

# Intention to Stay Model of Nurse Staff in Hospital

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## ABSTRACT

The high turnover caused the non-fulfillment of the number of nurses. The purpose of this study was to develop the model of intention to stay (ITS) of nurses in hospital. This research included quantitative research with cross sectional study design, using survey method. Research sites took place in four private hospitals and one public hospital. The population was all nurses with non permanent employees amounted to 214 people. The number of samples was 171 respondents. The results showed that ITS was influenced directly and indirectly by organizational identity (OI). Directly and indirectly affected by perceived internal respect (PIR), also directly and indirectly influenced by job satisfaction (JS). ITS was directly influenced by organizational commitment (OC) with the greatest path coefficient and directly influenced by job security (JSe) and indirectly effected by perceived external prestige (PEP). PIR had the greatest total effect on ITS and was the main determinant of ITS. The novelty found that ITS nurses were comprehensively influenced directly by PIR, OC, JS, OI and JSe. Indirectly influenced by per through OC. OC was directly influenced by JS, PEP and PIR. PEP and PIR directly affected OI. The implementation of model can be done are involving all parties in preparing a programmed and sustainable nursing policy.

**Keywords:** *Intention to stay, Perceived internal respect, Organizational commitment, Job security, Organizational identity, Job satisfaction, Perceived external prestige.*

## INTRODUCTION

Turnover becomes an important thing to note, because it could disrupt the sustainability of the company and would be very detrimental. According to Lephala (2006) turnover in an organization should be identified. Causes of turnover to be identified were voluntary or involuntary turnover. A high turnover rate in the involuntary indicated that organizations should be more careful in recruitment, selection, training and motivation improvement. A high voluntary turnover signified that the organization needed to find out the cause of the employee's resignation<sup>(1)</sup>. Turnover was defined as the voluntary or involuntary resignation of an organization<sup>(2)</sup>. High resignations resulted in increased

recruitment, selection and training costs. A high degree of resignation may impair the efficiency of the company's management if the knowledgeable and skilled personnel left so that substituted must be founded and prepared to continue the position of responsibility. This study special for voluntary turnover, were chosen based on the consideration that the nurses were voluntary.

The results of several theoretical studies provided information that there are various factors that affect the ITS. Affective commitment and normative commitment was the best predictors of intention to leave (ITL) or intention to stay (ITS)<sup>(3)</sup>. The relationship between affective and cognitive concepts might affected ITS nurses on nurse job positions<sup>(4),(5)</sup>. The reason nurses stayed in the hospital because of respect, prestige, job satisfaction, job environment, job opportunity, and job security<sup>(6)</sup>.

For this study developed the theory of cooperative behavior in groups Tyler and Blader<sup>(7)</sup> was devoted to the construct of influenced on behavior for

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ITS. This theory was part of the process of social identity. The theory explained how individual motivations could be created and enhanced, felt of self-worth, which consist of group status (prestige) and individual self-esteem (respect). The level of self-esteem was able to explain the level of one's involvement in the group. In particular, this social identity process can motivate a person to act that benefits the group. Based on this perspective, the individual could work with his group. When someone was identified as with his or her group, it was easier to cooperatively invest his time and energy in working for the success of his group. The stronger the identification with the group, the more important the group's success would be, gave that their self-awareness would be stronger to the group. Through a good group image, it could benefit his image. They seek to maintain a good self-image through group identification.

Through his membership status in a group, a person attempted to blend in with the concepts in his group. By helping their group, in essence, also help themselves. This research in addition to develop the theory of cooperative behavior in group for the concept of influences on behavior ITS Tyler and Blader<sup>(8)</sup> also took some determinants of ITS theory Cowden et al.<sup>(9)</sup> by adopting JS and OC as determinants of ITS. This theory also explained that the behavior of group cooperation is divided into 2 forms, that is, individuals engaged in groups according to mandatory cooperative behavior and individuals engaged in groups caused by indirect requests of rules or norms group (discretionary cooperative behavior). Tyler and Blader<sup>(10)</sup> explained that discretionary behavior was a major factor that built or shapes attitudes and internal values held by individuals. The perception of one's OI is based on two assessments, namely the assessment of the status of the group (pride) and its status in the group (respect)<sup>(10)</sup>. Pride refers to an individual's assessment of the status of an organization while respect refers to an assessment of the status of an individual within the organization. Positive evaluation results would enhance the identity (group). The term pride is replaced by Smidts et al.<sup>(11)</sup> and Carmeli<sup>(12)</sup> with PEP, while the term respect by Fuller et al.<sup>(13)</sup> was replaced by PIR by Dutton et al.<sup>(14)</sup>, pride was termed construed external image. In this research the term used is PEP and PIR. In addition, this research also involved JSe based on consideration of previous empirical studies.

The purpose of this study was to develop ITS model of nurses in hospital. This study was classified

as a quantitative study, with a cross-sectional design, and using survey method. Research sites placed in 5 hospitals: 4 private hospitals, and 1 public hospital. The population was all nurses who are nonpermanent employees (daily freelance, honorary, and contract) and amounted to 214 people. The criteria sample was nurses registered in those 5 research sites, and work in all nursing units. This consisted of those who were nonpermanent employees, have worked for (at least) a year, and are under 36 years old. Sample size was 171.

## MATERIALS AND METHOD

The research design was quantitative with cross-sectional study design, using survey method. The aim of this study was to explain the causal relationship between the variables and the research was designed to develop the ITS model on the nurses in the hospital. The research was conducted at Hospital A, B, C, D and E in Makassar. The locations of the study were determined by the trend of turnover rate in the last three years. Three hospital of public private hospitals with an increasing trend of turnover rate each year, while one represent public private hospital with a trend of declining turnover rates in the last three years. In this study, the study population was considered to be lacking, so an addition of 1 hospital was decided because of the closest similarity in location and sample characteristics with the other four research sites. The last hospital was selected as an additional research site. The population was nurses with non permanent status (freelance, honorary, contract, and intern permanent) for all hospital (214 people).

The instrument used to measure ITS was developed from Abelson<sup>(15)</sup>. The external prestige perceived measuring instrument is developed from Mael and Ashforth measuring instruments<sup>(16)</sup>. PIR gauges were developed from Tyler<sup>(10)</sup> and quality nursing work of life by Brooks and Anderson<sup>(17)</sup>. The OI measures were developed from the theories of Edward and Peccei<sup>(18)</sup>. Work satisfaction measuring tool developed from JS measure for nurse by Kudo et al.<sup>(19)</sup>. The OC gauge is developed from the OC tool Mowday et al.<sup>(20)</sup>. The JSe measure is developed from Probst<sup>(21)</sup> theory. Researchers also developed a JSe measure based on interviews on JSe with nurses in the field. The answers to the hypotheses were answered based on the path analysis using Partial Least Square (PLS).

## FINDINGS

The results showed that ITS was directly ( $\beta=0.174$ ) and indirectly ( $\beta=0.209$ ) affected by organization identity. ITS was directly ( $\beta=0.206$ ) and indirectly ( $\beta=0.232$ ) affected by PIR. ITS was directly ( $\beta=0.140$ ) and indirectly ( $\beta=0.091$ ) affected by JS. ITS was directly influenced by OC, with the greatest path coefficient ( $\beta=0.261$ ). ITS was directly affected ( $\beta=0.166$ ) by JSe and indirectly affected ( $\beta=0.127$ ) by PEP. PIR had the largest total (direct and indirect effect) influence ( $\beta=0.438$ ) on ITS. Therefore, PIR was the main determinant of ITS nurse force which means having the most important role to ITS nurses. This research is different from Tyler and Blader's<sup>(8)</sup> which explained that PEP was the main determinant of ITS. Goodness of Fit indicates that the model deserves to be accepted. The model also shows a significant influence between each variable.

This study proved that ITS on nurses were comprehensively influenced directly by PIR, OC, JSe, OI and JS. ITS was indirectly influenced by PEP through OC. OC was directly influenced by JS, PEP and PIR. PEP and PIR directly affect the identity of the organization. This study proved that the main determinant of ITS was PIR. Unlike the case with Tyler and Blader<sup>(8)</sup> which stated that PEP as the main determinant of ITS. The difference of factor loading value of each indicator to latent variable. The loading factor could indicated the size of the indicator in the construct of the variable. The indicator that had the largest loading factor value showed the most belligerent indicator built the variable. Information was obtained that PEP of medical staff had the greatest loading factor to PEP. Increased PEP of medical staff directly increased the value and purpose similarity between nurses and hospitals. Increased PEP of medical staff directly also increased the commitment of non permanent nursing organizations. Feeling assessed its contribution had the largest loading factor (0.885) to PIR. Increased sense of contribution was assessed by the hospital improving the value and purpose between the nurse and the hospital. Increased sense of contribution was assessed by the organization can increase OC and ITS afloat and not looking for another job. The direct effect of influence between PIR toward ITS had the second largest coefficient value of 0.206.

Increasing the similarity of values and goals between nurses and hospitals had the largest loading factor (0.876) on OI. Increasing the value and purpose

similarity between nurses and hospitals directly increases the ITS afloat and not seek other jobs. Line of influence between the identity of the organization with ITS has a coefficient of 0.174. Factors related to nursing practice have the biggest loading factor (0.833) to JS. Increasing JS in nursing practice directly increases the ITS afloat and not look for another job. Line of influence between JS with ITS has a coefficient of 0.140. Increasing JS in nursing practice directly increased OC.

Increased OC could directly increase the ITS afloat and not looking for another job. Line of influence between OC with ITS had a coefficient of 0.261. It could be concluded that OC was the most important factor in its role to the intention to survive and not seek other work. The path of influence between JSe satisfaction with ITS had a coefficient of 0.166. Increased JSe satisfaction can directly increase the ITS afloat and not looking for another job. The model of ITS on nurses had two lines of influence: direct and indirect effects. Based on the influence of direct or indirect of each variable to ITS could be seen in Table 1.

**Table 1. Direct and Indirect Effects to Intention to Stay**

Variables	Direct effects	Indirect effects	Total effects
Perceived External Prestige	-	0.127	0.127
Organizational Identity	0.174	0.209	0.383
Perceived Internal Respect	0.206	0.232	0.438
Job Satisfaction	0.140	0.091	0.231
Organizational Commitment	0.261	-	0.261
Job Security	0.166	-	0.166

Smidts et al. state that OC affects ITS. High JS has a significant effect on ITS. Hospital organization climate affects ITS<sup>(11)</sup>. Research from Castle et al. explained that high JS was negatively related to intentions of out, thinking of looking for work and looking for other work and turnover<sup>(22)</sup>.

## DISCUSSION

Nurses who were sampled in a special study on a single profession only. Whereas the number and types

of professions in the hospital was very varied, besides that turnover was also quite high in other professions. Turnover rate data was still considered confidential organizational data that can not be published, so it takes a good approach to the hospital. Tribes, education levels, and employee status types, are dominated by certain characteristics, so that the resulting model had not been able to generalize in all types of hospitals. PIR analysis in the specially generated model has not distinguished between group of medical staff (group) and hospital (organization). This study adopted measuring instruments Mael and Ashforth which in the question item there was a statement “thinking” which in the study of psychology has not been entered in the sphere of perception<sup>(16)</sup>.

### CONCLUSION

The novelty of the research explained the model that proved ITS nurses were comprehensively influenced directly by PIR, OC, JSe, OI and JS. ITS was indirectly influenced by PEP through OC. OC was directly affected by JS, PEP and PIR. PEP and PIR directly affected the identity of the organization.

Suggestion that implementation of the ITS model can be done through improving PIR, OC, JSe, OI, JS, and PEP. Enhanced PIR can be done through the awarding of all contributions of non permanent nurses in the work. Feedback on performance and achievement they had made was also important. Increased OC can be achieved through efforts to nurse the commitment of nurses, so that they would contribute more for the sole purpose of the hospital. Recommended, from the beginning of entering the hospital, nurses were introduced with the vision, mission, goals, objectives, and values of the hospital. The description of the vision, mission, and goals of the organization (hospital) must be clear. This commitment must also start from top management. Increased JSe can be achieved through the policy procedures employee status determination, career guarantees, promotion and sustainability of the work clearly for non-permanent nurses at the hospital. Increased OI can be achieved through the dissemination and translation of the values and objectives of the hospital clearly. It was important to improve the similarity of values and goals between nurses and hospitals. Increased JS can be achieved through the fulfillment of the hope of nurses, especially about nursing practice. Nursing practice should work well in relation to task assignments, instruction delivery, nursing methods, and fair supervisory treatment. Increased PEP

especially in medical staff could be achieved through the effort to grow the value of pride to be medical staff at the hospital where they work today. Forms of effort can be programmed and sustainable. The effort involved the management of the hospital, including the head of the room, the team leader and all the nurses in the hospital by formal and informal activities.

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