

The Influence of Job Stress, Organizational Commitment and Compensation on Nurse Retention in General Hospital Sinar Husni Medan

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ARTICLE INFO

Keywords: Job Stress, Organizational Commitment, Compensation, Retention

Received : 29, November

Revised : 21, December

Accepted: 22, January

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ABSTRACT

Nurse Retention is the company's ability to retain employees who have the potential to remain loyal to the company for a longer period of time. This study aims to determine the effect, work stress, organizational commitment compensation on nurse retention in hospitals. This research is a quantitative study with an associative approach. The population of this study amounted to 80 nurses. In this study, the sample taken was all nurses who were the target of the study, totaling 80 nurses. This study uses multiple linear regression analysis tools equipped with classical assumption tests. Partial analysis results show that job stress, compensation and organizational commitment have a significant effect on nurse retention.

INTRODUCTION

Human Resources is the most important component in driving a company or organization to achieve goals, because human resources are one of the main implementers in managerial and operational activities within a company or organization, therefore companies must utilize human resources effectively and efficiently so that human resources have good performance for the company and remain in the company.

The valuable role of human resources is to plan, implement and control various company operational activities. Thus, it takes responsibility from management to be able to manage and retain qualified employees who are loyal to the company in order to increase the progress of the company itself.

Various ways are done by the company to maintain its quality employees to remain loyal to the company as a job requirement in facing competition between companies. Some of them such as the feasibility and HR policies, the fairness of disciplinary action, and the way used to decide on employment and employment opportunities, all affect employee retention.

According to Susilo (2019) employee retention is the ability of a company to retain employees who have the potential to remain loyal to the company. Employee retention is also the desire of employees to stay in a company for a long period of time. Employees must be considered and managed properly by managers to avoid things such as turnover, decreased morale, loyalty, attitude and employee discipline.

Sinar Husni General Hospital is one of the private hospitals located in deli Serdang district which was established on December 24, 2014. Sinar Husni Hospital is a private hospital in charge of organizing health services with efforts to cure, recover, improve, prevent, serve, refer, and serve the community. GENERAL HOSPITAL Sinar Husni is trying to improve the quality of its services to the community, especially in nurse services at GENERAL HOSPITAL Sinar Husni Medan. Therefore, employee retention is one of the things that must be considered by the management of human resources in GENERAL HOSPITAL Sinar Husni Medan. How the GENERAL HOSPITAL Sinar Husni Medan in retaining its employees can be seen in table 1 below:

Tabel 1. Nurse Retention Data of Sinar Husni Medan Hospital in the last 4 years

Years	Number of Nurse	Incoming Nurse	Outgoing Nurse
2020	72	7	23
2021	73	17	12
2022	76	15	17
2023	80	21	11

Source: RS Sinar Husni Medan

In table 1, it can be seen that the percentage of nurses who left Sinar Husni Hospital Medan in 2020-2023 has changed every year. The data shows that nurses at GENERAL HOSPITAL Sinar Husni experienced leaving and entering with the highest level in 2020 of 23 people and 2022 of 17 people. The results of interviews with the parties indicate that the shortage of nurses in

hospitals often occurs, especially in the OK (Surgical Room), ICU (intensive care unit), and Hemodialization rooms because not just any nurse is employed in the room and there are special nurse criteria for the OK (surgical room), ICU (intensive care unit), and Hemodialization rooms with special criteria so that when nurses leave and their positions are in the OK (surgical room), ICU (intensive care unit) and Hemodialization the hospital, and Hemodialization, the hospital will open recruitment 4 to 5 times a year with one recruitment of 2 to 5 people because of the difficulty of finding nurses who fit the predetermined criteria with compensation that is still carried by the UMR, if the recruitment of nurses does not match the required criteria, the tasks or loads in the room will be burdened to nurses who are still working in the room, causing delays in doing work because nurses in the OK (surgical room) room. ICU, Hemodialization is burdened by work that should be done by 3 to 4 nurses in each shift to just a few nurses, not only in that room, of course in every room in the hospital if there is a shortage of nurses, the tasks or loads that exist in each room will be burdened to nurses who are still working in it.

This can be interpreted that GENERAL HOSPITAL Sinar Husni Medan is less able to retain its employees to keep working and serving loyally in the face of patients who are different emotional and character every day at GENERAL HOSPITAL Sinar Husni Medan for a long period of time. The low retention in GENERAL HOSPITAL Sinar Husni Medan can cause a high turnover rate of nurses which affects the service activities that are running in the hospital every day. Employee retention in an organization can be caused by job stress. According to Khalimah (2021) Job stress is a condition of imbalance that arises due to environmental demands and the response of each individual in responding to them is different and can occur in all working conditions.

In addition, compensation in an organization can affect the state of retention where, compensation is a reward in the form of money or non-money given to employees from the company as a form of reward, there are forms of compensation such as: allowances, incentives, facilities, or in the form of wages. In addition to rewarding the company's goal of providing compensation is also to form a competitive and supportive work environment for the comfort of the workers in it and can be responsible for the work they do.

Another factor that affects employee retention is organizational commitment, which is one of the factors that can affect employee retention, we can know that the responsibility of nurses in the organization can be measured by how nurses carry out their duties according to the SOPs in the hospital.

Based on the background of the above problems, researchers are interested in conducting research with the title **“The Influence of Job Stress, Organizational Commitment and Compensation on Nurse Retention in General Hospital Sinar Husni Medan”**

LITERATURE REVIEW

Definition of Retention

Retention refers to an organization's ability to retain employees with high potential and loyalty to the company. According to Mathis et al. (as cited in Putu, 2019), employee retention is a crucial aspect for organizations, as it

helps foster overall development and stability. Sawaneh (2019) also emphasizes that implementing effective retention strategies can significantly contribute to organizational growth. Similarly, Hasibuan (2019) defines employee retention as the process by which a company ensures that its valuable employees remain committed and continue working for an extended period.

Several factors influence employee retention. Mathis et al. (as cited in Putu, 2019) identify key indicators, including job satisfaction, compensation, work environment, work stress, and employee relations. These elements play a vital role in determining an employee's decision to stay or leave an organization.

Work Stress

Work stress is a psychological and physical condition that affects employees due to workplace challenges. Setot (2019) describes job stress as a state of tension that influences emotions, cognitive processes, and overall well-being. Stress in the workplace arises from various environmental and individual interactions, potentially harming employees' health and job performance. Suryono (2022) further elaborates that job stress creates an imbalance, both physically and mentally, which affects an employee's overall attitude and productivity.

The factors contributing to work stress, as outlined by Sentot (2019), include task demands, role demands, interpersonal relationships, and organizational structure and leadership. These stressors, if not managed effectively, can negatively impact an employee's motivation, engagement, and commitment to the organization.

Compensation

Compensation serves as a reward system for employees in exchange for their contributions to the organization. It includes wages, salaries, incentives, and other benefits designed to motivate employees and enhance job satisfaction. Sinambela (2019) defines compensation as the total financial and non-financial rewards given to employees in return for their service to the company. Hasibuan (as cited in Dewi & Riana, 2019) further explains that compensation encompasses both monetary and non-monetary benefits, which act as a form of appreciation for employees' efforts.

According to Lijan (2019), several key indicators influence compensation effectiveness, including fair salary allocation based on job roles, appropriate incentives reflecting employee sacrifices, benefits aligned with expectations, adequate facilities, and comprehensive labor insurance. Proper compensation strategies contribute to higher employee satisfaction and commitment to the organization.

Organizational Commitment

Organizational commitment reflects an employee's dedication, loyalty, and sense of responsibility toward the organization. Wibawa et al. (2019) define organizational commitment as an individual's value orientation toward their workplace, demonstrating a strong sense of belonging and prioritization of

their professional role. Similarly, Trang et al. (2020) describe organizational commitment as a combination of recognition, loyalty, and active involvement, signifying a deep connection between employees and their organizations.

According to Hasibuan (2019), several indicators determine organizational commitment, including belief in and acceptance of organizational goals, willingness to remain in the organization, responsibility in advancing the company, job satisfaction within the organization, and personal investment in organizational success. High levels of organizational commitment often result in improved performance, reduced turnover rates, and greater overall efficiency.

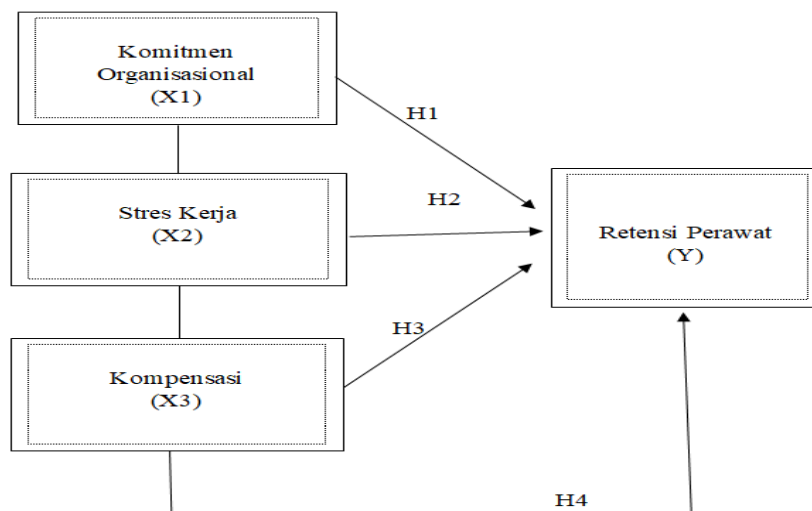


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative research approach, where data is presented in numerical form to explain the research questions. The associative method is utilized to examine the relationships between two or more variables, as defined by Sugiyono (2019). The data sources consist of both primary and secondary data. Primary data is obtained through questionnaires distributed to nurses at Sinar Husni General Hospital, while secondary data is gathered from various historical reports, including published and unpublished materials such as journals, the hospital's brief history, organizational structure, and other relevant documents. These secondary sources serve as supporting data, ensuring a comprehensive analysis of the studied variables. The research is conducted at Sinar Husni Medan Hospital, a healthcare institution that provides curative, preventive, and referral services, as well as community healthcare initiatives. The hospital is located on Jl. Veteran Gg Utama Pasar V Helvetia, Deli Serdang. The study is carried out over a six-month period, from March 30, 2024, to September 2024. The population in this study consists of 80 nurses working at Sinar Husni Medan General Hospital. The sample, which represents the entire population, is selected using a saturated sampling method, meaning all 80 nurses participate in the study, in accordance with Ghozali

(2018), who defines a sample as a subset of a population with shared characteristics.

RESEARCH RESULT

A. Classical Assumption Test

Normality Test

The normality test aims to test whether the data in the study is normally distributed or not. with the basis for decision making sig value > 0.05 (Ghozali 2016). the results are as follows.

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.66030187
Most Extreme Differences	Absolute	.043
	Positive	.043
	Negative	-.038
Test Statistic		.043
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 26 Output

Based on table 2 of the normality test above, it is known that the significance value of 0.200 is greater than 0.05. So it can be concluded that the residual value is normally distributed. Thus, the assumptions and statements of normality in the regression model have been fulfilled.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). The multicollinearity test results are based on the tolerance value and Variance Inflation Factor (VIF). A regression model that is free of multicollinearity is if the VIF value is < 10 and has a tolerance value > 0.10. The following table shows the results of multicollinearity testing.

Table 3. Multicollinearity Test Results

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.024	1.245		.822	.413		
	STRES KERJA	-.086	.040	-.075	-2.124	.037	.488	2.051
	KOMPENSASI	.888	.053	.855	16.778	.000	.234	4.268
	KOMITMEN ORGANISASIONAL	.195	.050	.196	3.889	.000	.240	4.159

a. Dependent Variable: RETENSI PERAWAT

Source: SPSS 26 Output

From table 3 the multicollinearity test above can be explained as follows:

1. With a tolerance value > 0.10, namely the work stress variable 0.488, which means $0,488 > 0,10$ and the compensation variable and the organizational commitment variable 0.240, which means $0,240 > 0,10$. 0.234 which means $0,234 > 0,10$ So it can be concluded that the regression model of this study does not occur multicollinearity.
2. With a VIF value <10 for the work stress variable of 2.051, which means $2,051 < 10$, and the Compensation variable of 4.268, which means $4,268 < 10$ and Organizational commitment of 4.159, which means $4,159 < 10$. This shows that there is no multicollinearity in the regression so that the data is said to be able to be tested further.

Heteroskedasticity Test

Table 4. Heteroscedasticity Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.343	.724		1.856	.067
	STRES KERJA	.011	.023	.074	.462	.645
	KOMPENSASI	.044	.031	.330	1.427	.158
	KOMITMEN ORGANISASIONAL	.057	.029	.443	1.942	.056

a. Dependent Variable: Abs_RES

Source: SPSS 26 Output

Based on the results of the Glejser test in table 4 above, it can be seen that the significant value of the organizational commitment variable is $0,056 > 0,05$ which indicates that there is no heteroscedasticity, the significant value of the

work stress variable is $0.645 > 0.05$ which indicates that there is no heteroscedasticity, then the compensation variable is $0.158 > 0.05$ which indicates no heteroscedasticity. So it can be concluded from each variable that heteroscedasticity does not occur.

B. Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.024	1.245		.822	.413		
	STRES KERJA	-.086	.040	-.075	-2.124	.037	.488	2.051
	KOMPENSASI	.888	.053	.855	16.778	.000	.234	4.268
	KOMITMEN ORGANISASIONAL	.195	.050	.196	3.889	.000	.240	4.159

a. Dependent Variable: RETENSI PERAWAT

Source: SPSS 26 Output

These results are entered into multiple linear regression equations so that the following equation is known:

$$Y = 1.024 + 0.086 (X1) + 0.888 (X2) + 0.195 (X3) + e$$

The coefficients of the multiple linear regression equation above can be interpreted as follows:

- 1) The constant (a) of 1,024 indicates that if the work stress variable (X1), the compensation variable (X2) and the Organizational Commitment variable (X3) are constant then Nurse Retention (Y) will be influenced by other variables of 1,024.
- 2) Job Stress (X1) of 0.086 indicates that the Job Stress variable has a positive effect on Nurse Retention, meaning that every increase in the Job Stress variable will affect the increase in Nurse Retention by 0.86%.
- 3) Compensation (X2) of 0.888 indicates that the Compensation variable has a positive effect on Nurse Retention, meaning that any increase in the Compensation variable will affect the increase in Nurse Retention by 88.8%.
- 4) Organizational commitment (X3) of 0.195 shows that the Organizational Commitment variable has a positive effect on Nurse Retention, meaning that any increase in the Organizational Commitment variable will affect the increase in Nurse Retention by 19.5%.
- 5) Based on the regression values for the independent variables, it is concluded that the biggest influence on Nurse Retention is the Motivation value (X2) of 88.8%. Based on this information, it is known that the increase in Nurse Retention is more likely to be influenced by the Compensation Variable.

C. Hypothesis Test
Partial Test (t Test)

Table 6. Partial Test Results (t Test)

Model		Coefficients ^a						Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	1.024	1.245			.822	.413		
	STRES KERJA	-.086	.040	-.075		-2.124	.037	.488	2.051
	KOMPENSASI	.888	.053	.855		16.778	.000	.234	4.268
	KOMITMEN ORGANISASIONAL	.195	.050	.196		3.889	.000	.240	4.159

a. Dependent Variable: RETENSI PERAWAT

Source: SPSS 26 Output

The results of the t-test in the data table are explained as follows:

- 1) Based on the test results as seen in the table above, the t-value for the Work Stress variable is 2.124. For a 5% two-tailed test and df (80-4=76), the table value is 1.668. In this case, t-value 2.124 > table value 1.668. Furthermore, the t-probability value, or sig, is 0.000, while the previously set significance level α is 0.05, so the sig value $0.037 < 0.05$, thus H2 is accepted. It can be concluded that Work Stress has a significant effect on nurse retention.
- 2) Based on the test results shown in the table above, the t-value for the Compensation variable is 16.778. For a two-tailed test at a 5% error level and df (80-4=76), the table value is 1.668. In this case, t-value 16.778 > table value 1.668. Furthermore, the t-probability value, or sig, is 0.000, while the previously set significance level α is 0.05, so the sig value $0.000 < 0.05$, thus H3 is accepted, concluding that Compensation has a significant and influential effect on nurse retention.
- 3) Based on the test results shown in the table above, the t-value for the Organizational Commitment variable is 3.889. For a two-tailed test at a 5% error level and df (80-6=76), the table value is 1.668. In this case, t-value $3.889 > \text{table value } 1.668$. Next, the t-probability value, which is sig, is 0.000, while the previously established significance level α that was previously set at 0.05, then the sig value of $0.000 < 0.05$, so H1 is accepted, thus it can be concluded that organizational commitment has a significant and impactful effect on nurse retention.

Simultaneous Test (f-test)

Table 7. Results of the Simultaneous Test (Uji f)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4494.716	3	1498.239	522.870	.000 ^b
	Residual	217.772	76	2.865		
	Total	4712.487	79			
a. Dependent Variable: RETENSI PERAWAT						
b. Predictors: (Constant), STRES KERJA, KOMPENSASI DAN KOMITMEN ORGANISASIONAL						

Source: SPSS 26 Output

Based on table 7 above, it is known that the calculated f value is 522.870, while the value at alpha = 0.5 with n = 77 obtained the f table value of 3.12. From this result, it is known that 522.870 > 3.12, so it can be concluded that Work Stress (X1), Compensation (X2), and Organizational Commitment (X3) together have a significant effect on Nurse Retention at GENERAL HOSPITAL Sinar Husni Medan. Furthermore, the f probability value is also seen as sig 0.000, while the previously established significance level a is 0.05, so the sig value 0.000 < 0.05, thus it can be concluded that Organizational Commitment, Work Stress, and Compensation simultaneously have a significant effect on Nurse Retention at general hospital Sinar Husni Medan.

Coefficient of Determination Test

Table 8. Results of the Coefficient of Determination Test

Model Summary ^b	
Adjusted R Square	
.952	
a. Predictors:	(Constant), KOMITMEN ORGANISASIONAL, STRES KERJA, Kompensasi
b. Dependent Variable: RETENSI PERAWAT	

Based on the results of the determination test in table 8 above, it shows that: Adjusted Square 0.952, which means 95.2% of the factors influencing nurse retention at general hospital Sinar Husni Medan can be explained by work stress, compensation, and organizational commitment in this study.

DISCUSSION

The Influence of Work Stress on Nurse Retention

The t-value for the Work Stress variable was obtained as 2.124, for a 5% two-tailed test and df (80-4=76), the t-table value is 1.668. In this case, the t-value 2.124 > t-table 1.668. Next, the t-probability value, which is sig 0.000, was also examined, while the previously established significance level a was 0.05. Therefore, the sig value of 0.037 < 0.05, leading to the acceptance of H2. Thus, it can be concluded that work stress has a significant and impactful effect on nurse retention.

The results of this study indicate that work stress is one of the factors that can affect retention. This finding is supported by the research of Elyza Meynasari Purba (2024) on the influence of work environment, workload, and work stress on employee retention at PT Berlian Eka Sakti Tangguh (PT Best). The research findings show that the factor of work stress affects nurse retention.

The Influence of Compensation on Nurse Retention

The t-value for the Compensation variable was obtained at 16.778, for a 5% two-tailed test and df (80-4=76), the table value is 1.668. In this case, t-value 16.778 > table value 1.668. Next, the t-probability value, which is sig, is 0.000, while the previously established significance level α is 0.05. Therefore, the sig value of 0.000 < 0.05, so H3 is accepted, concluding that Compensation has a significant effect on nurse retention.

The findings of this study are supported by the research results of Mardhani Dewi (2022) on the Influence of Compensation and Organizational Commitment on Employee Retention Mediated by Job Satisfaction at GENERAL HOSPITAL Bhakti Denpasar. The research findings indicate that the factor of Work Compensation affects nurse retention.

The Influence of Organizational Commitment on Nurse Retention

The t-value for the organizational commitment variable was obtained as 3.889, with a 5% two-tailed error and df (80-4=76), yielding a table value of 1.668. In this case, the t-value of 3.889 > table value of 1.668. Next, the t-probability value, which is sig, is 0.000, while the previously established significance level α is 0.05. Therefore, the sig value of 0.000 < 0.05, leading to the acceptance of H1. Thus, it can be concluded that organizational commitment has a significant effect on nurse retention.

The findings of this study are supported by the research results of Komang (2022) on the Influence of Compensation and Organizational Commitment on Employee Retention at RSU Bhakti Rahayu Denpasar. From the research findings, it shows that the factor of organizational commitment affects nurse retention.

It is known that the calculated f value is 522.870, while the value at $\alpha = 0.5$ with $n = 77$ obtained a table f value of 3.12. From this result, it is known that 522.870 > 3.12, so it can be concluded that Organizational Commitment (X1), Work Stress (X2), and Compensation (X3) significantly affect Nurse Retention at RSU Sinar Husni Medan. Furthermore, the f probability value is sig 0.000, while the previously established significance level α is 0.05, so the sig value 0.000 < 0.05, which means it can be concluded that Organizational Commitment, Work Stress, and Compensation simultaneously have a significant effect on Nurse Retention at RSU Sinar Husni Medan.

One of the factors that influence nurse retention is Organizational Commitment, where there is still a lack of commitment among nurses to continue working and serving in hospitals due to the discomfort they experience from their jobs. Additionally, work stress is also a factor that can affect nurse retention, as the greater the work stress experienced by nurses, the stronger the desire to leave their jobs, leading nurses to choose to resign.

Furthermore, compensation also becomes a factor influencing nurse retention, where the greater the job demands and the smaller the compensation provided, the greater the desire to resign, resulting in a decrease in the quality of service provided by the hospital. Therefore, the hospital management must consider how to retain nurses so they can work and serve patients according to hospital regulations.

This is also supported by the research conducted by Mardhani & Dewi (2022) on the influence of compensation and organizational commitment on employee retention mediated by job satisfaction at RSU Bhakti Denpasar, and Yulian et al. (2020) on the influence of compensation, work stress, and organizational culture on employee retention at SunCity Festival Madiun. There is a positive and significant influence between Organizational Commitment, Work Stress, Compensation on Nurse Retention at general hospital Sinar Husni Medan.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results and discussion, the conclusions are as follows:

1. Based on the research table results, the variable Organizational Commitment has a Positive and Significant effect on Nurse Retention at RSU Sinar Husni Medan, in terms of achieving goals and adhering to the organizational values present within the hospital.
2. Based on the research table results, the variable Work Stress has a Positive and Significant effect on Nurse Retention at general hospital Sinar Husni Medan in terms of increasing work enthusiasm and persisting in completing their tasks.
3. Based on the research table results, the Compensation variable has a Positive and Significant effect on Nurse Retention at general hospital Sinar Husni Medan in terms of enthusiasm in carrying out tasks, improving work performance, being productive at work, and being responsible for their jobs.
4. Based on the simultaneous hypothesis testing data analysis results, the influence of Organizational Commitment, Work Stress, and Compensation has a Positive and Significant effect on Nurse Retention at general hospital Sinar Husni Medan in terms of quality and quantity of work, work discipline, initiative, and job satisfaction.

ADVANCED RESEARCH

Based on the research results and discussions that have been outlined, the researcher subsequently provides suggestions that may be beneficial to the relevant parties. Here are the recommendations provided by the researcher as follows:

1. Work stress affects nurse retention at RSU Sinar Husni Medan. The hospital should address the work stress experienced by nurses by effectively managing time, building good communication with colleagues, maintaining a healthy lifestyle, and seeking support from the surrounding

environment, both from colleagues and professionals, so that nurses at the hospital can endure in completing their work.

2. The hospital should evaluate the existing compensation structure and adjust it according to the workload, responsibilities, and qualifications of healthcare workers. Competitive salaries will attract and retain quality healthcare professionals.
3. Organizational Commitment Affects Nurse Retention at RSU Sinar Husni Medan. The hospital management can pay attention to every organization within RSU Sinar Husni Medan so that the nurses working there are not inclined and vulnerable to leaving, and instead remain and provide the best service in accordance with the hospital's goals.
4. Nurse retention is crucial for the continuity of healthcare services in hospitals. Nurses who feel valued, supported, and have opportunities for development are more likely to remain working at the hospital. Therefore, retention can be influenced by organizational commitment, work stress, and compensation available in the hospital.
5. For the hospital, in the future, to pay more attention to nurses within the organization, the assignment of tasks, and the compensation provided so that nurses can continue to work in the hospital.
6. For future researchers to identify other variables to strengthen the variables affecting retention experienced in the hospital, such as: Job Satisfaction, Work-Life Balance, Employee Engagement.

ACKNOWLEDGMENT

With deep gratitude and thanks, the author wishes to express profound appreciation to all parties who have played an important role in the smooth conduct of this research. First of all, the author would like to express the deepest gratitude to Universitas Potensi Utama for providing the opportunity, facilities, and full support throughout the research process. Not to forget, thanks are also extended to the IT&B Institute, which has been the place where the author has gained knowledge, with guidance from all the lecturers and staff who have provided very meaningful direction and motivation. The author also wishes to express gratitude to the management and all staff of Sinar Husni Hospital Medan, who have sincerely provided permission, space, and time to conduct this research. The extraordinary cooperation from various parties at this hospital, both medical staff and administrative staff, has facilitated the data collection process, which is crucial for the success of this research. Finally, the author would like to thank the colleagues who have provided assistance, support, and encouragement throughout the course of this research.

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