multiple linear regression test. The data were collected through interviews and questionnaires, then were individually (t test) and simultaneously (F test) tested. The t test basically shows how far the influence of an independent variable individually explains the variation of the dependent variable (Muda, 2010; Muda, 2014; Handoko *et al.*, 2017; Sirojuzilam *et al.*, 2017; Syahyunan *et al.*, 2017; Tarmizi *et al.*, 2017; Sihombing *et al.*, 2018 and Erwin *et al.*, 2018). F test is used to find out whether the independent variables simultaneously have a significant effect on the



dependent variable. The degree of trust used is 5%. If the F value of the calculation results is greater than the value of F table then an alternative hypothesis stating that all independent variables have a significant effect on the dependent variable. The coefficient of determination aims to measure how far the ability of the model in explaining the variation of the dependent variable. Regression partial testing is intended to find out whether the independent variables individually have an influence on the dependent variable with the assumption that the other variables are constant (Khaldun *et al.*, 2014; Lutfi *et al.*, 2016; Mahdaleta *et al.*, 2016; Hasan *et al.* 2017; Ferine *et al.*, 2017; Nasir *et al.*, 2017; Erlina *et al.*, 2018 and Nasution *et al.*, 2018). Statistic test to find out the effect of job satisfaction, work environment, and organizational commitment on *turnover*, either partially or simultaneously. The independent variables of this study are job satisfaction, work environment, and organizational commitment, while the dependent variable is *turnover*.

## 4. RESULTS AND DISCUSSION

### 4.1. Result

#### 4.1.1. Respondents Characteristics

In this research, most of the respondents, 25 respondents (41,6%), are aged 20-29 years. The majority of respondents, 55 respondents (91,6%), are female. The majority of respondents, 36 respondents (60%), have Diploma-III Degree. The majority of respondents, 45 respondent (75%), have experience for under 10 years.

#### 4.1.2. Results of Validity Test

The results of the study are valid if there are similarities between the data collected and the data that actually occurs in the object under study. A reliable instrument is an instrument that when used several times to measure the same object, will produce the same data. By using valid and reliable instruments in data collection, it is expected that the results of the research will be valid and reliable. So a valid and reliable instrument is an absolute requirement to get valid and reliable results (Erlina *et al.*, 2017; Muda *et al.*, 2018; Pohan *et al.*, 2018 and Sirojuzilam *et al.*, 2018). This does not mean that by using valid instruments and automatic samples of research results to be valid and reliable, there are still other influences such as the object under study and the ability of researchers to use instruments in collecting data. Valid instruments must have internal and external validity. Instrument that has internal or rational validity, if the criteria in the instrument rationally (theoretically) reflect what is measured. Reliable research results when there are similar data in different times (Gusnardi *et al.*, 2016; Achmad *et al.*, 2017; Azlina *et al.*, 2017; Badaruddin *et al.*, 2017; Muda *et al.*, 2017; Muda, 2017 and Muda *et al.*, 2018). A valid instrument means that the measuring instrument used to obtain the data is valid. To test empirical validity can use product-moment correlation analysis with deviation numbers. The value of r is then consulted with r table (critical). If r count from the formula above is greater than r table then the item is valid, and vice versa (Suriadi *et al.*, 2015; Nurzaimah *et al.*, 2016; Sirojuzilam *et al.*, 2016; Nurlina and Muda, 2017; Situmorang *et al.*, 2017; Erlina and Muda, 2018). The instrument's internal validity in the form of tests has construct validity and content validity. Whereas for non-test instruments used to measure attitudes simply meet the construction validity. Based on the results of validity test, the r count value of each item of questionnaire is greater than 0,355, it shows that all items are valid, means that all questions in the questionnaire are able to disclose something measured from the questionnaire.

#### 4.1.3. Results of Reliability Test

A test is said to have high reliability if the test provides steady (fixed) results even if given at different times to the same respondent. The test results are fixed or if they change, the change is not significant, the test is reliable. Therefore reliability is often called trustworthiness, reliability, constancy, consistency, stability, and so on. Reliability concerns the problem of the accuracy of the measuring instrument (Sihombing *et al.*, 2015; Dalimunthe *et al.*, 2017; Muda *et al.*, 2016; Sadalia *et al.*, 2017; Marhayanie *et al.*, 2017; Muda and Erlina, 2018 and Eriadi *et al.*, 2018). This accuracy can be assessed by statistical analysis to determine measurement errors. Reliability is easier to understand by paying attention to aspects of stabilization, accuracy, and homogeneity. An instrument is considered reliable if the instrument can be trusted as a measurement tool for research data. Reliability can be measured from three criteria, namely stability, dependability, and predictability. Stability shows the rigidity of a test in measuring the same symptoms at different times. Dependability shows the stability of a test or how far the test is reliable. Predictability shows the ability of the test to predict the results on the measurement of subsequent symptoms. Instrument reliability testing can be done externally and internally. Externally it is carried out by means of test-retest, equivalents, and combinations. Internally it can be tested by analyzing the consistency of the items on the instrument (Muda *et al.*, 2017). Reliability testing is done by testing the two equivalent instruments several times to the same respondent. So, this method combines both methods above. Instrument reliability is done by correlating two instruments, after which they are correlated in the second test, and then correlated cross-linked. The degree of this relationship is indicated by the reliability coefficient that moves from 0 to 1 (Dalimunthe *et al.*, 2016; Erlina *et al.*, 2017; Hutagalung *et al.*, 2017 and Muda and Nurlina 2018). If the coefficient is getting closer to 1 then the more reliable and vice versa. In general, experts provide a minimum standard of reliability coefficient equal to or greater than 0.6. Reliability refers to the determination / constancy of the tool in assessing what is desired, meaning that the ability of the tool to be used will provide relatively the same results.

**Table 2. Results of Reliability Test**

Question	Cronbach's Alpha	Information
Job Satisfaction	0,856	Reliable
Work Environment	0.823	Reliable
Organizational Commitment	0.835	Reliable

Source: Primary Data, 2018 (processed).

It can be seen that *chronbach's alpha* of each variable is greater than 0,60. It shows that all items are reliable, it means that the responses provided by the respondents towards the questions are consistent or stable over time.

#### 4.1.4. Results of Normality Test

Normality test as a normal form or not the data used, some even consider this is a normal test of a model. A data has a tendency towards a type of distribution, such as: Binomial, Hypergeometry, Poisson, Normal, Weibul, etc. The type of data distribution can be determined from the characteristics of the data itself, it can also be tested whether the data has a tendency towards a distribution one of them is normal distribution (Muda *et al.*, 2015 and Muda and Dharsuky, 2016). In this research, the significance value obtained is  $0,074 > 0,05$ , it means that the data are normally distributed.

#### 4.1.5. Results of Multicollinearity Test

Multicollinearity is one of the tests of the classic assumption to identify a regression model can be said to be good or not. Conceptually, Multicollinearity is a situation where there are two correlating variables. The existence of a relationship between independent variables is something that cannot be avoided and is indeed needed so that the regression obtained is valid (Muda *et al.*, 2018). However, a linear relationship must be avoided because it will cause a failed estimation (perfect multicollinearity) or difficult in inference or imperfect multicollinearity (Erlina and Muda, 2018). Multicollinearity test is conducted to see whether there is a relationship between the perfect relationship between independent variables. If in the test it turns out that there is a conclusion that the independent variables are interdependent, then the test cannot be carried out in the next stage which is caused by the non-determination of the variable regression coefficient cannot be determined and the standard error value becomes infinite.

**Table 2. Results of Multicollinearity Test**

Variable	Significance	VIF	Information
Job Satisfaction	0,362	2,763	No Multicollinearity
Work Environment	0,421	2,374	No Multicollinearity
Organizational Commitment	0,590	1,695	No Multicollinearity

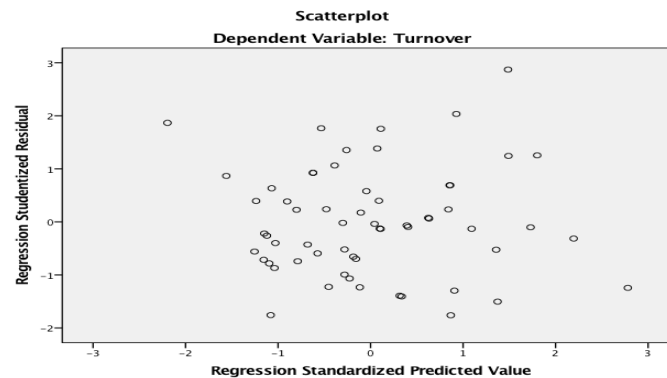
Source: Primary Data, 2018 (processed).

The *tolerance* values are 0,362; 0,421; 0,590 and VIF values are also lower than 10 at 2,763; 2,374; 1,695. Thus, it can be concluded that in the regression between the independent variables Job Satisfaction (X1), Work Environment (X2) and Organizational Commitment (X3) and *turnover* (Y) has no multicollinearity between the dependent variables.

#### 4.1.6. Results of Heteroscedasticity Test

Heteroscedasticity test is used to determine whether or not there is a deviation from the classical heteroscedasticity assumption, namely the existence of variance inequality of residuals for all observations in the regression model (Tarmizi *et al.*, 2017; Muda and Nurlina, 2017; Muda & Naibaho, 2018 and Muda & Hasibuan, 2018). Heteroscedasticity is one of the factors that causes simple linear regression models to be inefficient and accurate, also resulting in the use of maximum likelihood method in estimating regression parameters (coefficients) will be disrupted (Muda and Hutapea, 2018). The impact that will occur if there are heteroscedasticity conditions is difficult to measure the actual standard deviation, can produce a standard deviation that is too wide or too narrow. If the error rate of variance continues to increase, the level of trust will be narrower. Regress between the independent variables with the absolute value of the residuals. If the significance value between the independent variable and the residual absolute is more than 0.05, there is no heteroscedasticity problem.





**Figure 1. Scatterplot Diagram**

From the output it can be seen that the dots do not form a clear pattern, and the dots spread out above and below the 0 number on the Y axis. So it can be concluded that there is no heteroscedasticity issues in the regression model.

#### 4.1.7. Determination

The correlation coefficient value of 0,825 indicates that the correlation between the dependent variable (Y) and the independent variables (X1, X2, X3) is high. If  $R > 0,05$ , the correlation is high (Muda, and Dharsuky, 2015; Muda and Windari, 2018). The coefficient of determination value (R Square) of 0,663, means that 66,3% *turnover* is influenced by job satisfaction, work environment and organizational commitment, while the remaining 33,7% is influenced by other variables other than the independent variables used in this study.

#### 4.1.8. Results of Simultaneous Test (F Test)

The F count value of 39,73 is greater than the F table value of 2,77 (F count > F table) with a significance level of 0,05. With a probability of 0,00 or less than 0,05, then  $H_0$  is rejected and  $H_1$  is accepted, in other words there is a simultaneous and significant effect of job satisfaction, work environment and organizational commitment as the independent variables on *turnover* on nurses in private hospitals in Binjai City.

#### 4.1.9. Results of Partial Test (t Test)

Based on the results of t test partially, all variables (job satisfaction, work environment, and organizational commitment) have significant effect on *turnover*.

### 4.2. Discussion

In this research, job satisfaction variable has a positive and significant effect on the *turnover* of nurses in private hospitals in Binjai City. Based on the results of the analysis, the regression equation obtained explains that the coefficient path of regression of the independent variables, consisting of X1 (Job Satisfaction), X2 (Work Environment), X3 (Organizational Commitment), has a positive effect on the *turnover* on nurses in private hospitals in Binjai City. This is supported by the correlation coefficient value (R) obtained, when getting tabulated into the interpretation of multiple correlation coefficient at coefficient interval, that is at the strong correlation level. It means that the correlation of job satisfaction, work environment and organizational commitment on the *turnover* on nurses is at the strong correlation level. The coefficient of determination value obtained, with the coefficient of determination (R Square) of 0,663, means that

66,3% *turnover* is influenced by job satisfaction, work environment and organizational commitment, while the remaining 33,7% is influenced by other variables other than the independent variables used in this study.

#### **4.2.1. The Effect of Job Satisfaction on *turnover***

It can be seen that the value of job satisfaction from the results of multiple regression coefficient of 0,202 with a t count of 2,334 at a significance level of 0,003 that is less than 0,05 means that the regression model has a positive and significant effect or the H1 in this study, which states that job satisfaction has a positive and significant effect on *turnover* on nurses, is accepted. The job satisfaction gained by the nurses in private hospitals in Binjai city is quite high, but it is undeniable that most of the nurses will be looking for more promising jobs in regarding of compensation, career and so on. They will tend to seek more satisfaction from other companies.

#### **4.2.2. The Effect of Work Environment on *turnover***

Work Environment Variable (X2): Based on the table, it can be seen the t count value for X2 is 2,621, greater than the t table (t count > t table; t table = 2), and the significance level is 0,011, so that the probability is less than 0,05 ( $p < 0,05$ ). It means that the Work Environment variable has significant effect on *turnover* variable. Although the work environment supports the nurses in working but it does not guarantee the nurses to not to do the *turnover*. It can be seen from the results of the questionnaire, that most of the questions concerning work environment, are responded positively. The work environment is the condition around the workers when the worker performs his duties which this condition has an influence on the worker while carrying out his work in the framework of running the company's operations. The work environment has an important meaning for workers in completing their work. The main objective of setting up the work environment is the increase in company productivity. Therefore the provision of good work environment facilities is sufficient, do not let the workforce feel too spoiled in the work, so that the results achieved are not as expected. In connection with this, the planning and regulation of the work environment cannot be ignored, because it affects the operation of the company

#### **4.2.3. The Effect of Organizational Commitment on *turnover***

Work Environment Variable (X2): Based on the table, it can be seen the t count value for X3 is 2,435, greater than the t table (t count > t table; t table = 2), and the significance level is 0,018, so that the probability is less than 0,05 ( $p < 0,05$ ). It means that the Organizational Commitment variable has significant effect on *turnover* variable. The private hospitals in Binjai City have nurses with fairly high commitment, but it is unfortunate if the nurses who have worked there still want to leave the company because of getting a more interesting offer from other companies, so that makes the company must find new workforces to replace the nurses who leave the company. Nurses with a high level of commitment to the company are expected to keep serving or working with all the hearts in the company, thus reducing *turnover*. However, the fact is that the nurses in private hospitals tend to do *turnover* despite having a high commitment to the company caused by the absence of bond as obtained by the nurses with civil servant status.

#### 4.2.4. The Effect of Job Satisfaction, Work Environment, and Organizational Commitment on *turnover*

There are some effects of job satisfaction, work environment and organizational commitment on *turnover* on nurses as seen from F count value of 39,73, greater than the F table of 2,77, with a significance level of 0,05 or of less than 0,05.

### 5. CONCLUSIONS AND SUGGESTIONS

#### 5.1. Conclusion

There is a significant and simultaneous effect of the independent variables job satisfaction, work environment, and organizational commitment on *turnover* on nurses. Job satisfaction, work environment, and organizational commitment have a positive and significant effect on *turnover* on nurses in private hospitals in Binjai city.

#### 5.2. Suggestion

##### 1. For Private Hospitals in Binjai City

In order to maintain productive employees and those with high achievement, it is suggested to the management of private hospitals in Binjai City to make improvements in all areas of human resources management. The especially for the recruitment and placement of workers by considering the tendency of new employees in searching for identity in the world of work who put career as the main factor. The human nature in which employees are always less satisfied with what has been gained from work, create a good work environment that enables all staff to always work in a conducive environment and to improve the commitment between the organization and the nurses.

##### 2. For Future Researcher

The variables studied are job satisfaction, work environment, and organizational commitment. These variables can be used as preliminary data for future research in developing similar research, to be able to find out the cause of turnover. It is expected that future research to explore other variables that have not been identified in this research.

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