Hallo Effect in the Turnover Intention of Nurses at "X" Hospital

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INDEXING	ABSTRACT
Keywords: Turnover Intention; Work-family Conflict; Rewards; Job Satisfaction	From the data obtained, over the past 5 years, the rate of nurse turnover can be categorized high according to Gillies's standards. In 2014, the rate of nurse turnover was 16.4% and continued to increase until 26% in 2017. In 2018, the rate of nurse turnover was 18.8%, which was lower from the previous year, but it was still categorized high. Based on the exit briefing data in 2018, it is known that the high rate of nurse turnover at "X" Hospital was caused by the influence of family, lack of satisfaction with salaries and rewards. This study aims to provide empirical evidence of the formation of an intention to move to nurses who are influenced by job satisfaction, work-family conflict, and rewards. The research design is quantitative with analytical causality research using primary data in the form of a questionnaire distributed to 174 people. The sampling technique in this study was carried out using a saturation sampling method. This research uses Structural Equation Modeling (SEM) analysis. The unit of analysis includes individual nurses with cross-sectional time horizons. The results are work-family conflict, rewards, job satisfaction that simultaneously affect nurses' intention to move at the "X" Hospital. Work-family conflict has a negative effect on job satisfaction. Giving rewards has a positive effect on job satisfaction. Job satisfaction gives effect to the formation of the intention to move. Work-family conflict has a positive effect on the formation of the intention to move. Giving rewards has a negative effect on the formation of nurses' turnover intentions. The research findings show the "hallo effect" causes the actualization acquired by nurses could not increase job satisfaction, resulting in a stronger intention to move.
Kata Kunci: Niat Berpindah; Konflik Pekerjaan-Keluarga; Penghargaan; Kepuasan Kerja	*Data yang diperoleh, selama 5 tahun terakhir, tingkat pergantian perawat dapat dikategorikan tinggi menurut standar Gillies. Pada tahun 2014, tingkat perpindahan perawat adalah 16,4% dan terus meningkat hingga mencapai 26% di tahun 2017. Pada tahun 2018, tingkat perpindahan perawat sebesar 18,8%, lebih rendah dari tahun sebelumnya, tetapi masih dikategorikan tinggi. Berdasarkan data "exit briefing" tahun 2018, diketahui bahwa tingginya tingkat pergantian perawat di Rumah Sakit "X" disebabkan oleh pengaruh keluarga, kurangnya kepuasan dengan gaji dan penghargaan. Penelitian ini bertujuan untuk memberi bukti empiris terbentuknya niat berpindah pada perawat yang dipengaruhi oleh kepuasan kerja, konflik pekerjaan-keluarga, dan penghargaan. Desain riset adalah kuantitatif dengan jenis penelitian eksplanatori kausalitas yang menggunakan data primer berupa kuesioner yang dibagikan kepada 174 orang. Teknik pengambilan sampel pada penelitian ini dilakukan dengan metode sampling jenuh. Penelitian ini menggunakan analisis Structural Equation Modeling (SEM). Unit analisis meliputi individu perawat dengan horison waktu cross sectional. Hasil penelitian yang diperoleh ialah konflik pekerjaan-keluarga, penghargaan, kepuasan kerja secara simultan berpengaruh terhadap niat berpindah perawat di Rumah Sakit "X". Konflik pekerjaan-keluarga berpengaruh negatif terhadap kepuasan kerja. Pemberian penghargaan berpengaruh positif terhadap kepuasan kerja. Kepuasan kerja memberikan pengaruh terhadap terbentuknya niat berpindah. Konflik pekerjaan-keluarga berpengaruh positif terhadap terbentuknya niat berpindah. Pemberian penghargaan berpengaruh negatif terhadap terbentuknya niat berpindah perawat. Temuan penelitian menunjukkan hallo effect menyebabkan aktualisasi yang diperoleh perawat belum dapat meningkatkan kepuasan kerja sehingga mengakibatkan niat berpindah semakin kuat.*

INTRODUCTION

Turnover can be interpreted as the level of employee turnover in an organization that occurs because of several employees leaving their jobs at a specified period. Turnover, in principle, is a situation where employees leave their job, and the organization replaces them with new employees, both as voluntary and involuntary. It refers to as voluntary when the contract termination process starts from the employees.(Nasurdin et al., 2018)

If a company/organization has a high rate of involuntary movement, then it is necessary to enhance its recruitment strategies as well as the choice, training, and motivation strategies. On the other hand, if the level of voluntary transfer is higher than the involuntary, then the organization should look at the factors influencing employee movement, e.g., work-related conditions and factors that are causally related to his/her work.(Bogonko & Kathure, 2015)

According to Gillies,(Gillies, 1994) high turnover in the nursing field could cause high financial costs, disrupt the team formation functionality, increase the workload of other nurses, and could reduce nursing services quality to patients and would damage the overall hospital quality. The average turnover rate of nurses is typically between 5-10% per year, if more than 10%, then the rate of nurse turnover is declared high.

High turnover has a negative impact on an organization. As an example, an increase in the cost of human resources in the form of recruitment and training costs that have been invested in these employees, there is a vacuum due to the transfer triggering management must immediately look for replacement workers, which can cause instability in labor conditions. A prominent level of movement can also show the underlying problems in the organization.

The hospital is a unique institution and has its challenges because it produces intangible health services, causing its management to require professional staff, and have the expertise in managing hospitals and can mobilize available resources. Human resource management includes supplying quality labor, supporting labor quality, and controlling labor costs.

There are diverse types of personnel (multi-disciplinary) in hospitals, one of which is nurses. In Law of the Republic of Indonesia no. 38 / 2014 about Nursing (Undang-Undang Republik Indonesia No 38 Tahun 2014 Tentang Keperawatan, 2014), a nurse is defined as a person who has graduated from tertiary education in nursing, both domestic and abroad, that the Indonesian government recognizes under the provisions of the Laws and Regulations.(Undang-Undang Republik Indonesia No 38 Tahun 2014 Tentang Keperawatan, 2014) Nursing services are a form of professional service that is an integral part of health services based on nursing knowledge and tips for individuals, groups, or communities in a healthy or sick condition. According to data recap from Health Human Resources Development and Empowerment Board BPPSDMK as of December 2016, total health human resources employed in health care facilities reached 1,000,780 people from 15,263 health service units throughout the nation, 29.67% of whom were nurses (296,876 people), and 7% served in Jakarta (22,982 people).(Rosenstock, 1974)

Nurses play an essential role in providing services in hospitals because they are directly involved with patients for 24 hours. In hospitals, nurses are the most significant element, which covers around 40-60% of the total number of human resources, hence, significantly determining the scope of services provided. Nurses are often faced with conditions requiring them to act quickly in handling patients. Both patient satisfaction and safety depend on how

productive the nurses contribute to their work upon the patient. The number of patients being treated is often not proportional to the number of available nurses.

Nurses are mostly females, and their work time is related to shifts. Shifts and overtimes can cause stress due to the challenge of adjusting with family routines, causing a rise in role conflict.(Bianchi et al., 2005) This situation happened to married female nurses. They have responsibility for their roles in the family and the responsibility for their roles at work. This conflict is called the work-family conflict. When left unchecked, this conflict can affect nurses' performance causing burnout tendencies. The worst effect of this is the nurse turnover.

A range of factors can cause nurse turnover, usually caused by job satisfaction (salary, compensation, work environment), workload (related to burnout, work stress), career path, and hospital policies. Work-family conflict is one reason that can also cause nurse turnover but is rarely discussed in earlier studies.

"X" Hospital is one of the leading private hospital branches in Jakarta, in a strategic area of West Jakarta. "X" Hospital has 605 employees, 41.3% of whom are nurses. The rate of nurse turnover in 2018 was 18.8%, which is 7.4% lower from the previous year. Nurse turnover is typically happened in contract nurses under four years of working period. A work-family conflict, wanting to go to college, being accepted at another institution (better career path), being tired/sick/needing a break, feeling unsatisfied with salary and rewards, are the primary causes of the turnover. Other causes are inappropriate work schedules and poor communication with superiors.

Based on the description above, the writer is interested in examining the high level of nurse turnover, especially in the "X" Hospital, the influence of families on the nurses' turnover intention, lack of satisfaction with salaries and rewards, and impact caused by the overall shift. This research leads to the relation within work-family conflict and the rewards on the formulation of turnover intention on nurses in the "X" Hospital, with job satisfaction as the intervening factors.

The purpose of this study was to analyze the initiation of turnover intention on nurses in the "X" Hospital affected by work-family conflict, rewards, with job satisfaction as intervening.

The existence of this research is expected to be a source of information about the factors causing the intention to move and consideration for the management of the "X" Hospital to make strategic and practical efforts in overcoming these problems

Turnover intention can be interpreted as the intention to move out, or the intention of someone to leave his/her job (to retire or to find a new job). According to March et al.(March & Simon, 1958) in Mowday et al.,(Trice et al., 1984) intention to move has two main components, i.e., the feeling of wanting to leave the organization and the perception of effortlessly moving from the organization. Turnover intention is affected by the level of satisfaction of their work of each individual, while the perceived ease of moving out from an organization is determined by the number of work alternatives, which will be influenced by the level of business activity, the number of organizations visible, and employee characteristics.

Turnover intention is a person's desire to leave his job due to various reasons such as lack of job satisfaction, loss of motivation, burnout, emotional exhaustion, conflict at work,

better offers from other companies, working conditions, and so on.(Fahlman et al., 2013) According to Menezes et al.,(Fahlman et al., 2013) there are two dimensions related to intention to move, which are the intrinsic dimension (motivation comes from within a person based on experience and perceptions of the organization) and the external dimension (motivation comes from outside the individual who can influence one's decision to move or settle).

According to Locke,('The Blackwell Hanbook of Principles of Organizational Behaviour', 2007) there are three complementary approaches to understanding the turnover process. In the first approach, the lower the level of employee job satisfaction, the lower the level of his organizational commitment. Second, the lower the work attitude than the first thoughts, feelings, and positive results expected from quitting are higher. According to this approach, the thoughts, feelings, and expected positive results make most people look for another job. Job opportunities found during this job search are then evaluated. However, it is uncertain whether a set of multiple job opportunities are simultaneously compared or whether single employment opportunities are compared to sequentially. Finally, when "better" job opportunities are found, the employee resigns. When viewed from the manager's perspective, the question is whether the employee who quit is functional or dysfunctional, is avoidable or unavoidable.

There are two dimensions of intention to move; the intrinsic dimension with the following indicators: feelings of discrimination/ being mistreated, internal rewards, and a challenging work environment; and extrinsic dimensions with the following indicators: salary, working conditions, pressure from family members/friends, localization and work flexibility

Work-Family Conflict

Work and family are the dominant roles for most women and men who work. Many people find it increasingly challenging to have activities outside of work that can improve their quality of life, often causing conflicts that arise between work and family. It can affect career achievement and family life quality for both men and women. For women, these consequences include serious obstacles to career choices, such as limited opportunities for career advancement, the achievement of success in work roles, and the need to choose between two roles that seem contradictory: active and fulfilling careers, or marriage and children.

The choice to be a working mother is vulnerable to work-family stress. This is caused by a feeling of dissatisfaction with personal and career growth. Career satisfaction is lower because they work less, are relatively not psychologically involved in careers, accept fewer opportunities for career development, and spend more time on household activities.

Conflicting demands between work and family are unavoidable and become another major obstacle to becoming deeply involved in both. In this case, women experience it more often and faced with the decision to make more sacrifices than men do. Women are required to spend more time so that they need more adjustments to their work schedules.

Work and family are indeed conflicting, especially for women. Work-family conflict is based on role conflict theory. The notion of role conflict is explained in the theory of role dynamics by Kahn et al..(Levinson et al., 1965)

According to Greenhaus et al.,(Greenhaus & Beutell, 1985) work-family conflict is classically defined as a form of inter-role conflict in which role pressures from the work domain and family are incompatible so participation in one role becomes more difficult with participation in another role. Work-family conflicts can result in work-to-family disruptions as well as family-to-work disruptions. Greenhaus et al.(Greenhaus & Beutell, 1985) argue that work-family conflict can be based on time, pressure, and behavior.(Iskra-Golec et al., 2016)

Work-family conflict is a form of role conflict in which general demands, time spent, and the pressure created by work interfere with the implementation of family-related responsibilities. The role demands generally refer to the responsibilities, requirements, expectations, tasks, and commitments associated with the given role. Time-based conflicts occur when the amount of time allocated to work roles (family) interferes with the implementation of family-related responsibilities (work). In particular, excessive (family) work time conflicts may make it difficult to comply with family responsibilities (work). Pressure-based conflict occurs when the pressure created by the work (family) role interferes with family responsibilities (work). For example, irritability and anxiety created by work disrupt the implementation of family duties and vice versa.(Netemeyer et al., 1996)

According to Goode(Goode, 1960) in Poelmans et al.,(Poelmans & Caligiuri, 2008) conflict is a result that may occur when individuals perform various roles. The more roles an individual occupies, the more likely a person will experience stress. This is due to the limited amount of time and energy an individual has. Work-family conflict has been linked to outstanding individual and organizational problems such as absence, intention to leave work, decreased organizational commitment, and reduced job, family, and life satisfaction. Also, negative mental and physical health outcomes (e.g. depression, stress, work fatigue) have been linked to elevated levels of work-family conflict.

Carlson et al.(Carlson & Frone, 2003) stated that the amount of involvement in work and family roles may be an important determinant of work-family conflict. Involvement must be assessed both in terms of the number of hours per week spent in activities related to each domain, as well as psychological feelings about the level of someone's involvement in each domain.

Work-related time limits can also interfere with parents' ability to meet home obligations,(Voydanoff, 1988) and the need to coordinate between two work schedules can contribute to the development of family conflicts on time allocation and time use. Thus, the perception of lack of time is an important dimension of work-family conflict.(Allen et al., 2008) According to Greenhaus et al.(Greenhaus & Beutell, 1985) in Carlson et al.,(Carlson et al., 2000) Netemeyer et al.,(Netemeyer et al., 1996) and Poelmans et al.,(Powell & Greenhaus, 2013) dimensions of work-family conflict include time, pressure, and behavior.

Rewards

Rewards are a form of honor (appreciation) for someone's performance, which can motivate that person to perform even better. In social cognitive approaches, reward systems play an essential role in organizational behavior. Rewards are defined as massive changes in compensation practices, which are combined with other factors, such as increased competition for the best employees, increased employee salaries, and increased variability in payment practices.(Lenartowicz, 1989)

The form of appreciation consists of extrinsic (financial/material and social) and intrinsic (psychological). Social rewards include praise and recognition, both from within and outside the organization. Psychological rewards arise in the form of self-esteem, satisfaction, and personal achievement. An employee who works to get extrinsic rewards, such as money or praise, is supposed to be extrinsically motivated (extrinsic motivation). Someone who gets pleasure from the task given or experiences a sense of competence or self-determination is said to be fundamentally motivated (intrinsic motivation). Intrinsically motivated behavior is a behavior that is carried out without the needs coming from outside.

Rewarding can be aimed as an exchange for a commitment to an organization. The reward system usually combines several types of rewards to simultaneously have a strategic impact, such as increasing motivation, influencing employee satisfaction and fairness, promoting personal growth and development, attracting talented people, and protecting them, so they were not leaving the organization.

According to Wells,(Bytheway, 2010) the reward is seen as an effort that results in increased employee productivity so that it benefits the company. Employees who are rewarded for their efforts are more willing to go the extra mile for a company, to contribute their intellectual capital, and to stay longer. Employees who feel valued and recognized will be motivated, so they can do many things to contribute to the company's growth and productivity.

According to Ruddy,(WorldatWork, 2015) the concept of rewards develops from time to time. Today, employees are considered as critical strategic partners in the organization, so that rewards are strategically designed to provide benefits to the organization. Strategically designed rewards as a way to generate interest, increase motivation, and lead to employee retention are known as total rewards. The purpose of this reward is to encourage desired employee behavior in the workforce, strengthen the overall business strategy, and encourage organizational success.

The total reward has five key elements, i.e., compensation, benefits, policy, performance and recognition, and career development opportunities.

Job Satisfaction

Job satisfaction can be interpreted as fulfilling individual expectations of their work. The more expectations that are met, the higher the level of satisfaction. Job satisfaction can also be defined as a pleasant or positive emotional state that resulted from an assessment of one's work or work experience.('The Blackwell Hanbook of Principles of Organizational Behaviour', 2007)

According to Sinding et al.,(Lenartowicz, 1989) job satisfaction is an affective or emotional response to various aspects of one's work. It refers to the level of fulfillment and pleasure that someone finds in his work.

According to Gruneberg,(Derlin & Schneider, 1994) there are two theories about job satisfaction: Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor Theory. Maslow's Hierarchy of Needs Theory says that needs are divided into five successive levels from low to high, i.e., basic physiological needs, safety, and security needs, social needs and affection, appreciation needs, and self-actualization needs.

Herzberg's Two Factor Theory distinguishes two groups, the job satisfaction group and job dissatisfaction group. The job satisfaction group consists of factors that can cause job satisfaction, such as achievement, recognition, intrinsic interests, and self-actualization. These factors, if found in a work situation, will be able to generate satisfaction, but if not found, then it will not cause dissatisfaction. The second group is factors that cause job dissatisfaction, such as income, security, and working conditions. If these factors are adequate, it does not lead to job satisfaction.(Derlin & Schneider, 1994)

Progressive job satisfaction occurs when a person finds his first expectations met by the organizational environment and consequently increases his expectations. Individuals then tend to continue to set and pursue proactive goals, resulting in high proactive levels that are supported over extended periods.(Gagné, 2014) Job satisfaction is related to positive feelings about the work that results from evaluating its characteristics. An employee with high job satisfaction has positive feelings about work, while employees with low satisfaction have negative feelings.

Job satisfaction is an attitude that an individual possesses about his work as a result of their perceptions about their work, based on work environment factors, such as supervisory styles, policies, and procedures, workgroup affiliation, working conditions, and additional benefits.(Gibson et al., 2011) Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered necessary. It is generally recognized in the field of organizational behavior that job satisfaction is the most important and often learned attitude of employees.(Luthans, 2010)

The five dimensions, along with indicators of job satisfaction, include work (characteristics and complexity), income (salary and benefits), promotion opportunities, supervision (supervision and leadership style), co-workers (teamwork).

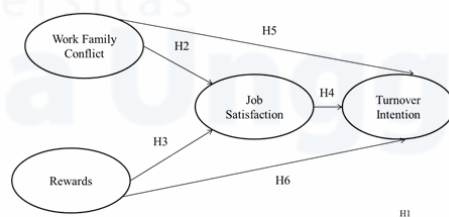The relationship between the four variables above can be described as shown below:

Figure 1. Research constellation

The hypotheses in this study are as follows:

H1	:	the formation of the turnover intention to nurses in "X" Hospital is influenced by work-family conflict, giving rewards with job satisfaction as an intervening variable.
H2	:	there is a negative influence between work-family conflict on nurse job satisfaction at "X" Hospital.
H3	:	there is a positive influence between giving rewards on the job satisfaction of nurses in "X" Hospital.
H4	:	there is a negative influence between job satisfaction on nurse turnover intention at "X"

		Hospital.
H5	:	there is a positive influence between work-family conflict on the formation of nurse turnover intention at "X" Hospital.
H6	:	there is a negative influence between giving rewards to the formation of nurse turnover intention at "X" Hospital.

RESEARCH METHOD

This research was a quantitative study since the data collected could be tested statistically. This type of research was explanatory research on causality because it related to the collection of data to determine whether there was a relationship between two or more variables and how much the level of relationship. In this case, the research aimed to describe the variables that influence the formation of nurse turnover intention at "X" Hospital.

This research was a short study in which data was taken in a single unit. The data was taken in the form of a survey using a questionnaire that would be distributed to everyone; in this case, all nurses who worked at "X" Hospital. In this study, the analysis model used was multiple linear regression.

Dependent variable	:	Turnover intention
Independent variable	:	Work-family conflict
Independent variable	:	Rewards
Intervening variable	:	Job satisfaction

The population in this study was the whole nurses with different characteristics in all units at "X" Hospital. This research carried out a saturated sampling technique method. Saturated sampling is a sampling technique using all members of the population as research samples. This research used Structural Equation Modeling (SEM) analysis with 174 samples.

The data analysis technique used was the univariate analysis technique (descriptive analysis) using the three-box method, which aimed to determine the frequency intensity of each variable. This descriptive analysis used index analysis. In addition to the above analysis, the data were analyzed using multivariate analysis techniques, particularly by using the Structural Equation Model (SEM).

RESULTS AND DISCUSSION

Characteristics of respondents by sex, 94% (163 people) nurses are female, and 6% (11 people) male; Based on marital status, 52% (90 people) nurses are married, while 48% (84 people) of them are not married; From the level of education, the majority of respondents (82% or 143 people) has D3 Nursing education background, while 14% (25 people) has nurses degrees and 4% (6 people) with Bachelor of Nursing degrees; based on the length of work 55% (95 people) had a work period of fewer than four years, and 45% (79 people) had a work period of more than four years.

Overall, the results of the description of respondents' answers about attitudes in behavior were shown in the behavioral matrix in table 1 below:

Table 1. "X" Hospital respondent response matrix

Variable	Position of respondent response			Behavior
	Low	Medium	High	
Reward			*	actualization
Job Satisfaction		*		independent
Turnover Intention		*		intend

Respondents' responses to the work-family conflict were moderate; this explained the existence of problems that could not be solved related to work-family. The high rewards reflected that there had been a good appreciation from the hospital to nurses in the form of opportunities and career development that aimed to motivate nurses to do their best. Nevertheless, nurses felt that compensation and income earned from work were not yet adequate and not as expected. This was reflected in the respondent's response in moderate job satisfaction and independent behavior. Meanwhile, the respondent's response to the turnover intention was also moderate; this showed there was already an intention to move if she got a better offer.

Based on the results of the simultaneous test (measurement model), the Chi-square was 53.135, degrees of freedom were 65, and the probability level was 0.854 (> 0.05). This figure showed that H1 was accepted. Partial test results could be seen in the table below:

Table 2. Partial test results

Variable		Variable	Estimate	S.E	C.R	ρ	Result
Job satisfaction		Work-family conflict	-.182	.074	-2.457	.014	H2 accepted
Job satisfaction		Rewards	.791	.172	4.592	.000	H3 accepted
Turnover intention		Job satisfaction	1.642	.436	3.771	.000	H4 accepted
Turnover intention		Work-family conflict	.367	.153	2.403	.016	H5 accepted
Turnover intention		Rewards	-.994	.445	-2.234	.025	H6 accepted

The Effect of Work-Family Conflict on Job Satisfaction

Based on the results of the study, it was found that the estimated value of the effect of work-family conflict on job satisfaction was -0.182, the value of C.R. was -2.457 (> 1.96), and ρ-value 0.014 (<0.05), then H2 was accepted. Based on these results, it could be concluded that work-family conflict had a negative effect on job satisfaction.

Based on the descriptive analysis result, it was known that the average value of the distribution of respondents for the work-family conflict variable was 121 in the medium category. The time indicator had an above-average index on the following statements: "work kept you away from more family activities than you wanted," "you had so much work to do that your interests disappeared," "Your work took the time you wanted to spend with family/friends, "The tension and anxiety that you felt from your family and the responsibility for your work often became so high that you suffered to overcome it ", "your work often

interfered with your family responsibilities." On the pressure indicator, which was "sometimes you felt overwhelmed with all your responsibilities at work".

From the descriptive analysis result on job satisfaction variables, it was known that the average value of job satisfaction variables was 122.86, within the medium category. An index value above the average was found in the job indicator, which was "the amount of responsibility you gave".

Based on the descriptive analysis above, the amount of time which was devoted and the responsibilities which were given to work interfered with family responsibilities, sometimes it was difficult to overcome and influenced job satisfaction.

The Effect of Giving Rewards to Job Satisfaction

Based on the results of the study, it was discovered that the estimated value of the effect of giving rewards on job satisfaction was 0.791, C.R. value of 4.592 (> 1.96), and ρ-value 0.000 (<0.05), then H3 was accepted, meaning that there was a significant value between the variables of appreciation for satisfaction work.

Based on the results of descriptive analysis, it was known that the average value of the distribution of respondents for the rewards variable was 131.1 in the high category. Indicators of career opportunity and development values above average were on statements such as: "You were allowed to do your best", "You were given many opportunities to grow", "the possibility of achieving promotion", "opportunities for career growth and development other professionals", "You were encouraged for your development". Also, above-average index scores were found on performance indicators with statements such as "recognized by management for your performance,", "acknowledged by colleagues for your performance", "receiving recognition for team performance", "receiving employee rewards and adequately published".

From the results of the descriptive analysis on job satisfaction variables, it was identified that the average value of the distribution of respondents was 122.86 in the medium category. The highest and above-average index scores were on the employment indicator with the statement "your chance to use your abilities," on the promotion opportunity indicator with the statement "Your promotional opportunity," and on the supervision indicator with the statement "the way you were considered when you did work well, "the praise you got for doing a good job, "your direct supervisor".

Based on the results of the descriptive analysis above, forms of rewards such as opportunities and career development, recognition of performance both by management and superiors could increase the job satisfaction of a nurse.

The Effect of Job Satisfaction on Turnover Intention

Based on the results of the study, it was found that the estimated value of the effect of job satisfaction on intention to move was 1.642, the value of C.R. was 3.771 (> 1.96), and ρ-value was 0.000 (<0.05), then H4 was accepted. Based on these results, it could be concluded that job satisfaction influences the formation of the nurses' turnover intention in the "X" Hospital.

Based on the results of the descriptive analysis on job satisfaction variables, it was known that the average value of the respondents' distribution of job satisfaction variables was 122.86 in the moderate category. The highest and above-average index scores on the job satisfaction

variable were on the job indicator with the statement "your chance to use your abilities", "current physical working conditions," and an indicator of promotion opportunities with the statement "your promotion opportunity". While the results of the analysis of the turnover intention variable, it was known that the average value of the distribution of respondents for the turnover intention was 114.56 with the medium category.

The highest and above-average index values were found in the extrinsic indicator with the following statement "You would move if: "could use the knowledge you had now", "offered a new job with better working conditions", "another hospital offered opportunities so that you could better utilize your knowledge", "other hospitals had higher career improvement plans than your current hospital".

Based on the descriptive analysis result above, the turnover intention would be formed if there were offers with better working conditions, offering promotion opportunities, or better career paths. Although someone felt satisfied with her work, if there were other opportunities, then it was possible to develop a turnover intention.

The Influence of Work-Family Conflict on the Formation of the Turnover Intention

Based on the results of the study, it was found that the estimated value of the influence of work-family conflict on turnover intention was 0.367, C.R. value was 2.403 (> 1.96), and ρ-value 0.016 (<0.05). It implies that H5 was accepted, meaning there was a significant value between conflict variable and work-family toward turnover intention variable. Based on these results, it could be concluded that the work-family conflict would increase the formation of the nurses' turnover intention in the "X" Hospital.

Based on the descriptive analysis result on work-family conflict variables, it was known that the average value of the distribution of respondents for the work-family conflict variable was 121 in the medium category. Indicators that had an index value above the average one of them on the pressure indicator with the statement: "the burden of work pressure sometimes made you stressed to do the things you like".

According to the descriptive analysis result on the intention variable, the average value of the distribution of respondents for the intention variable is 114.56 with the medium category. Indicators that had an above-average index value were the intrinsic indicator with the statement "You would move if you could not stand your current workload" and the extrinsic indicator with the statement "You would move if your friends and/or family encouraged you to accept the offer" and "You would move if the location was closer to your home than your current hospital, even if this transfer results in loss of benefits and/or sacrifice in your working conditions".

Based on the detailed analysis results above, workload and encouragement influence of friends and/or family and the distance between home and work were things that could cause the intention to move.

The Influence of Giving Rewards to the Formation of the Turnover Intention

Based on the results, it was found that the estimated value of the effect of rewards on turnover intention was -0.994, a C.R value of -2.234 (> 1.96), and ρ-value 0.025 (<0.05), then H6 was accepted.

From these results, it could be concluded that there was a negative influence between the rewards variable and the turnover intention variable. Based on the descriptive analysis result on the rewards variable, it was identified that the average value of the distribution of respondents for the rewards variable was 131.1 in the high category. Indicators of opportunity and career development had an above-average value on statements such as "You were allowed to do your best", "the possibility of achieving promotion", "opportunities for career growth and other professional development." As for the descriptive analysis result on the turnover intention variable, it was recognized that the average value of the distribution of respondents for the turnover intention variable was 114.56 in the medium category. Extrinsic indicators that had an index value above the average were found in the following statement: You would move out if: "could use the knowledge you had now," "other hospitals offered opportunities so that you could better utilize your knowledge," "other hospitals had higher career advancement plans than your current hospital".

Based on the results of the descriptive analysis above, the existence of rewards in the form of opportunities and career development in the shape of opportunities and promotions or higher career advancement could prevent someone from moving out.

Research Findings

Based on the response matrix of respondents, it appeared that nurses at "X" Hospital had moderate work-family conflicts, important levels of rewards, moderate job satisfaction, and moderate turnover intention. From the descriptive analysis result on the turnover intention variable, most extrinsic indicators had an index value above the average. Based on these findings, it could be said that there was *a* "hallo effect", explicitly a perception (mindset) about better working conditions elsewhere.

The descriptive analysis result on work-family conflict variables suggests that most of the time indicators had an index value above the average. In contrast, the stress indicators were related to workload and stress. Thus, the perception of lack of time was an essential dimension of work-family conflict. In the rewards variable, indicators that had a below-average index value were compensation (bonuses and incentives), recognition of performance, and policy (establishment of daycare centers). In the variable job satisfaction, indicators that had an index value below the average are income (salary), work (how to manage the hospital, working hours), supervision (management relations with employees, how superiors handle complaints).

Furthermore, the results of empirical model testing discovered that giving rewards had a positive effect on job satisfaction, giving rewards had a negative effect on turnover intention, and job satisfaction had a positive effect on the formation of turnover intention. However, according to the result of intervening testing (job mediation), job satisfaction could be a mediating variable in appreciation of turnover intention. In other words, giving rewards would increase job satisfaction, but job satisfaction could not guarantee a reduced turnover intention.

Based on the descriptive analysis of the rewards variable, the one with the highest index value was the opportunity and career development indicator. In contrast, the one with the lowest index value, and below the average was the compensation indicator. The job satisfaction variable, which had the highest index value and above average, was found in the

job indicator and promotion opportunity indicator. In contrast, the one with the lowest and below-average indicator was the income indicator. Thus, it could be concluded that the form of rewards such as opportunities and career development could increase the job satisfaction of a nurse. However, if not followed by other compensation that could support job satisfaction, thus encouraging someone to look for or accept a new job with better working conditions. In other words, actualization causes nurses to get low job satisfaction, resulting in turnover intention.

CONCLUSION

Based on the analysis that had been performed, the conclusions that could be drawn from this study were work-family conflict, rewards, job satisfaction simultaneously affected the nurses' turnover intention at the "X" Hospital; work-family conflicts had a negatively affected nurses' job satisfaction at "X" Hospital; the rewarding had a positive effect on job satisfaction of nurses at "X" hospital; job satisfaction influenced the formation of the nurses' turnover intention at the "X" Hospital; the work-family conflict had a positive effect on the formation of the nurses' turnover intention at the "X" Hospital; and the rewarding had a negative effect on the formation of the nurses' turnover intention at the "X" Hospital. The influence of work-family conflict could form the turnover intention, the opportunity in the form of opportunities to do the best with the capabilities and knowledge owned. Handling useful work-family conflicts, giving rewards in the form of opportunities and proper and adequate career development, and increasing job satisfaction would reduce the formation of nurses' intention to move from "X" Hospital.

This study revealed several problems including the "hallo effect", specifically the perception (mindset) about better working conditions elsewhere; time indicators and the presence of workload, and work stress were essential perceptions in the dimensions of work-family conflict; giving compensation, acknowledging performance, and having a daycare center/daycare were things that could support the rewarding; income, how to manage the hospital, management relations with nurses and how superiors handled complaints were things that were required to be improved to get the satisfaction of nurses in the "X" Hospital.

Thus, some strategies are needed to reduce the turnover intention and the level of nurse turnover at the "X" Hospital. A review of workload arrangements, work schedules and an assignment system can be a strategy to reduce nurses' turnover intention. The review should be tailored to the needs of the family fairly and evenly. This will provide nurses a chance to properly allocate their time and responsibilities in both their work and personal lives.

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