
Analysis of Compensation and Employment Status in Reducing Nurse Turnover Intention in Hospitals

Nova Yasita^{1*}, Dasrun Hidayat², Mira Veranita³

*E-mail: novayasita123@gmail.com

Submitted: 2026-08-25	Accepted: 28 Agustus 2026	Published: 31 Agustus 2026
-----------------------	---------------------------	----------------------------

ABSTRACT

This study aims to analyze the effect of performance allowances, employment status, and old age security on the turnover intention of nurses at Kharitas Bhakti Private Hospital, Pontianak. This study is motivated by the fact that high nurse turnover can have a negative impact and pose a serious challenge to the efficiency and effectiveness of healthcare services. Turnover can impact staffing, as increased turnover increases the workload due to caring for more patients than usual. To address this issue, this study used a quantitative approach with an analytical survey method and a cross-sectional approach. The results showed that performance allowances had an effect on nurses' turnover intention. Performance allowances were shown to have a negative relationship and influence on nurses' turnover intention. There was an effect of old age security on nurses' turnover intention. Old age security was shown to have a relationship and influence on nurses' turnover intention. Employment status was shown to have a relationship and influence on nurses' turnover intention. Nurse turnover intention at Kharitas Bhakti Private Hospital. It is expected that the hospital will improve the quality of performance allowances, provide certainty regarding employee status, and strengthen the old-age security program as strategic steps to reduce nurse turnover intention.

Keywords: *Performance Allowances, Employment Status, Old-Age Security Turnover Intention*

DOI: 10.31949/fbmj.v4i1.19907

INTRODUCTION

Human resources are one of the most important components determining the sustainability and effectiveness of healthcare organizations. Hospitals require competent, committed, and stable human resources to provide high-quality healthcare services. Among healthcare professionals, nurses have a particularly strategic role because they provide direct patient care continuously and are involved in most aspects of the patient's care process.

One of the human resource challenges faced by hospitals is employee turnover. Turnover refers to the proportion of employees leaving an organization within a particular period, whereas turnover intention refers to an individual's intention or tendency to leave the organization before actual turnover occurs. Turnover intention is therefore considered an important early indicator of potential employee turnover.

High turnover among nurses may negatively affect hospital operations. The departure of experienced nurses may disrupt staffing arrangements, increase workloads for remaining nurses, increase overtime requirements, and require additional recruitment, orientation, and training costs. Furthermore, frequent changes in nursing personnel may interfere with continuity of care and potentially affect service quality and patient safety.

The problem is particularly relevant in private hospitals, where competition for qualified healthcare professionals is relatively high. Nurses may compare compensation, welfare benefits, career opportunities, job security, and employment status when deciding whether to remain with their current organization.

The Human Resource Management perspective provides an important theoretical foundation for understanding this phenomenon. According to the human resource management framework used in the thesis, compensation, maintenance, integration, and employee welfare are important organizational functions for maintaining employees and achieving organizational goals. Effective management of these functions is expected to increase employee satisfaction, loyalty, and organizational commitment while reducing employees' intention to leave.

Performance allowances are one form of compensation that can be used by organizations to reward employee contributions. In addition to providing financial benefits, performance allowances can communicate organizational recognition of employees' efforts and achievements. A compensation system perceived as fair and appropriate may reduce dissatisfaction and strengthen employees' willingness to remain in the organization. The thesis conceptualizes performance allowances as an additional form of compensation intended to improve welfare, motivation, productivity, and employee loyalty.

Old-age security represents another important component of employee welfare. Unlike short-term compensation, old-age security provides protection for employees' long-term financial well-being. Such protection may contribute to employees' sense of security regarding their future and may strengthen their attachment to the organization. The thesis positions old-age security as an indirect compensation and long-term welfare mechanism intended to provide financial security after employees are no longer productive.

Employment status is also relevant to turnover intention. Employment status determines the nature of the employment relationship and may influence job security, rights, benefits, career opportunities, and legal protection. Permanent employees may perceive greater employment security than contract employees, while uncertainty concerning contract renewal may encourage employees to seek alternative employment.

The phenomenon at Kharitas Bhakti Private Hospital Pontianak provides an important empirical context for this study. Hospital records showed nurse turnover of 10% in 2020, 6% in 2021, 12% in 2022,



12% in 2023, 10% in 2024, and 10% in 2025. These figures indicate that nurse turnover remained a concern, particularly because the hospital's remaining nurses may have to assume additional workloads while recruitment and orientation of replacement nurses are conducted.

The thesis also identifies a research gap. Although previous studies have examined compensation, employee welfare, employment status, and turnover intention, relatively limited research has examined performance allowances, old-age security, and employment status simultaneously within the context of a private hospital in Pontianak.

Therefore, this study was conducted to examine the effects of performance allowances, old-age security, and employment status on nurses' turnover intention at Kharitas Bhakti Private Hospital Pontianak.

LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

Performance-Based Allowance

A performance-based allowance is a form of additional compensation provided to employees based on organizational policy and, in many instances, individual performance.

Such allowances can serve to drive performance improvements, foster a sense of fairness, boost employee motivation, retain high-performing staff, and support the achievement of organizational goals.

A performance-based allowance system perceived as fair and appropriate can reduce dissatisfaction and increase employees' desire to remain with the organization.

H1: Performance-based allowance has a significant effect on the turnover intention of nurses at Kharitas Bhakti Private Hospital, Pontianak.

Old-Age Security

Old-age security is a component of employee welfare and indirect compensation. It provides long-term financial protection and enhances employees' sense of security regarding their future.

From an organizational perspective, the provision of old-age security can strengthen employee attachment, as staff feel the organization addresses not only their current needs but also their future well-being.

H2: Old-age security has a significant effect on the turnover intention of nurses at Kharitas Bhakti Private Hospital, Pontianak.

Employment Status

Employment status refers to an employee's formal position within the organization and the nature of their employment relationship. In private organizations, this relationship may take the form of permanent or contract employment.

Employment status can influence job security, rights and benefits, career opportunities, and employees' expectations regarding their future within the organization. Consequently, uncertainty regarding employment status can increase turnover intention.

H3: Employment status has a significant effect on the turnover intention of nurses at Kharitas Bhakti Private Hospital, Pontianak.

Turnover Intention

Turnover intention refers to an employee's intent or inclination to leave the organization. It is considered a precursor to actual turnover and can arise from dissatisfaction with various aspects of the job.

Among nursing staff, turnover intention can be influenced by compensation, job security, workload, the work environment, leadership, career development, recognition, and job opportunities available at other organizations. H4: Performance allowances, old-age security, and employment status

simultaneously have a significant effect on nurses' turnover intention at Kharitas Bhakti Private Hospital, Pontianak.

Research Conceptual Framework

The objective of this study is to analyze the influence of performance allowances (X1), old-age security (X2), and employment status (X3) on the turnover intention (Y) of nurses at the hospital.

This conceptual framework indicates that performance allowances, old-age security, and employment status are hypothesized to influence nurses' turnover intention, either collectively or individually..

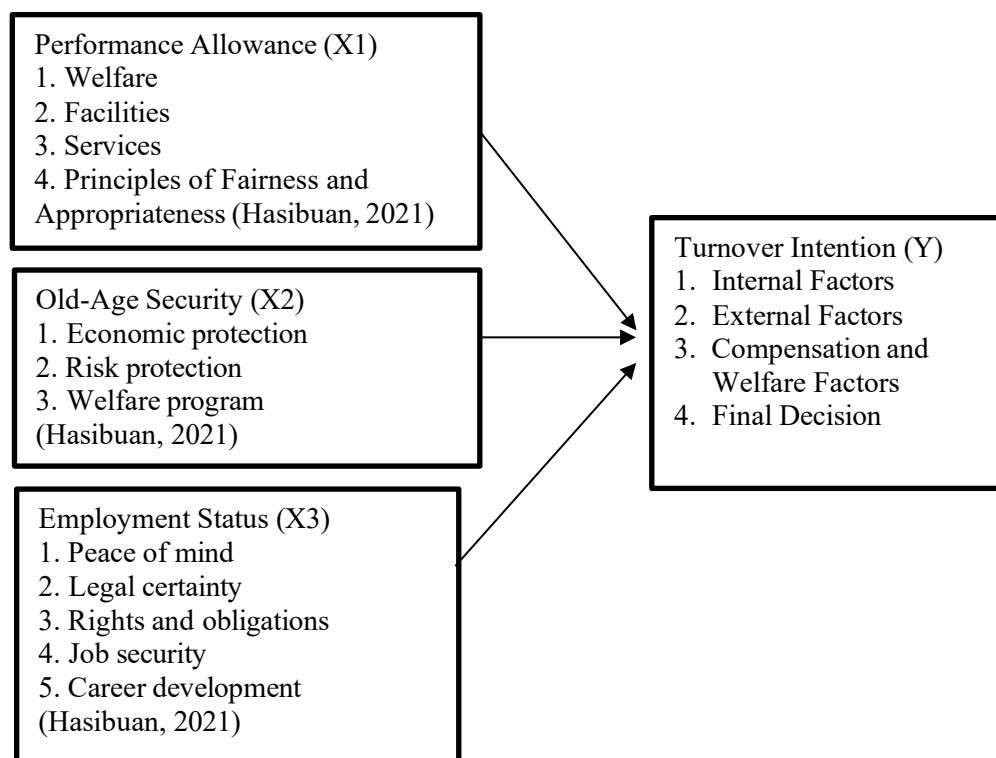


Figure1. Research Conceptual Framework

METHODS

This study employs an analytical survey design using a cross-sectional approach, allowing for a single, simultaneous observation of the respondents. Both dependent and independent variables were observed concurrently to determine the relationships between them. Data analysis was conducted using Simple and Multiple Linear Regression tests to identify the influence of independent variables on the dependent variable, both individually and simultaneously.

The research data comprised three types: primary, secondary, and tertiary data. Primary data were obtained directly by distributing questionnaires to the research subjects, capturing respondent characteristics such as age, gender, and occupation. Secondary data were sourced from internal documents. Tertiary data were obtained through a literature review of valid publications—such as scientific journals, textbooks, and official regulations (including statutes, government regulations, and Ministry of Health regulations).

RESULTS

Data collection was conducted quantitatively using data obtained from 100 nurses via questionnaires—available in both printed and digital (Google Form) formats—accessible through a link or barcode. The questionnaire instrument underwent validity and reliability testing prior to use. Data analysis included univariate analysis to describe respondent characteristics, as well as bivariate analysis.

Validity and Reliability Tests

Validity testing was conducted using Corrected Item–Total Correlation (CITC). Questionnaire items were considered valid if their CITC value was ≥ 0.355 . The analysis covered 32 questionnaire items, comprising 8 items measuring performance allowances (X1), 6 items measuring old-age security (X2), and 10 items measuring employee status (X3). The turnover intention variable (Y) consisted of 8 questionnaire items.

Table 1. Validity Test Results

Variable	Number of Items	CITC Range	Criterion	Result
Performance Allowances (X1)	31	0.464–0.742	≥ 0.355	Valid
Old-Age Security (X2)	31	0.495–0.853	≥ 0.355	Valid
Employment Status (X3)	31	0.527–0.714	≥ 0.355	Valid

Source: Primary data processed using SPSS 26 (2026).

As shown in Table 1, all questionnaire items had CITC values above 0.355. Therefore, all 32 items were considered valid and retained for further analysis.

Reliability was assessed using Cronbach's Alpha, with a minimum acceptable value of 0.70. The results are presented in Table 2.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Criterion	Result
Performance Allowances (X1)	31	0.742	≥ 0.70	Reliable
Old-Age Security (X2)	31	0.815	≥ 0.70	Reliable
Employment Status (X3)	31	0.813	≥ 0.70	Reliable

Source: Primary data processed using SPSS 26 (2026).

All variables have Cronbach's Alpha values exceeding 0.70. The variables *Performance Allowance*, *Old-Age Security*, and *Employment Status* demonstrate high internal consistency, while *Turnover Intention* shows very strong internal consistency with a Cronbach's Alpha value of 0.951. Thus, all instruments are considered reliable for further statistical analysis.

Classical Assumption Tests

Prior to multiple linear regression analysis, classical assumption tests were conducted to evaluate whether the regression model satisfied the required statistical assumptions. These tests included normality, multicollinearity, heteroscedasticity, and autocorrelation tests.

Normality Test

The normality test was conducted to determine whether the residuals of the regression model were normally distributed. Residual normality was assessed using the Kolmogorov–Smirnov test, with a significance level of 0.05.

Table 3. Normality Test Results

Model	N	Kolmogorov–Smirnov Z	Sig. (2-tailed)	Result
Residual	100	0.912	0.378	Normal

Source: Primary data processed using SPSS 26 (2026).

Multicollinearity Test

Multicollinearity testing was performed to identify whether excessive correlations existed among the independent variables. The assessment was based on Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from problematic multicollinearity when the tolerance value is > 0.10 and the VIF is < 10 .

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Performance Allowances (X1)	0.173	5.797	No multicollinearity
Old-Age Security (X2)	0.157	6.382	No multicollinearity
Employment Status (X3)	0.172	5.804	No multicollinearity

Source: Primary data processed using SPSS 26 (2026).

Based on the tolerance and VIF criteria, the independent variables did not exhibit problematic multicollinearity and could therefore be simultaneously included in the regression model.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the regression residuals was constant across observations. The Glejser test was employed, in which a significance value greater than 0.05 indicates the absence of heteroscedasticity.

Table 5. Heteroscedasticity Test

Variable	t	Sig.	Result
Performance Allowances (X1)	−0.874	0.383	No heteroscedasticity
Old-Age Security (X2)	1.126	0.261	No heteroscedasticity
Employment Status (X3)	−0.652	0.515	No heteroscedasticity

Source: Primary data processed using SPSS 26 (2026).

The significance values for Performance Allowances (0.383), Old-Age Security (X2) (0.261), and Employment Status (X3) (0.515) were all greater than 0.05. Therefore, the regression model showed no evidence of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the influence of performance allowances (X1), old-age security (X2), and employment status (X3) on nurses' turnover intention (Y). The regression results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
Constant	45.597	1.495		30.498	0.000
Performance Allowances (X1)	0.258	0.124	0.223	2.077	0.040
Old-Age Security (X2)	-0.605	0.137	-0.497	-4.424	0.000
Employment Status (X3)	-0.505	0.086	-0.631	-5.889	0.000

Source: Primary data processed using SPSS 26 (2026).

Based on the unstandardized regression coefficients, the multiple linear regression equation is formulated as follows:

The constant value of 45.597 represents the predicted level of nurse turnover intention when all independent variables are held at zero. Performance allowance has a positive regression coefficient ($B = 0.258$), indicating a positive relationship with turnover intention. Conversely, old-age security ($B = -0.605$) and employment status ($B = -0.505$) show a negative relationship with turnover intention. The statistical significance of these relationships is further examined through partial hypothesis testing.

Partial Hypothesis Testing (t-Test)

The t-test was conducted to examine the partial effect of each independent variable on Sickness Absence. A relationship was considered statistically significant when the p-value was < 0.05 .

Table 7. Partial Hypothesis Testing

Hypothesis	Relationship	B	t	p-value	Decision
H1	Performance allowance → turnover intention	0.223	2.077	0.040	Accepted
H2	old-age security → turnover intention	-0.497	-4.424	0.000	Accepted
H3	employment status → turnover intention	-0.631	-5.889	0.000	Accepted

Source: Primary data processed using SPSS 26 (2026).

Partial tests indicate that performance allowances, old-age security, and employment status—either jointly or individually—influence the turnover rate ($t = 0.040$; $p = 0.000 > 0.00$)

Simultaneous Hypothesis Testing (F-Test)

The F-test was conducted to determine whether Burnout, Sick Leave Certificate Validity, and Employee Health simultaneously had a statistically significant effect on Sickness Absence.

Table 8. Simultaneous Hypothesis Testing

Hypothesis	Relationship	F	p-value	Decision
H4	X1, X2, and X3 → turnover intention	136.445	.000 ^b	Accepted

Source: Primary data processed using SPSS 26 (2026).



The simultaneous test yielded an F-statistic of 136.445 with a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, performance allowances, old-age security, and employment status collectively exert a statistically significant influence on turnover intention. Therefore, H4 is accepted.

DISCUSSION

The Influence of Performance Allowances on Nurses' Turnover Intention

Hypothesis testing results indicate that the first hypothesis (H1)—stating that performance allowances significantly influence nurses' turnover intention at Kharitas Bhakti Private Hospital, Pontianak—is supported; the significance value for the variable was 0.040 ($p < 0.05$), demonstrating that performance allowances have a highly significant effect on turnover intention.

This study aligns with research conducted by Willis (2025), which found a significant direct effect of compensation on nurses' turnover intention; the hospital must therefore ensure that the compensation provided to nurses is fair and competitive. Market competition and nurses' needs must be primary considerations when designing compensation policies.

These findings also align with previous studies, such as those by Mutiara Oktafiani and Setyo Pantawis (2024), which demonstrated that compensation influences turnover intention. Irna Willis's 2025 study showed a path coefficient of -0.232 for the effect of compensation on nurses' turnover intention, with a p-value of 0.010 ($p < 0.05$) and a T-statistic of 2.309. This value exceeded the T-table value (1.65), indicating the rejection of the null hypothesis (H06) and the acceptance of the alternative hypothesis (Ha6). Consequently, compensation has a significant negative effect on nurses' turnover intention, consistent with the sixth hypothesis that compensation can be a driving factor for turnover intention. Research by Rachmana Putri Cantika (2024) also demonstrated that compensation and work motivation simultaneously influence employee retention at UD Lancar, a sandal and shoe wholesale center in Leminggir Village. Furthermore, this study aligns with the research conducted by Madison and Hawari (2023) titled "The Effect of Compensation on Employee Turnover Intention at PT Goodyear Indonesia Tbk Bogor." That study demonstrated that compensation has a significant negative impact on turnover intention, meaning that the better the compensation received by employees, the lower their desire to leave the organization. The study also explained that providing appropriate compensation serves as an organizational acknowledgment of employee contributions, thereby enhancing loyalty, job satisfaction, and the desire to remain with the company.

Performance allowances are a component of the compensation system provided by an organization to reward employee achievement, productivity, and contributions in carrying out their duties. The provision of performance allowances aims to boost motivation, morale, job satisfaction, and employee commitment to the organization. When allowances are perceived as fair, reasonable, and commensurate with the workload and job responsibilities, employees feel valued, which tends to reduce their desire to leave the organization. Conversely, if performance allowances are deemed inadequate or disproportionate to the contributions made, dissatisfaction may arise, prompting employees to seek employment elsewhere with better compensation.

The results of this study are consistent with Human Resource Management theory as outlined by Hasibuan (2021), which identifies compensation as a primary function of HRM. Hasibuan (2021) defines compensation as the total remuneration received by employees—in both financial and non-financial forms—in exchange for the services rendered to the organization. A fair, reasonable, and competitive compensation system enhances job satisfaction, motivation, and loyalty, while also aiding in employee retention. Conversely, inadequate compensation can diminish morale and increase the likelihood of employees leaving the organization.

These findings are also supported by the concept of Personnel Management as described by Flippo (1984) (cited in Fachrurazi, 2021), which positions compensation as a key function in human



resource management. Flippo explains that providing fair compensation commensurate with employee contributions is a crucial strategy for attracting, motivating, and retaining a workforce. Organizations that effectively manage their compensation systems tend to enjoy higher levels of employee loyalty and lower turnover rates compared to those with inadequate compensation systems.

Furthermore, the results of this study can be explained through Herzberg's Two-Factor Theory. According to Herzberg, salary, benefits, and compensation policies are classified as "hygiene factors." While these factors do not directly generate high levels of motivation, they play a crucial role in preventing job dissatisfaction. If performance allowances are perceived as fair and meet expectations, job dissatisfaction is minimized, thereby reducing the likelihood of nurses leaving the organization. Conversely, dissatisfaction with the benefits system can increase turnover intention.

Based on these findings, the management of Kharitas Bhakti Private Hospital in Pontianak is advised to periodically evaluate its performance allowance system to ensure it remains competitive, fair, and performance-based. Transparency in establishing performance assessment indicators, consistency in the provision of allowances, and the alignment of allowance amounts with job workloads and responsibilities are expected to enhance nurses' satisfaction, motivation, and loyalty. Consequently, turnover intention can be reduced, enabling the hospital to retain competent nursing staff and maintain the quality of healthcare services on a sustainable basis.

The Influence of Old-Age Security on Nurses' Turnover Intention.

Hypothesis testing results indicate that the first hypothesis (H2)—stating that old-age security significantly influences nurses' turnover intention at Kharitas Bhakti Private Hospital, Pontianak—is supported; the significance value for the variable was 0.000 ($p < 0.05$), demonstrating that old-age security has a highly significant effect on turnover intention.

This study aligns with research by Panjaitan et al. (2022) at Eria Bunda Mother and Child Hospital (RSIA) in Pekanbaru, which showed that compensation has a significant negative effect on turnover intention; these findings illustrate that the better the compensation provided to nurses, the lower their level of turnover intention (Panjaitan et al., 2022). Research by Suryani et al. (2020) at Masmitra Hospital revealed that satisfaction with compensation is significantly related to turnover intention. Nurses who are less satisfied with their compensation tend to have a stronger desire to leave their jobs (Suryani et al., 2020).

Old-Age Security is a form of social protection aimed at providing guaranteed benefits to workers upon retirement, in the event of total permanent disability, or under specific conditions as stipulated by applicable regulations. From a human resource management perspective, Old-Age Security is classified as indirect compensation or an employee welfare program (employee benefits) provided by an organization as a form of appreciation and protection for the workforce. This program not only offers economic benefits but also enhances employees' sense of security and certainty regarding their future.

The results of this study are consistent with Human Resource Management theory as proposed by Hasibuan (2021), which states that one of the crucial functions of HRM is maintenance—defined as efforts to sustain employees' physical and mental well-being and loyalty through the provision of welfare benefits, social security, workplace safety measures, and various other facilities. According to Hasibuan, well-managed welfare programs enhance job satisfaction, loyalty, and employee commitment to the organization. Conversely, when needs regarding protection and welfare remain unmet, employees tend to feel less secure, which can increase their desire to seek employment with other organizations.

These research findings are also supported by the concept of Personnel Management as outlined by Flippo (1984)—cited in Fachrurazi (2021)—which categorizes employee welfare programs as part of the maintenance function. Flippo explains that organizations need to provide various forms



of protection and welfare, including pension schemes and social security, to ensure employees feel valued and protected, thereby fostering a sustainable employment relationship. Through such welfare programs, organizations can enhance employee loyalty while simultaneously reducing turnover rates.

These results align with previous studies, such as the research by Mutiara Oktafiani and Setyo Pantawis (2024), which demonstrated that compensation influences turnover intention. Research by Irna Wilis (2025) showed a path coefficient of -0.232 for the effect of compensation on nurses' turnover intention, with a p-value of 0.010 (< 0.05) and a T-statistic of 2.309. This value exceeds the T-table value (1.65), indicating that the null hypothesis (H_{06}) was rejected and the alternative hypothesis (H_{a6}) was

accepted. Thus, compensation has a significant negative effect on nurses' turnover intention, consistent with the sixth hypothesis regarding compensation as a factor influencing turnover intention among nurses. Research by Rachmana Putri Cantika (2024) also demonstrated that compensation and work motivation simultaneously affect employee retention at UD Lancar, a sandal and shoe wholesale business in Leminggir Village. This is consistent with Human Resource Management principles, which recognize old-age security as a form of compensation that employees expect, thereby encouraging them to remain with the organization.

The Influence of Employment Status on Nurses' Turnover Intention

Hypothesis testing results indicate that the first hypothesis (H_3)—stating that employment status significantly influences nurses' turnover intention at Kharitas Bhakti Private Hospital, Pontianak—is supported; the significance value (p-value) for the variable was 0.000 (less than 0.05), demonstrating that employment status has a highly significant effect on turnover intention.

This study aligns with findings by Harisetia (2022), who concluded that employment status is significantly associated with turnover intention, noting that contract employees are more likely to change jobs compared to nurses with permanent status (Harisetia & Rizqi, 2022). Employment status is often closely linked to the duration of an individual's work experience. Nurses appointed as permanent employees have generally worked at the hospital for an extended period, in accordance with the hospital's prevailing policies for permanent staff recruitment (Deswarta et al., 2021). Nurses with contract status tend to exhibit higher levels of turnover intention than those with permanent status. This is because permanent nurses possess a stronger attachment to the hospital, unlike those employed under contract.

Employment status reflects the certainty of the working relationship between the employee and the organization, whether as a permanent or contract employee. Employment status that provides job security fosters a sense of safety, enhances loyalty, and strengthens the employee's commitment to the organization. Conversely, employment status that lacks job security can give rise to concerns regarding job continuity, career development opportunities, and future well-being, thereby increasing the likelihood that employees will seek employment with other organizations.

These research results are consistent with the Human Resource Management theory proposed by Hasibuan (2021), which states that human resource management aims to establish effective and efficient working relationships through HRM functions such as procurement, integration, maintenance, and separation. Employment status is a component of employment relationship management that concerns the certainty of an employee's rights, obligations, protections, and career continuity. When an organization provides certainty regarding employment status—along with clearly defined rights and benefits—employee job satisfaction and loyalty increase, thereby mitigating the likelihood of employees leaving the organization.

These research findings are also supported by the concept of Personnel Management as outlined by Flippo (1984, cited in Fachrurazi, 2021), which identifies procurement, integration, and maintenance as vital functions for workforce retention. Flippo posits that organizations must manage equitable employment relationships, foster a sense of security, and maintain employee well-being to achieve a



balance between organizational and individual goals. Clear employment status serves as a practical application of these functions by providing certainty regarding rights, obligations, development opportunities, and employee protections. Such conditions enhance organizational commitment and reduce the inclination to leave the job.

Empirically, these results align with the study by Sholikhah and Wolor (2021), which demonstrated that employment status significantly influences turnover intention. That study explained that employees with more secure employment status exhibit higher levels of loyalty and organizational attachment compared to those on contract or temporary status. Employment status certainty provides a sense of security regarding job continuity, promotion prospects, access to various welfare programs, and superior social protection.

Simultaneous Influence on Nurses' Turnover Intention

Based on the ANOVA test results, the significance value is 0.000 ($p < 0.05$); thus, the independent variables—performance allowances, old-age security, and employment status—collectively influence turnover intention. This indicates that these three variables together explain the variations in nurses' turnover intention levels.

The study results demonstrate that turnover intention is not driven by a single factor but arises from the interaction of various human resource management aspects. When deciding whether to remain with or leave an organization, nurses consider multiple factors: performance-based rewards (allowances), future welfare security (Old-Age Security programs), and employment status certainty, which fosters a sense of job security. If these three aspects are managed effectively, nurses' loyalty and organizational commitment will increase, thereby reducing the likelihood of them leaving the organization.

These findings align with research conducted by Situmorang, Ramli, and Reza (2023) regarding the influence of career development on turnover intention, mediated by employee performance and moderated by organizational culture. That study explains that turnover intention serves as an early indicator of an employee's desire to leave an organization—a sentiment that can lead to various negative consequences, such as increased recruitment and training costs, decreased productivity, and disrupted organizational performance.

The variation in research findings suggests that the factors influencing turnover intention differ based on organizational characteristics, job types, and employee needs. For the nursing profession, aspects such as compensation, welfare security, and employment status certainty tend to be more dominant considerations than career development when deciding whether to stay or leave. Consequently, hospital management should prioritize policies that enhance welfare and provide job security as a strategy to mitigate turnover intention. The results of this study align with the Human Resource Management theory proposed by Flippo (1984), which explains that an organization's success in retaining its workforce is influenced by the execution of HRM functions: compensation, maintenance, integration, and separation. Performance allowances fall under the compensation function, and Old-Age Security falls under the maintenance function, while employment status relates to the procurement, integration, and maintenance functions. If these functions are implemented effectively, the organization can enhance job satisfaction, organizational commitment, and employee retention, thereby minimizing the risk of turnover.

These research findings also support the Human Resource Management theory of Hasibuan (2021), which states that HRM success is determined by an organization's ability to manage functions such as compensation, integration, maintenance, and termination. Hasibuan explains that fair compensation, adequate welfare, and employment relationships that provide a sense of security boost employee morale, satisfaction, loyalty, and commitment. Conversely, if these functions do not operate optimally, employees' desire to seek employment elsewhere increases.

Furthermore, these results can be explained through Herzberg's Two-Factor Theory, which



identifies compensation, welfare benefits, and job security as "hygiene factors." When these factors are met, job dissatisfaction is minimized, leading to a lower likelihood of turnover intention. Conversely, if these three factors are not adequately addressed, employees are more prone to dissatisfaction, which drives the intention to leave the organization.

CONCLUSION

Based on the research findings regarding the influence of performance allowances, employment status, and old-age security benefits on nurses' turnover intention at Kharitas Bhakti Private Hospital in Pontianak City, it can be concluded that Performance allowances were found to be significantly and negatively associated with nurses' turnover intention. Old-age security benefits were also found to be significantly associated with nurses' turnover intention. Performance allowances, old-age security benefits, and employment status were found to simultaneously influence nurses' turnover intention at Kharitas Bhakti Private Hospital in Pontianak. The study results indicate that performance allowances, old-age security benefits, and employment status collectively influence turnover intention. The combination of short-term welfare provision (allowances), future security (old-age benefits), and clarity of employment status forms an integrated HR ecosystem that is the primary determinant of nurse turnover rates at Kharitas Bhakti Private Hospital in Pontianak.

REFERENCES

- Andriani, R., Disman, Ahman, E., & Santoso, B. (2021). *Conditional process pada manajemen SDM: Perspektif polychronicity, kepuasan kerja, engagement karyawan, lingkungan kerja, dan turnover intention*. Gracias Logis Kreatif.
- Apriliani, K. N. (2024). *Pengaruh Lingkungan Kerja, Beban Kerja, Dan Kompensasi Terhadap Turnover Intention Karyawan Generasi Z Studi Kasus: PT Samick Indonesia*. 15(1), 37–48. https://repository.uinjkt.ac.id/dspace/bitstream/123456789/79022/1/KHOIR_UN_NISA_APRILLIANI-FEB.pdf
- Ayunah, Siti; Solihin, A. (2023). *Pengaruh Beban Kerja Dan Kompensasi Terhadap Turnover Intention Karyawan Dengan Stress Kerja Sebagai Variabel Intervening (Studi Kasus pada Karyawan Swasta Di Wilayah Kabupaten Tangerang)*. 3, 466–475.
- Fachrurazi dkk. (2021). *Teori dan Konsep Manajemen Sumber Daya Manusia*.
- Hanum Indriati, I., & Widhayanti, A. (2023). *Pengaruh Beban Kerja, Kompensasi, dan Lingkungan Kerja terhadap Stres Kerja Karyawan*. *Akmenika: Jurnal Akuntansi Dan Manajemen*, 20(1), 686–690. <https://doi.org/10.31316/akmenika.v20i1.4693>
- Hasibuan, Malayu S.P. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hidayat, D., & Hafiar, H. (2019). *Nilai-nilai budaya soméah pada perilaku komunikasi masyarakat Suku Sunda*. *Jurnal Kajian Komunikasi*, 7(1), 84–96. <https://doi.org/10.24198/jkk.v7i1.19595>
- Manurung, Y. G. ., & Sihombing, D. (2023). *The Effect of Workload and Job Satisfaction on Employee Turnover Intention at P. Astra International TbkTso Auto 2000*. *Jurnal Ekonomi Dan Bisnis Digital*, 2(1), 229–244. <https://doi.org/10.55927/ministal.v2i1.2354>

- Marhamah, N. N., Seno, A. H. D., & Nugraha, H. S. (2022). Pengaruh Beban Kerja dan Kompensasi terhadap Turnover Intention (Studi pada Karyawan Bagian Sewing PT. Sandang Asia Maju Abadi). *Jurnal Ilmu Administrasi Bisnis*, 11(3), 551–557. <https://doi.org/10.14710/jiab.2022.35449>
- Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). Pengaruh Beban Kerja dan Kepuasan Kerja terhadap Turnover Intention Karyawan RSU “ABC” Jakarta Selatan. *Jurnal Akuntansi, Keuangan, Dan Manajemen*, 3(2), 159–176. <https://doi.org/10.35912/jakman.v3i2.611>
- Madison, & Hawari, Y. (2023). Pengaruh kompensasi terhadap turnover intention pegawai PT goodyear Indonesia TBK Bogor. *Jurnal Manajemen Diversitas*, 3(1), 77–94.
- Mathis, R. L., & Jackson, J. H. (2017). *Human Resource Management: Essential Perspectives*. Cengage Learning. (Edisi terbaru dari buku ini akan sangat relevan).
- Ramadhani, R., Fikri, K., & Ramadhan, R. R. (2023). Pengaruh Kompensasi, Pengembangan Karir Dan Kompetensi Terhadap Turnover Intention Karyawan Pt. Garuda Ekspres Nusantara Pekanbaru. *Jurnal Ilmiah Mahasiswa Merdeka EMBA*, 2(1), 444–458.
- Saputra, E. K., Zainiyah, Z., Abriyoso, O., & Rizki, M. (2022). Pengaruh Kompensasi Terhadap Turnover Intention Karyawan Pada PT. Bintang Megah Abadi. *Aksara: Jurnal Ilmu Pendidikan*
- Situmorang, N., Ramli, A. H., & Reza, H. K. (2023). Pengaruh Pengembangan Karir Terhadap Turnover Intention Melalui Kinerja Karyawan Yang Dimoderasi Oleh Budaya Organisasi. *Jurnal Lentera Bisnis*, 12(3), 633. <https://doi.org/10.34127/jrlab.v12i3.890>
- Sinaga, T. H., Kojo, C., & Lengkong, V. P. (2024). Pengaruh Beban Kerja, Stres Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Pada Pt. Himalaya Papua Mandiri The Influence of Workload, Stress Work and Work Environment on Employee Turnover Intention of PT. Himalaya Papua Mandiri. *Jurnal LPPM Bidang EkoSosBudKum (Ekonomi, Sosial, Budaya, 159 Dan Hukum)*, 8(3), 389–400.
- Sitorus, G., Siregar, E., Hery Prasetya, G., & Nancy, L. (2023). the Role of Employee Engagement To Mediate the Influence of Organizational Culture and Workload Onemployee Performance Pt. Alexis Citra Furnitama. *International Journal of Advanced Research*, 11(04), 640–647. <https://doi.org/10.21474/ijar01/16705>
- Yanti, R., Nuraisyah, D. A., Puspitasari, A. P., Bancin, N. F., & Saridawati, S. (2024). "Pengaruh Jaminan Hari Tua (JHT) Terhadap Kinerja Karyawan di Jabodetabek." *Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi (JIMEA)*, 1(3), 191-199.
- Yolanda, E., & Kasmita, K. (2022). Pengaruh Beban Kerja, Lingkungan Kerja dan Kompensasi Terhadap Turnover Intention Karyawan di Harris Resort Batam Waterfront. *Jurnal Kajian Pariwisata Dan Bisnis Perhotelan*, 2(3), 337–344. <https://doi.org/10.24036/jkpbp.v2i3.41872>