
THE EFFECT OF COMPENSATION ON TURNOVER INTENTION WITH JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES AT DIPONEGORO NATIONAL HOSPITAL, SEMARANG

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Abstract

This study aims to analyze the effect of compensation on turnover intention with job satisfaction and organizational commitment as intervening variables. This research was conducted at Rumah Sakit Nasional Diponegoro Semarang with the sample being all hospital nurses. The data analysis technique used is the Structural Equation Modeling (SEM). The results of this study indicate 1. Compensation has a negative and significant effect on turnover intention; 2. Compensation has a positive and significant effect on job satisfaction; 3. Compensation has a positive and significant effect on organizational commitment; 4. Job satisfaction has a negative and significant effect on turnover intention 5. Commitment has a negative and significant effect on turnover intention; 6. Compensation has a negative and significant effect on turnover intention through job satisfaction; 7. Compensation has a negative and significant effect on turnover intention through organizational commitment.

Keywords: Compensation, Job Satisfaction, Organizational Commitment, Turnover Intention

INTRODUCTION

High employee turnover in hospitals, particularly among nurses, has become a global problem (Chen et al., 2013; Susanti et al., 2020; Suyono et al., 2020; Yang et al., 2021; Yim et al., 2017). Nursing Solutions, Inc. reported that the nurse turnover rate in the United States reached 19.5% in 2021. This represents a 1.7% increase from the previous year. Furthermore, it was reported that hospitals incur costs of \$270,800 per year for every 1% change in registered nurse turnover (NSI, 2021). Hospitals in China recorded turnover rates ranging from 5% to over 12% (Yang et al., 2021). Meanwhile, in Indonesia, the nurse turnover rate reached 20.8% (Susanti et al., 2020).

Turnover is the voluntary or involuntary termination of employment by an employee. A high employee turnover rate can disrupt company efficiency because it requires more costs for employee recruitment and training (NSI, 2021; Robbins & Judge, 2017; Stamolampros et al., 2019). Nurse turnover is considered a factor that negatively impacts the quality of patient care (Yim et al., 2017). Furthermore, nurses leaving the hospital increase the workload of remaining nurses, leading to other problems such as emotional exhaustion and workplace accidents among other nurses (Hayes et al., 2012).

Turnover intention is an employee's behavioral tendency to quit their job, which can lead to actual employee departure from the company (turnover) (Chen et al., 2013). Turnover intention is considered more dangerous than turnover itself because it can cause employees to lose focus on their work (Suyono et al., 2020). Turnover intention among nurses is something that hospital management needs to pay close attention to. This is because turnover intention can have a negative domino effect not only for the hospital but also for patients. When nurses feel like leaving their jobs, they tend to lose interest and enthusiasm in serving patients, which can affect their performance in patient care. Many studies have discussed nurse turnover intention in various countries with the aim of helping to reduce high turnover rates in hospitals (Warden et al., 2021; Yang et al., 2021; Yim et al., 2017). Previous studies have identified several factors that can influence turnover intention, including compensation, job satisfaction, and organizational commitment (Guzeller & Celiker, 2020; Memon et al., 2021; Silaban & Syah, 2018; Stamolampros et al., 2019).

Compensation encompasses all forms of payment employees receive arising from their work. Compensation is divided into two components: direct financial compensation (wages, salaries, incentives, commissions, and bonuses) and indirect financial compensation (financial benefits such as insurance and vacations provided by the company) (Dessler, 2015). Furthermore, compensation is also a very important factor influencing job satisfaction (Chen et al., 2013). Employees who are dissatisfied with the compensation provided will have reasons to look for other jobs (Silaban & Syah, 2018).

Job satisfaction is a crucial component of human resource management and organizational behavior because it can impact absenteeism, turnover, morale, grievances, and other vital personnel issues (Rojikinnor et al., 2022). Furthermore, job satisfaction is a crucial factor in attracting and retaining skilled employees (Stamolampros et al., 2019). High job satisfaction makes nurses feel comfortable and loyal to the hospital (Leiter et al., 2011), which can ultimately reduce their desire to leave their jobs.

Another factor influencing turnover intention is organizational commitment. Organizational commitment is a psychological state that connects individuals to an

organization (Alamri and AL Duhaim, 2017 in Rawashdeh et al., 2022). Nawas & Pangil (2016) stated that organizational commitment is an individual's emotional attachment to their employing organization that supports their loyalty and reduces their intention to quit (in Rawashdeh et al., 2022). Organizational commitment is the extent to which an employee desires to maintain membership in an organization. Nurses with high organizational commitment will have a lower intention to leave their jobs (Agarwal & Sajid, 2017; Rawashdeh & Tamimi, 2020).

The object of this study is Diponegoro National Hospital (RSND) Semarang, a State University Hospital owned by Diponegoro University Semarang. RSND Semarang is a type C hospital and a Covid-19 referral hospital in the Semarang area. Based on the results of interviews with the Human Resources Manager of RSND Semarang, it was found that nurse turnover at RSND Semarang increased from 2019 to 2021. The increase in turnover occurred significantly in 2020 when the COVID-19 pandemic began to spread. Based on the pre-survey that has been conducted, it is known that nurses are still dissatisfied with the compensation provided, and some nurses choose to work in other hospitals or register as civil servants.

REVIEW OF LITERATURE

Turnover Intention

Turnover is the movement of employees into and out of a company (Silaban & Syah, 2018). Meanwhile, according to Robbins and Judge (2017), turnover includes voluntary employee turnover, involuntary company turnover without a cause (such as employee repatriation), and involuntary company turnover with a cause (such as dismissal). Turnover intention is an important indicator to describe an employee's psychological tendency to leave their current work environment and seek new employment opportunities (Yang et al., 2021).

Compensation

Compensation is any form of payment received by employees arising from work performed (Dessler, 2015). Compensation is also defined as a combination of all cash and mixed incentives with benefits that employees receive from the company and form a total individual employee compensation (Ashraf & Joarder, 2010; Jeanette et al., 2013; Tessema & Soeters, 2006). Meanwhile, according to Milkovich and Newman (2002), compensation relates to all forms of financial services and benefits received by employees as a component of the employment relationship (in Rojikinor et al., 2022).

Job Satisfaction

Job satisfaction was first introduced by Locke (1969) as a pleasurable emotional state resulting from a person's assessment of their job as an achievement or as facilitating the achievement of work values. Job satisfaction is also defined as a positive feeling toward one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2017). According to Chen et al. (2014), job satisfaction is an individual's subjective assessment of their job. Meanwhile, Leiter et al. (2011) state that job satisfaction is a positive perception of work. Spector (2022) briefly explains that job satisfaction is how happy someone is with their job.

Organizational Commitment

Commitment is a situation in which an individual is consistent with the organization and its goals and wishes to maintain their membership in the organization (Robbins and

Judge, 2017). Guzeller and Celiker (2020) state that commitment emphasizes loyalty, concern for the organization, involvement, defensive and supportive instincts, and the desire to work towards organizational goals. Organizational commitment is the extent to which an employee identifies with an organization and its goals and desires to maintain their membership in the organization (Robbins & Judge, 2017).

RESEARCH METHOD

This study employed a cross-sectional design, meaning data collection was conducted over a specific period. The population comprised all 103 nurses working at the Semarang Regional General Hospital (RSND), comprising general nurses, dental nurses, and obstetric nurses. The sampling technique employed a saturated sampling method, meaning all members of the population were used as samples due to their relatively small size and the possibility of comprehensive research. The data collection instrument used a closed-ended questionnaire with a Likert scale of 1 to 7, where 1 indicates strongly disagree and 7 indicates strongly agree. This scale was used to facilitate respondents' responses and to be efficient in terms of time and research costs.

Before use, the instrument was tested for its feasibility and quality through validity and reliability tests. Validity tests were conducted to ensure that each item in the questionnaire was truly able to measure what it was supposed to measure. An instrument is said to be valid if the calculated r value is greater than the table r and has a positive value (Ghozali, 2018). The reliability test aims to measure the consistency of respondents' answers to the statements in the questionnaire. The questionnaire is said to be reliable if the Cronbach's Alpha (α) value is greater than 0.70, which indicates that the instrument is stable and trustworthy (Ghozali, 2018). The data analysis technique used in this study was Structural Equation Modeling (SEM) with the help of AMOS 24 software, because SEM is able to analyze and describe the structural relationships between several latent variables simultaneously through path diagrams.

RESULTS AND DISCUSSION

In this study, the demographic characteristics of respondents were grouped based on gender, age, length of service, and income as shown in the following table:

Table 1.

Respondent Description				
No	Demographic Characteristics	Category	Amount	Percentage
1	Gender	Man	31	30%
		Woman	72	70%
		Total	103	100%
2	Age	20-25 years	22	21%
		26-35 years old	72	70%
		36-45 years old	9	9%
		Total	103	100%
3	Years of service	<1 year	12	12%

	1-2 years	16	15%
	3-5 years	17	16%
	6-10 years	50	49%
	>10 years	8	8%
	Total	103	100%
4	Total Income		
	<Rp3,000,000	13	13%
	Rp3,000,000 – Rp5,000,000	64	62%
	>Rp. 5,000,000	26	25%
	Total	103	100%

Source: Processed primary data, 2022

Instrument Feasibility Test Results

The results of the validity test show that the calculated r value of all indicators from the Compensation, Job Satisfaction, Organizational Commitment, and Turnover Intention variables is greater than the table r , which is 0.1937. This indicates that all the question items used in this study are valid.

The reliability test results showed that all variables had Cronbach's alpha values above 0.70. This indicates that the variables Compensation, Job Satisfaction, Organizational Commitment, and Turnover Intention are reliable.

Assumption Test Results

Data Normality

Normality evaluation was performed using the skewness value, critical ratio, and kurtosis value criteria, which showed that all data were normally distributed both univariately and multivariately. This is indicated by the skewness, critical ratio, and kurtosis values being below ± 2.58 .

Outlier Evaluation

Detection of multivariate outliers was performed by observing Mahalanobis distance values. To calculate Mahalanobis distance based on the chi-square value at a degree of 15 (number of indicators) at the $p < 0.001$ level is 37.697. In this study, no cases of multivariate outliers were found in the data because the highest Mahalanobis d-squared value in the data was 30.478, which is smaller than 37.697.

Evaluation of Multicollinearity and Singularity

Multicollinearity and singularity indicators can be identified through the determinant value of the covariance matrix, which is very small or close to zero. From the results of data processing, the determinant value of the sample covariance matrix is = .000001094037821733. Based on these results, it can be concluded that there are no multicollinearity or singularity problems, so the data is suitable for use in this study.

Goodness of Fit Test

The analysis used in this study was Structural Equation Modeling (SEM). Full-model SEM analysis analyzes the model as a whole by incorporating exogenous and endogenous construct indicators that have passed the Confirmatory Factor Analysis (CFA) test. The data processing results for the full structural equation model analysis are shown in the following figure:

Figure 1.
Full Structural Equation Model Analysis

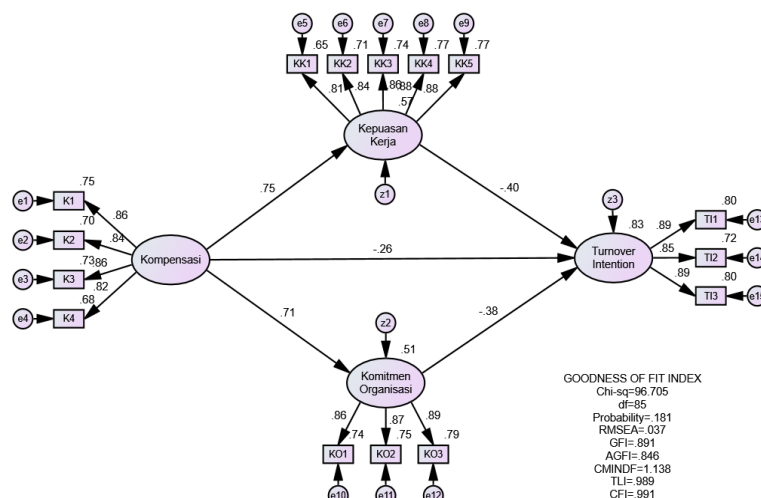


Table 2.
Results of the Confirmatory Factor Analysis Test Index of the Full Structural Equation Model

Goodness of Fit Index	Cut-off Value	Results	Model Evaluation
Chi-Square	$\leq 107,522$	96,705	Good Fit
Probability	≥ 0.05	0.181	Good Fit
RMSEA	≤ 0.08	0.037	Good Fit
GFI	≥ 0.90	0.891	Marginal Fit
AGFI	≥ 0.90	0.846	Marginal Fit
CMIN/DF	≤ 2.00	1,138	Good Fit
TLI	≥ 0.90	0.989	Good Fit
CFI	≥ 0.90	0.991	Good Fit

Source: Processed primary data, 2022

The data processing results show that Chi-Square = 96.705, which is smaller than the cut-off value. The significance probability value is above 0.05, which is 0.181. Therefore, it can be concluded that the model is good. The CMIN/DF, CFI, RMSEA, and TLI values can meet the goodness of fit criteria. Although the GFI and AGFI are smaller than the cut-off value, it can still be concluded that the model is acceptable.

Hypothesis Testing

Once the assumptions are met, the hypothesis will be tested. This research hypothesis testing is conducted based on the CR of a causal relationship derived from the structural equation model processing. The criteria used in this test are a CR value of ≥ 1.95 and a significance value of ≤ 0.05 . To test the acceptability of the research hypothesis as proposed previously, the following discussion will be based on the results of the structural equation model.

Table 3.
Standardized Regression Weight & Regression Weight Structural Equational

	Standardized Estimate	Estimate	SE	CR	P	Evaluation
Compensation → Turnover Intention	-0.26	-.274	.116	-2,368	.018	Accepted
Compensation → Job satisfaction	0.752	.749	.103	7,268	.000	Accepted
Compensation → Organizational Commitment	0.713	.677	.096	7,038	.000	Accepted
Job Satisfaction → Turnover Intention	-.396	-.419	.107	-3,899	.000	Accepted
Organizational Commitment → Turnover Intention	-0.381	-.423	.109	-3,894	.000	Accepted

Source: Processed primary data, 2022

H1: Compensation has a negative and significant effect on Turnover Intention.

The results of testing hypothesis 1 obtained a CR value of -2.368 with a probability of 0.018 (<0.05). These results indicate that compensation has a negative and significant effect on turnover intention. Therefore, it can be concluded that hypothesis 1 is accepted, which states that compensation has a negative and significant effect on turnover intention.

H2: Compensation has a positive and significant effect on Job Satisfaction.

The results of testing hypothesis 2 obtained a CR value of 7.268 with a probability of 0.000 (<0.05). These results indicate that compensation has a positive and significant influence on job satisfaction. Therefore, it can be concluded that hypothesis 2 is accepted, which states that compensation has a positive and significant influence on job satisfaction.

H3: Compensation has a positive and significant effect on Organizational Commitment.

The results of testing hypothesis 3 obtained a CR value of 7.036 with a probability of 0.000 (<0.05). These results indicate that compensation has a positive and significant influence on organizational commitment. Therefore, it can be concluded that hypothesis 3 is accepted, which states that compensation has a positive and significant influence on organizational commitment.

H4: Job Satisfaction has a negative and significant effect on Turnover Intention.

The results of testing hypothesis 4 obtained a CR value of -3.899 with a probability of 0.000 (<0.05). These results indicate that job satisfaction has a negative and significant effect on turnover intention. Therefore, it can be concluded that hypothesis 4 is accepted, which states that job satisfaction has a negative and significant effect on turnover intention.

H5: Organizational Commitment has a negative and significant effect on Turnover Intention.

The results of testing hypothesis 5 obtained a CR value of -3.894 with a probability of 0.000 (<0.05). These results indicate that organizational commitment has a negative and significant influence on turnover intention. Therefore, it can be concluded that hypothesis 5 is accepted, which states that organizational commitment has a negative and significant influence on turnover intention.

To determine the influence of the mediating variables used in this study, namely Job Satisfaction and Organizational Commitment, the Sobel Test was conducted with the following results:

Table 4.
Sobel Test Results

Variable Relationship	Test Statistics	p-value
Compensation > Job Satisfaction > Turnover Intention	-3,448	0.001
Compensation > Organizational Commitment > Turnover Intention	-3,400	0.001

Source: Processed primary data, 2022

H6: Compensation has a negative and significant effect on Turnover Intention through Job Satisfaction.

The Sobel test results show a value of -3.448 (absolute value = 3.448) with a probability of 0.001 (<0.05). Therefore, it can be concluded that hypothesis 6 is accepted, which states that compensation has a negative and significant effect on turnover intention through job satisfaction.

H7: Compensation has a negative and significant effect on Turnover Intention through Organizational Commitment.

The Sobel test results show a value of -3.400 (absolute value = 3.400) with a probability of 0.001 (<0.05). Therefore, it can be concluded that hypothesis 7 is accepted, which states that compensation has a negative and significant effect on turnover intention through organizational commitment.

The Effect of Compensation on Turnover Intention

The results of the hypothesis test on the effect of compensation on turnover intention showed a CR value of -2.368 with a probability of 0.018 (<0.05). This result indicates that compensation has a negative and significant effect on turnover intention. The better and more appropriate compensation provided to employees, the lower their turnover intention will be. In this case, when nurses receive compensation commensurate with their workload and the results they provide, the lower their turnover intention will be. The magnitude of the loading factor obtained from the exogenous CFA test shows that salary and wages (0.888) are the largest reflection of compensation, followed by allowances (0.876), incentives (0.836), and facilities (0.788).

Salary and wages are the most dominant aspects of compensation, with salary differences between departments meeting nurses' expectations, reflecting an understanding that these differences are based on objective factors such as workload. This indicates a low potential for jealousy among nurses, provided the hospital maintains transparency and provides fair explanations regarding the basis for these differences. Conversely, facilities contribute the least to compensation, particularly opportunities for education and training. This suggests that nurses still require hospital support in developing their knowledge, skills, and professional abilities to improve their performance. Therefore, hospitals need to regularly provide training and encourage nurses to pursue continuing education as part of their human resource development strategy. Providing adequate compensation not only

meets nurses' basic needs but also plays a crucial role in increasing retention and reducing turnover intention. These findings are consistent with previous research by Silaban & Syah (2018), Vizano et al. (2020), and Siregar & Maryati (2021), which found that compensation influences employees' decisions to stay or leave their jobs.

The Effect of Compensation on Job Satisfaction

The results of the hypothesis test on the effect of compensation on job satisfaction obtained a CR value of 7.268 with a probability of 0.000 (<0.05). This result indicates that compensation has a positive and significant influence on job satisfaction. The higher the compensation provided by the hospital, the higher the nurse's job satisfaction will be. Job satisfaction is a positive feeling from an individual towards his/her job that is unique. The magnitude of the loading factor obtained from the endogenous CFA test shows that satisfaction with the supervisor (0.878) is the largest reflection of job satisfaction, followed by satisfaction with promotion (0.873), satisfaction with coworkers (0.863), satisfaction with the job (0.846), and satisfaction with salary (0.815).

Supervisor satisfaction is the most dominant aspect of the job satisfaction variable, with the indicator "my supervisor has high work motivation" as the main contributor, indicating that nurses feel satisfied when led by a highly motivated supervisor, as this has the potential to drive optimal team performance. Therefore, hospitals need to provide clear direction to supervisors regarding the institution's goals and their role in achieving them, so that supervisors can design effective strategies to motivate team members. Conversely, satisfaction with salary is the aspect with the smallest contribution, indicated by the indicator "I feel the hospital provides a better salary than other hospitals," indicating a tendency for nurses to compare their salaries with other hospitals. This requires hospitals to ensure that the salary system is in accordance with the workload and applicable standards, to avoid dissatisfaction arising from the imbalance between effort and compensation received. Inadequate compensation is a major cause of job dissatisfaction, and the results of this study align with the findings of Siregar & Maryati (2021) and Ashraf (2020), who stated that adequate compensation can significantly increase employee job satisfaction.

The Influence of Compensation on Organizational Commitment

The results of the hypothesis testing of the effect of compensation on organizational commitment obtained a CR value of 7.036 with a probability of 0.000 (<0.05). These results indicate that compensation has a positive and significant influence on organizational commitment. The higher the compensation provided by the hospital, the higher the nurses' organizational commitment. The magnitude of the loading factor obtained from the endogenous CFA test shows that normative commitment (0.882) is the largest reflection of job satisfaction, followed by affective commitment (0.870), and continuance commitment (0.861).

Normative commitment is the most dominant aspect of the organizational commitment variable, with the indicator "this hospital deserves my loyalty" as its main contributor, indicating that the hospital has succeeded in fostering a sense of loyalty and moral obligation in nurses to remain employed. This normative commitment is formed through a positive reciprocal relationship between the hospital and nurses, where nurses feel the need to repay the hospital for providing adequate compensation during their employment. To maintain this, hospitals need to continue to demonstrate their commitment to individual development, such as through training programs or support for further study, so that nurses

feel valued and encouraged to remain. Continuance commitment, on the other hand, is the aspect with the lowest contribution, indicated by the indicator "I stay at this hospital because of need rather than desire," indicating that some nurses remain more for reasons of economic necessity than emotional attachment or values. Continuance commitment is related to considerations of the costs of leaving and the difficulty of finding a new job, so hospitals can strengthen this aspect by providing rewards or incentives for nurses' performance. Providing adequate rewards, both financial and non-financial, is an important form of compensation in forming and strengthening nurses' commitment to the organization. The results of this study are in line with the findings of Chen et al. (2013) and Ashraf (2020), who stated that the higher the level of compensation, the higher the level of employee organizational commitment.

The Influence of Job Satisfaction on Turnover Intention

The results of the hypothesis test regarding the effect of job satisfaction on turnover intention obtained a CR value of -3.899 with a probability of 0.000 (<0.05). This result indicates that job satisfaction has a negative and significant effect on turnover intention. The higher the job satisfaction, the lower the turnover intention.

The descriptive analysis results show that the satisfaction indicator for promotions obtained the highest average value (5.26), and when nurses perform well, they will be promoted as contributors. This indicates that the promotion program provided by the hospital is quite good. The desire to get a promotion can also be interpreted as a desire to continue working at the hospital. Nurses will continue to be motivated to do their jobs well to obtain the promotion they desire. Therefore, nurses need to maintain their membership in the organization and demonstrate good performance. In other words, nurses who are satisfied with their work in general and the promotion system in particular will not have turnover intentions from the hospital.

The indicator with the lowest score was salary satisfaction (5.13), so hospitals need to pay attention to the provision of salaries to nurses. Satisfaction with salaries can be caused by salaries not commensurate with the workload or perceived lower salaries than other hospitals. Nurses who are satisfied with their current jobs will be reluctant to leave the hospital. The results of this study are consistent with research conducted by Chen et al. (2013), Stamolampros et al. (2019), and Susanti et al. (2020), which showed that job satisfaction can retain employees and employees will not have turnover intentions if job satisfaction is achieved.

The Influence of Organizational Commitment on Turnover Intention

The results of the hypothesis testing of the influence of organizational commitment on turnover intention obtained a CR value of -3.894 with a probability of 0.000 (<0.05). These results indicate that organizational commitment has a negative and significant influence on turnover intention. The higher the organizational commitment, the lower the turnover intention. Nurses who are committed to their work will not have turnover intention. The results of this study are consistent with research conducted by Guzeller & Celiker (2020) and Vizano et al. (2020) which showed that organizational commitment can reduce turnover intention.

The descriptive analysis results show that the normative commitment indicator has the highest average value (5.24), and this hospital deserves my loyalty as a contributor. This means that the hospital has succeeded in fostering loyalty among nurses. The decision of

nurses to leave or remain in the hospital is determined by the reciprocal relationship between the hospital and the nurse. When nurses feel compelled to remain with the hospital, regardless of the current hospital conditions, it will not force them to leave their jobs. Nurses will continue to work at the hospital even when the hospital conditions are unfavorable, based on moral principles. Hospitals need to maintain this value to prevent turnover intention among nurses.

The indicator with the lowest average score was continuance commitment (5.04). The strength of continuance commitment is determined by the costs incurred when leaving the company. These costs include employee engagement with accumulated investments that may be lost upon leaving, such as retirement plans, seniority, or organizationally specific skills. Hospitals need to foster these values through efforts such as career development plans, training and development, and rewards to retain nurses and reduce turnover intention.

The Effect of Compensation on Turnover Intention through Job Satisfaction

The Sobel test results examining the effect of work compensation on turnover intention through job satisfaction showed a value of -3.448 (absolute value = 3.448), which is greater than 1.96 with a probability of 0.001 (<0.05). This means there is a negative and significant effect of compensation on turnover intention through job satisfaction. In addition, the results of this study, the indirect effect of compensation on turnover intention through job satisfaction (29.8%) is greater than the direct effect of compensation on turnover intention (26%). This indicates that job satisfaction is able to effectively mediate the relationship between compensation and turnover intention. The higher the compensation given, the higher the nurse's job satisfaction will be, thereby reducing turnover intention.

Compensation is one of the most common factors causing job dissatisfaction. When compensation provided by a hospital is inadequate, it can trigger job dissatisfaction. Job dissatisfaction experienced by nurses can lead to a desire to leave the hospital and seek other employment that offers better compensation. The findings of this study indicate that providing adequate compensation will increase job satisfaction, thereby reducing turnover intention. These results align with previous research that suggests job satisfaction can mediate the relationship between compensation and turnover intention (Agustin, 2018; Brahmananda & Dewi, 2020; Mahadewi & Rahyuda, 2020).

The Effect of Compensation on Turnover Intention through Organizational Commitment

The Sobel test results examining the effect of work compensation on turnover intention through organizational commitment showed a value of -3.400 (absolute value = 3.400), which is greater than 1.96 with a probability of 0.001 (<0.05). This means there is a negative and significant effect of compensation on turnover intention through organizational commitment. In addition, the results of this study, the indirect effect of compensation on turnover intention through organizational commitment (27.2%) is greater than the direct effect of compensation on turnover intention (26%). This indicates that organizational commitment is able to effectively mediate the relationship between compensation and turnover intention. The higher the compensation given, the higher the organizational commitment of nurses, thereby reducing turnover intention.

Adequate and proper compensation fosters organizational commitment. Nurses demonstrate loyalty in return for the benefits the hospital provides. This is why nurses are

reluctant to leave the hospital and maintain their membership. Nurses who feel their work is valued and needed by the hospital, and who feel comfortable working there, will be less likely to consider seeking other employment. This is a condition that hospitals must maintain and improve to reduce turnover intention. The findings of this study indicate that providing adequate compensation will increase organizational commitment, thereby reducing turnover intention. These findings align with previous research that suggests organizational commitment can mediate the relationship between compensation and turnover intention (Sule & Saefullah, 2019; Wiguna & Surya, 2017).

CONCLUSION

Based on the analysis and discussion, it can be concluded that compensation has a significant influence on turnover intention, job satisfaction, and organizational commitment of nurses at RSND Semarang. The better the compensation provided, the higher the job satisfaction and organizational commitment of nurses, which ultimately will reduce their desire to leave the hospital. Furthermore, compensation also indirectly influences turnover intention through job satisfaction and organizational commitment, which means that providing adequate compensation not only increases nurse comfort and loyalty but also becomes an important strategy in retaining a professional and committed workforce in the hospital environment.

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