

EFFECT OF WORKLOAD, COMPENSATION, AND CLAN ORGANIZATION CULTURE ON NURSE TURNOVER INTENTION ANALYSIS AT SENTRA MEDIKA SANGGAU HOSPITAL

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ABSTRACT

Increased turnover of employees, particularly nursing staff, in healthcare institutions, especially hospitals, can reduce service quality and even result in losses. The best single predictor of employee turnover behavior is turnover intention. Employee turnover can be avoided by lowering the turnover intention. This study intends to investigate the effect of workload, compensation, and clan organization culture on turnover intentions. The study employed a quantitative approach as well as a questionnaire-based survey method. The population consists of the entire nursing staff at the Sentra Medika Sanggau Hospital. Total sampling is used in this study, with a total sample of 47 respondents. Multiple linear regression analysis is used in data analysis methods. The workload, compensation, and clan organization culture both simultaneously or partially have significant effects on the turnover intention of the nurses at Sentra Medika Sanggau Hospital. Implications for managers: migration of manual medical records to electronic medical records, enhancement of compensation, and enhancement of clan organization culture implementation

Keywords: workload, compensation, clan organization culture, turnover intention, nurse.

INTRODUCTION

The turnover intention must be viewed as an important phenomenon and behavior in the life of the firm from both an individual and societal standpoint, with the understanding that such employees' desire to move will have a substantial impact on the organization and the employees themselves (Toly, 2001). Employees with turnover intention generate issues for the organization since they reduce productivity and performance (De Winne et al., 2018). If this turnover intention becomes a reality, the company's losses will increase.

A hospital is a complex organization since it has money, human resources, technology, science, regulation, and heavy topics such as law, economy, ethics, human rights, and technology, among other things (Kusumaningrum, 2018). The hospital's human resources include health personnel such as doctors, nurses, pharmacists, analysts, dietitians, physiotherapists, radiographers, and medical recorders. Non-health resources include finance, administration, employees, and services.

(Raziansyah et al, 2021).

Employee turnover is a typical occurrence in a hospital, as long as it is not excessive. The typical annual turnover rate is 5-10% (Gillies, 1994). The high employee turnover rate has a direct and indirect detrimental impact on the health industry's economic situation. The direct impact is an increase in the cost of recruitment activities, while the indirect impact is the process of acclimating new employees, as well as a lack of team collaboration, which leads to problems in service activities. The indirect impact also generates a negative loop in which the workload of existing employees increases, increasing the likelihood of employee turnover in the future (Zaheer et al, 2019).

The cause of staff turnover in healthcare institutions has recently drawn the attention of numerous academics due to the pattern of growing turnover from year to year. The workload is one of the primary causes of employee turnover. According to the Indonesian Government, a workload is the average frequency of each sort of work in a particular period, and assessing an organization's workload can be done by

computation or experience (Peraturan Pemerintah RI, 2000). The workload has an impact on the employee's performance at work. Workplace stress is both physical and psychological. Lifting, caring, and pushing, is the burden of physical effort to make the job done. The psychological load of work is the amount to which an individual's level of skill and performance in working with other individuals (Manuaba, 2002). Workloads, according to Xiaoming, Ma, Chang, and Shieh (2015), have an impact on turnover intentions, particularly among medical employees. Perceived excessive (hard) workload promotes hospital personnel turnover intention in Mataram (Rini, Agusdin, Siti, 2020).

Compensation is another aspect that influences an employee's intention to leave. According to Mondy (2016), compensation is the sum of all recompense that employees receive in exchange for their services. Officers trade power for monetary or non-monetary advantages. Thus, as a reward for assigning and awarding all of the employee's work or performance to the organization, the organization provides a reward, reward of service, award, income, remuneration, or reward. Staff absence rates and turnover intentions will be reduced if they are satisfied with their pay (Weldeyohanes, 2016). Similarly, Normariati and Tantri (2018) discovered that higher compensation lowers employee turnover intention, while lower compensation increases turnover intention.

Another factor that has been consistently cited as a source of high employee turnover intentions is organizational culture. According to Cameron and Quinn (2011), organizational culture is a socially built organization quality that serves as the social glue that holds the company together. Organizational culture is a unifying social force that promotes internal integration and external adaptation. (Daft, 2008). Market culture and hierarchy culture have a good association with turnover intention, whereas clan culture and adhocracy culture have a negative relationship with turnover intention (Hagalla & Jayatilake, 2017). Kim et al (2017) discovered a favorable relationship between authoritarian corporate culture and turnover intention.

Sentra Medika Sanggau Hospital is a private hospital founded in 2014 by PT. Arkazira Wahana Medika. The hospital has 50 beds and is designated as a D-type hospital. Based on the results of an employee satisfaction survey done by HRD in February-April 2020 on 43 nursing staff members, the following conclusions were reached: As many as 30 people answered that they occasionally intend to resign, while 13 stated that they intend to

retire. The following are the reasons: As many as 20 people stated compensation reasons, 6 people stated family reasons, 5 people stated system and rule reasons, 4 people stated work burden reasons, 3 people stated saturation reasons, 1 person stated comfort reasons, 1 person stated associate reasons, and the remaining 3 people did not state any reasons. Similar findings were observed in the 2021 HRD employee satisfaction survey of up to 38 nurses. The outcomes were as follows: 20 people indicated that they had no intention of resigning; 6 people stated that they had occasional plans of resigning; and 12 people stated that they had intentions of resigning.

Because of the high degree of turnover intention, as well as the high turnover rate in 2020 and 2021, Sentra Medika Sanggau Hospital was recruiting eight times each year. Employee turnover was fairly high in 2020, at 21.3 percent, compared to the average turnover rate of 5 to 10%. The number of employees that will leave in 2020 is 28, with the nursing staff having the largest turnover (12 people, or 42.9%). Employee turnover was still relatively high in 2021, at 15.7%, compared to the average turnover rate of 5 to 10%. The number of employees who will leave in 2021 is 28 people, with the nursing staff having the largest turnover (10 people or 35.7%).

In 2020 and 2021, there will be a high rate of personnel turnover, followed by poor hospital service performance. Based on hospital service performance data for 2020 and 2021, we can observe that hospital performance is low across the board. In 2020, BOR performance was 14.83%, compared to 9.87% in 2021. 75-85% is the optimum hospital BOR norm. The ALOS in 2020 was 2.37 days, while in 2021 is 2.63 days. The figure is still not up to the requirement of 3 to 12 days. The TOI performance was 15.11 days in 2020 and 19.31 days in 2021. These statistics remain far short of the TOI guideline of one to three days. The values of BTO are also not ideal: in 2020, they show figures as much as 20.63 times, and in 2021, they show figures as much as 17.04 times. BTO should be performed 40-50 times per year.

The combination of a high turnover intention and personnel turnover rate in 2020 and 2021, as well as a low level of hospital service delivery, is a problem that hospitals must address immediately. The researchers are thus interested in conducting more in-depth research on the impact of workload, compensation, and organizational culture on turnover intention, which is expected to provide recommendations to hospitals on what measures or policies can be implemented to lower the turnover

intent rate in hospitals, resulting in a lower employee turnover rate.

Framework

Following the conclusion of the earlier study and the established objective of the research, numerous research hypotheses were developed as preliminary assumptions that must be revealed through the analysis results:

H₁: Workload has significant effect on the Sentra Medika Sanggau Hospital's nurse turnover intention

H₂: Compensation has significant effect on the Sentra Medika Sanggau Hospital's nurse turnover intention

H₃: Clan organization culture has significant effect on the Sentra Medika Sanggau Hospital's nurse turnover intention

H₄: Workload, compensation, and clan organization culture simultaneously have significant effects on the Sentra Medika Sanggau Hospital's nurse turnover intention.

According to the hypothesis, the following conceptual framework is presented as a research paradigm that relates the relationship between study variables:

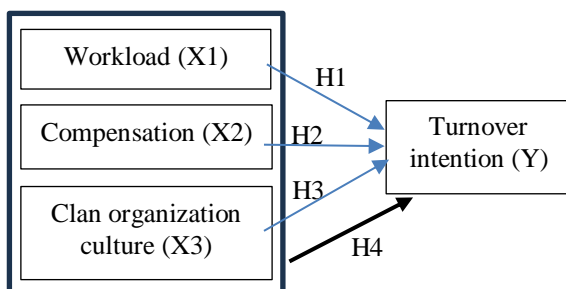


Figure 1. Conceptual Model

METHODOLOGY

Research Design

The study was conducted at Sentra Medika Sanggau Hospital, Ilirkota 14/03 Cempaka, Sanggau, West Kalimantan. This is a quantitative study with cross-sectional data. Based on real data at the time of the study, the impact of workload, compensation, and organizational culture on turnover intention at Sentra Medika Sanggau Hospital was discovered. The study also used causal design to determine the significant causality relationship amongst variables using multiple linear regression tests.

Participant dan Data Collection

This study's population is the nurse at Sentra Medika Sanggau Hospital, which totals 47 persons.

Because of the small number of populations, total sampling is used in this study. The survey method was used to collect data by distributing a questionnaire with a list of questions for respondents to fill out. The development of research instruments is done independently based on the measurement dimensions used. Scores are assigned on a Likert scale of 1 to 5. The collected data is subsequently analyzed using the SPSS software program's multiple linear regression analysis.

Research Instrument

This study includes three independent variables, namely workload (X1), compensation (X2), and clan organization culture (X3), as well as one dependent variable, turnover intention (Y). Davis and Newstorm (1985) developed the workload measurement, which includes 11 indicators such as overwork, desperate or limited time, inefficient monitoring systems, inappropriate authorization lack of accordance with given responsibilities, lack of feedback on work performance, uncertainty of roles, changes in employment, conflicts between individuals and groups, insecure political atmosphere, frustration, and differences in company values with values owned by employees.

Dessler (2016) provided the compensation measurement, which consists of two dimensions and four indicators. The first dimension is financial compensation, which is measured using direct and indirect financial compensation metrics. The second dimension is non-financial compensation, which is measured using indices of job-related and job-environmental compensation.

Organizational culture measurement begins with a preliminary inquiry into hospital management to determine what type of organizational culture exists and what management is expected to do. According to a preliminary study of the hospital's top management, the current organizational culture and what the top management of Sentra Medika Sanggau Hospital expects is clan organization culture. As a result, organizational culture measurement employs Cameron and Quin's (2011) clan organization culture measure, which consists of six indicators: dominant characteristics, leadership patterns, employee management, relationship coherence with the organization, strategic emphasis, and success criteria.

Mobley (1978) used three indicators to measure turnover intention: the intention to leave the organization, the intention to seek another employment, and the intention to leave the company.

Data Analysis

Ferdinand (2014) used the three-box analysis method to establish scale ranges of 20 - 46 for low, 47 - 73 for moderate, and 74 - 100 for high. With the help of the SPSS software application, multiple linear regression analysis is employed. Validity studies using moment product correlation approaches and instrument reliability testing using Cronbach's alpha were performed on the available data. Normality, linearity, multicollinearity, and heteroscedasticity tests are used in classical assumption testing. The F-test is used for the model feasibility test, while the t-test is used for hypothesis testing. When the significant value of the test result in the F-test and t-test is below 0.05, the research hypothesis given is accepted (Sugiyono, 2019).

RESULT AND DISCUSSION

Respondent Profile

According to data from the 47 nurses polled, the majority of respondents were women (70%), between the ages of 26 and 35 (81%), had a working life of no more than 5 years (77%), and as many as 49% completed diploma education and 49% completed S1 undergraduate study.

Instrument Validity and Reliability

The research instrument's validity test findings against all of the study's indicators and variables exhibited r-computing values > r-table for $n=47$ and $df=2$ of 0.294. As a result, the research instrument meets the criteria for instrument validity. Similarly, the research instrument's reliability test results revealed that Cronbach's alpha value of the complete research variable is greater than 0.700, indicating that the research instruments qualify for instrument reliability.

Descriptive Statistic

Table 1. Three Box Method Descriptive Statistic

Variables	Category			Score
	L	M	H	
Workload		√		48
Compensation		√		64
Clan Organization Culture		√		68
Turnover intention		√		55

Source: Processed primary data (2023).

According to Table 1, (1) Sentra Medika Sanggau nurse workload is at the intermediate level, indicating that the nurses at Sentra Medika Sanggau Hospital experience a continual workload in their day-to-day work. (2) The compensation variable was in the moderate category, which

means that the Sentra Medika Sanggau Hospital nurses thought the amount of remuneration was adequate. (3) The clan organization culture variable was in the moderate range, indicating that the Sentra Medika Sanggau Hospital nurses detected the implementation of the clan organization culture.

Classical Assumption Test

Table 2. Normality Test

n	Mean	t-statistic	2-tailed sig.
47	0,000	0,108	0,200

Source: Processed primary data (2023).

The Kolmogorov-Smirnov test was used to determine the normality of the study residual data. According to the normality test results in Table 2, the significance of the dependent variable turnover intention is 0.200. Such significance levels are greater than >0,05, implying that the residual distribution of the study data is normal.

Table 3. Linearity Test

Variables	F	Sig.
Workload	2,041	0,044
Compensation	2,744	0,013
Clan Organization Culture	2,263	0,010

Source: Processed primary data (2023).

According to Table 3, the linearity test findings reveal that all independent variables have significance values that are less than 0,05. As a result, each research independent variable has a linear connection to the research dependent variable, turnover intention.

Table 4. Multicollinearity Test

Variables	Tolerance	VIF
Workload	0,712	1,405
Compensation	0,495	2,022
Clan Organization Culture	0,528	1,893

Source: Processed primary data (2023).

According to Table 4, the results of the multicollinearity test show that all independent variables in this study have VIF values less than 10 and tolerance values greater than 0,1 indicating that there is no problem with multicollinearity in the regression model.

Table 5. Glesjer's Heteroscedasticity Test

Variables	t-statistic	Sig.
Workload	-0,549	0,586
Compensation	1,158	0,253
Clan Organization Culture	-0,774	0,443

Source: Processed primary data (2023).

According to Table 5, the heteroscedasticity test using the Glesjer technique gave a significance of 0.586 on the workload variable, 0.253 on the compensation variable, and 0.443 on the clan organization culture variable. Significant values greater than 0.05 show that there is no concern with

heteroscedasticity in the data from this investigation.

F test

Table 6. F Test

Model	df	F	Sig.
Regression	3	5,081	0,004

Source: Processed primary data (2023).

The findings in Table 6 support the fourth hypothesis, which states that the workload, compensation, and clan organization culture have a simultaneous effect on turnover intention. The F value of the table is 3,204 ($df = 45$, $k-1 = 2$), however, the F value of calculating all free variables against turnover intention is $5,081 > 3,204$. It demonstrates that workload, compensation, and clan organization culture all have a major impact on turnover intentions. Furthermore, the significance level is $0.004 < 0.05$. It implies that the research model offered as the research conceptual framework is a model with a high goodness of fit.

Hypothesis Testing using t-test

Table 7. t-test

Variables	Coeff.	t-statistic	Sig.
Constant		1,973	0,055
Workload	0,416	2,701	0,010
Compensation	-0,688	7,105	0,000
Clan Organization Culture	-0,303	2,258	0,025

Source: Processed primary data (2023).

The data in Table 7 support hypothesis 1, which states that workload has a significant effect on turnover intention. The t-table value ($df = 45$) was 1,679, and the t-counting value of the workload on turnover intention was $2,701 > 1,679$ with positive notation. Furthermore, the significance level is $0.010 < 0.05$. It demonstrates that the workload has a strong significant effect on turnover intention.

The data in Table 7 further support Hypothesis 2, that compensation has a significant effect on turnover intention. The t-table value ($df = 45$) was 1,679, but the compensation t-computing value on turnover intention was $7,105 > 1,679$ with negative notation. Furthermore, the significance level is < 0.05 . This implies that compensation has a strong negative significant impact on turnover intention.

Table 7 data also supports hypothesis 3, which states that clan organization culture has a significant effect on turnover intentions. The t-table value ($df = 45$) was 1,679, however, the t-counting

value of the clan organization culture on turnover intention was $2,258 > 1,679$ with negative notation. Furthermore, the significance level is $0.025 < 0.05$. It demonstrates that clan organization culture has a strong negative significant influence on turnover intentions.

Determination Coefficient

Table 8. Determination Coefficient

Model	R	R Square
Regression	0,745	0,555

Source: Processed primary data (2023).

The results of the determination coefficient test on the turnover intention variable in Table 8 revealed a determination factor value of 0.555, implying that the workload, compensation, and clan organization culture influenced the variation of the change of the turnover intentions by 55.5%, with the remaining 44.5% influenced by other variables not observed in this study.

Effect of Workload on Turnover Intention

The workload had a positive and substantial influence on the turnover intention of Sentra Medika Sanggau Hospital's nurses, according to this study, with a significance of $0.000 < 0,05$ and t-counting $2,701 > t$ table 1,679. This suggests that hypothesis 1 is correct: the higher the workload experienced by the nursing staff at Sentra Medika Sanggau Hospital, then the greater the turnover intention.

The findings of this study are consistent with those of Rao Tahir Anees et al. (2021), who discovered that workload had a strong beneficial influence on turnover intention. Similarly, Xiao Ming et al (2014) discovered that medical professionals with higher workloads and burnout intent had higher turnover intentions.

The workload observed by the nurses at Sentra Medika Sanggau Hospital falls into the moderate category. It is consistent with the hospital's current low BOR level. The highest workload index is time-related to performing a very limited assignment. This is felt when the number of patients suddenly increases, and nurses must fill out reports on manual medical records as well as electronic medical records because the Sentra Medika Sanggau Hospital is currently in the experimental phase of using SIMRS and electronic medical records. The ratio of beds to total nurses is 1 bed: 0.94 nurses, which is consistent with the General Hospital Class D Standard of Minimum Care, which is 3 beds: 2 nurses. Hospitals must keep the workload of nurses from getting so heavy that it will raise the nurse's turnover intention rate.

Effect of Compensation on Turnover Intention

Compensation was found to have a negative and significant influence on the turnover intention of the nurses at Sentra Medika Sanggau Hospital in this study, with a significance of $0.000 < 0.05$ and $t\text{-counting } 7,105 > t\text{-table } 1,679$. This shows that hypothesis 2 is correct: the higher the compensation earned by the nurses at Sentra Medika Sanggau Hospital, the lower the turnover intention.

This study's findings are consistent with the findings of Saad Ghafoor et al. (2017), who discovered that employee perceptions of fair financial compensation have a strong negative influence on turnover intentions. Similarly, Dzulfikar and Tri Maryati (2020) discovered that pay had a strong negative impact on the intention to leave an organization.

According to the findings of this study, the compensation considered by the nurses at Sentra Medika Sanggau Hospital falls into the moderate range. The compensation variable item with the highest index response is regarding the respondent's ability to thrive. This is because the hospital has continually prioritized human resource management growth by providing a variety of training opportunities for employees, particularly the nurse. These include providing BTCLS training to all nurses, providing an anesthetic scholarship to one of the nurses, and supporting intense nurse training. The compensation variable item with the lowest index, on the other hand, is concerned with the correlation of the number of benefits and bonuses received with expectations. The hospital solely offers direct compensation in the form of wages and bonuses. Nurses complain about compensation that is not commensurate with their workload. Employees with the best performance and score receive rewards only once a year.

According to the findings of this study, the turnover intention of nurses at Sentra Medika Sanggau Hospital can be decreased by providing pay that fulfills their expectations. Hospitals should focus on increased compensation for nursing personnel to reduce nurse intention turnover. The giving of benefits and bonuses is one of the compensations that can be improved since respondents from the nurses of Sentra Medika Sanggau Hospital reported the lowest index on benefits and bonuses received.

Effect of Clan Organization Culture on Turnover Intention

The clan organization culture was shown to have a negative and significant effect on the turnover intention of the nurses at Sentra Medika

Sanggau Hospital in this study, with a significance of $0.025 < 0.05$ and $t\text{-counting } 2.258 > t\text{-table } 1.679$. As a result, hypothesis 3 is accepted: the greater the application of clan organization culture in the Sentra Medika Sanggau Hospital, the lower the turnover intention of the nurses to leave the hospital.

The findings complement the findings of Ramesh Kumar et al (2012), who discovered a substantial connection between organizational culture and turnover intention. When organizational culture is strongly sensed, turnover intention decreases. Bayu P. and Asri L.R. (2017) discovered a strong association between organizational culture and turnover intention in their study.

According to Cameron and Quinn (2011), organizational culture is a socially built organizational quality that serves as the social glue that holds the company together. Organizational cultural types, according to Quinn and Cameron (2011), are organizational cultures created utilizing the Competing Values Approach (CVA), namely clan cultural types, market culture types, adhocratic culture types, and hierarchical cultural types. Preliminary research was undertaken at the Sentra Medika Sanggau Hospital utilizing the CVA approach to examine the dominant culture type. The dominant and expected cultural type based on the CVA approach from the top management of Sentra Medika Sanggau Hospital is the clan culture type. Clan culture is a type of culture in which people disclose a lot of personal information in a comfortable environment. Organizational leaders and heads are viewed as mentors and even parents. Organizations are bonded by a sense of loyalty or tradition and have a high level of dedication. In this organization, success is defined as customer sensitivity and concern for others.

The concepts of mentoring, teamwork, discourse and empathy, justice, and open communication demonstrate the establishment of the clan organization culture in Sentra Medika Sanggau Hospital. Top management oversees both executive and middle management frequently, and bureaucratic boundaries are not fixed. Because the scope of the hospital isn't overly broad, it's feasible. The hospital places a great emphasis on managers' active participation and commitment to hospital management, however, policy is ultimately established by senior management. It provides comfort to the nursing staff, who are not afraid to discuss personal information with their coworkers, making it feel like a big family. Leaders who are considered mentors, even parents, at Sentra Medika Sanggau Hospital make nurses loyal to the hospital, lowering the turnover intention. Despite this, nurses

of Sentra Medika Sanggau Hospital still intend to leave the hospital if they receive a better employment offer. The hospital could prevent this by emphasizing clan organization culture as one of the extra values provided by the organization so that nursing personnel no longer consider leaving the hospital. This can be accomplished through regular staff gathering activities, which can help to improve the clan organization culture at the hospital.

Simultaneous Effect of Clan Organizational Workloads, Compensation, and Culture on Turnover Intention

The workload, compensation, and clan organization culture simultaneously have significant effect on the turnover intention of the nurses at Sentra Medika Sanggau Hospital in this study, with a significance of $0.004 < 0.05$ and $F\text{-counting } 5.081 > F \text{ table } 3.204$. This implies that the fourth hypothesis, that the workload, compensation, and implementation of the clan organization culture at the Sentra Medika Sanggau Hospital together affect the hospital's nurse turnover intention at the population level, is accepted.

According to Vicky A and Kasmir (2018) research, the working environment and compensation both have a negative and significant effect on turnover intention, but the workload has a positive and significant effect on turnover intention. Meanwhile, Deas F and Suryaman (2021) discovered that compensation, organizational culture, and organizational commitment have a negative and significant influence on turnover intention, either partially or simultaneously, at PT Krakatau Poschem Dongshu Chemical City of Cilegon.

The significant effect of each independent variable on turnover intention is not the same in this study. The most dominant independent variable impacting the turnover intention of nurses at Sentra Medika Sanggau Hospital among the three independent variables in this study is compensation, which has an absolute value of a standardized beta coefficient of 0.688. The clan organization culture has an absolute value of standardized coefficient beta of 0.303 and has the least influence on the turnover intention of the nurses at Sentra Medika Sanggau Hospital. When the nurses receive an increased salary, their turnover intention will then decrease.

CONCLUSION

Workload, remuneration, and clan organization culture simultaneously have significant effects on nurses' turnover intentions at Sentra Medika Sanggau Hospital. Furthermore, each independent variable, workload, compensation, and clan organization culture partially also has a significant effect on nurses' turnover intention. To lessen the administrative effort for nurses, hospital management is expected to hasten the process of converting manual medical records to electronic medical records. It is believed that minimizing severe workloads will lower the nurses' turnover intention at the hospital. Hospital management should review remuneration systems that provide compensation based on workload, performance achievement, and length of labor, particularly through service-based incentives. Furthermore, as a baseline for the assessment, it may consider awarding incentives to all employees and prizes or rewards to performing nurses regularly via the Individual Performance Indicators assessment. Increased clan organization culture can reduce nurse intention turnover. Increases can be highlighted in the locations with the lowest index connected to employee needs, team cooperation creation, and employee commitment to the organization. To increase team collaboration, plan frequent staff gatherings and team-building exercises. Excellent collaboration is expected to strengthen the clan organizational culture at the hospital.

This study was limited to three independent variables, namely workload, compensation, and organizational culture, which were investigated for their effect on the dependent variable turnover intention. Numerous more variables that can affect the turnover intention rate of nurses, including the intervening and moderating variables. Furthermore, the research is limited to nurses, although in the hospital there are also health professionals and other non-health workers, thus it cannot explain the overall hospital staff turnover intention.

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