

## THE DEVELOPMENT OF IMPLEMENTER NURSES' CAREER ON JOB SATISFACTION AND TURNOVER INTENTION

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### ABSTRACT

*Human resources are a primary resource in a company. Career development of good nurses enables to influence the improvement of work nurses satisfaction and lower nurses turnover intention. This study aims to analyze the relation of career development of implementer nurses to the satisfaction of work nurses and the turnover intention in the Regional Public Hospital of Klungkung, Bali. This research used correlation design research with cross-sectional approach. The total sampling of the research was 139 implementer nurses. The result of correlation analysis showed that career development had strong correlation and positive pattern to the job satisfaction with the  $t$  value = 0,553 and  $p$  value = 0,0005, carrier development had low correlation and negative pattern with the turnover intention and  $r$  value = -0,210 and  $p$  value = 0,013, and the job satisfaction had medium correlation and negative pattern with the turnover intention and the  $r$  value = -0,374 and  $p$  value = 0,0005. The results of PLS analysis show that there is a correlation of career development to the nurses job satisfaction with the  $t$  value = 7,4368, there was a correlation career development with nurses turnover intention with the  $t$  value = 5,0132, and there was no correlation between work satisfaction with nurses turnover intention with the  $t$  value = 0,9417. A good development career has an impact on the improvement of job satisfaction and the reduction of nurse turnover intention. As a suggestion, the next researchers enable to study deeper variable related to the nurses' ladder carrier, job satisfaction, and turnover intention.*

**KEYWORDS:** *Career Development of Implementer Nurses, Job Satisfaction, Turnover Intention*

### INTRODUCTION

Human resource is the primary resource in the companies; therefore it needs a clear planning and development career. Career development is an effort to improve a person competency in working, in order to achieve the purpose of their careers (Rivai, 2015). Organizations that do not have a clear career development will affect to the increase of dropping in and out of the employees (turnover) and the dissatisfaction of the employees (Kaswan, 2017).

Professional career development of nurses more focuses on the development of the ladder of an individual professional career (Indonesian Department of Health, 2017). The ladder of nurse career professional in Indonesia consists of 4 fields; they are Clinical Nurses, Manager Nurses, Educator Nurses, and Researcher Nurses (Indonesian Department of Health, 2017).

The purpose of the nurse's career ladder is to decrease the total of nurses who resign from their own job (turnover) and increase nurses satisfaction to the job field profession that they have (Indonesian Department of Health, 2017).

The importance of career development is in line with the research which was conducted by Yang Yang et al. (2015). The research found that career development in an organization was able to increase work support that directly enabled to increase the retention of qualified nurses' staff. Another research which was conducted by Adekola (2011) showed that there was a significant correlation between career planning and management to the career development and job satisfaction.

Job satisfaction is an individual feeling which is different from one another and it is influenced by the values standard applied to him or herself. A job which is assessed as higher and become a hope or wish by someone will give higher job satisfaction. Job satisfaction is the description of someone's feeling to work (Rivai, 2015).

Job satisfaction related to the degree of nurses changing (turnover). If job satisfaction of the employees is high, it will influence to the decrease of the employees changing (turnover). The employees who are satisfied with their job will maintain longer to their boss (Sinambela, 2017). The statement was supported by the research of Masum et al. (2016) which showed that there was a negative correlation between job satisfactions to the intention of resignation (turnover intention).

Turnover is a condition of the employees stops to be the member of the organization. Turnover will be beneficial if the organization loss the incompetent employees who are not needed by the organization. However, turnover will be harmful to the organization if the employees are productive and have good competencies (Kaswan, 2017). In addition, the harm is also felt by the employees who are still working, they will feel loss because they have to separate from their own co-worker earlier (Sinambela, 2017). Kaswan (2017) states that the strategy and program that can be done by the organization to keep the employees who have good quality are by giving them opportunities to develop their careers and job satisfaction.

Based on the data of the previous studies on March 7, 2018, Regional Public Hospital of Klungkung Regency had 750 employees and 212 (18,3%) of them were nurses, and 81 (38%) nurses had status as employees non-civil government employees. In 2017, 6 (2,8%) nurses resigned from their job. The phenomenon is predicted to increase along the increase of government or non-government hospitals in Bali which offer the better jobs. On the other hand, the obstacle which was found was the lack of job satisfaction of nurses as the result of low salary, high workload, and promotion system that still based on seniority. Kuo's research (2013) found that there was a negative correlation between job satisfactions to the turnover intention. In 2017, Regional Public Hospitals in Klungkung start to apply ladder system, an implementer nurses career program, especially continuous education that was lack of getting support from hospitals management. Meanwhile, in practices, try out program and nurses conferences did not have constant schedules. Based on the data above, it is important to reanalyze the correlation of implementer nurses' career development to the nurses' job satisfaction and turnover intention in Regional Public Hospital of Klungkung, Bali.

## **METHODS**

This research was a correlational research with cross-sectional approach. The population of this research was all nurses in Regional Public Hospital of Klungkung Regency. Meanwhile, the sample of this research was 178 implementer nurses who held inclusion criteria: (1) implementer nurses with minimum 1 year of service, and (2) implementer nurses with a certificate of diploma in nursing. The sample was collected through probability sampling with stratified random sampling technique. This research employed univariate analysis to describe the characteristics and research variables. Furthermore, this research employed bivariate analysis which was a correlation test to analyze the relationship between two research variables; and Partial Least Square (PLS) to analyze structural equality.

This research was conducted in Regional Public Hospital of Klungkung Regency on May 14, 2018 – July 1, 2018. The data source for this research was questionnaires. The questionnaire validity and reliability test conducted in Regional Public Hospital of Klungkung Regency on May 4-9, 2018 resulted in 77 valid and reliable statements from 88 tested statements. The instruments consisted of:

### **Questionnaire A**

Questionnaire A consisted of nurse characteristics such as sex, age, last educational level, year of service, employment status, and career path.

### **Questionnaire B**

Questionnaire B consisted of statements about nurses' career development. It employed Likert scales as 1= Very Inappropriate (STS), 2= Inappropriate (TS), 3= Appropriate (S), and 4 = Very Appropriate (SS).

### **Questionnaire C**

Questionnaire C consisted of statements about nurses' job satisfaction. It employed Likert scales as: 1= Strongly Dissatisfied (STP), 2= Dissatisfied (TP), 3= Satisfied (P), and 4 = Strongly Satisfied (SP).

### **Questionnaire D**

Questionnaire D consisted of statements about turnover intention. It employed Likert scales as: 1 = Strongly Disagree (STS), 2 = Disagree (TS), 3 = Agree (S), 4 = Strongly Agree (SS).

## **RESULTS**

### **Univariate Analysis**

#### **Respondent Characteristics**

The most of the respondents' ages are <30 years old and 30-40 years old (41.7%). The majority of respondents are female (75.5%). Most of the respondents' last education is diploma in nursing (73.4%). The majority of respondents have <10 years of services (62.6%). Based on employment status, most of the respondents are civil servants or PNS (57.6%). Based on the career path, most of the respondents are in PK III level or clinical nurse (33.8%).

## The Description of Research Variable

### Career Development

Career development consists of several indicators: work achievement, exposure, appeal to leave, loyalty to the organisation, mentor, sponsorship, and opportunity to develop (Handoko, 2014).

**Table 1: The Development of Implementer Nurses' Career Path in Regional Public Hospital of Klungkung Regency in May 2018**

No	Career path Variable	Mean	Std. Deviation	n
1	Work achievement	14.55	3.197	139
2	Exposure	14.76	1.650	139
3	Appeal to leave	9.42	2.927	139
4	Loyalty to organization	14.75	2.061	139
5	Mentor dan sponsorship	13.84	2.237	139
6	Opportunity to develop	16.00	2.120	139
7	Career development	83.32	8.447	139

The result of the analysis reveals that career development's mean value is 83.32. Indicator with the highest mean value is the opportunity to develop (16.00). Meanwhile, an indicator with the lowest mean value is an appeal to leave (9.42).

### Job Satisfaction

Job satisfaction consists of five indicators: occupation, salary, promotion, supervision, and co-workers (Robbins & Judge, 2017).

**Table 2: Implementer Nurses' Job Satisfaction in Regional Public Hospital of Klungkung Regency in May 2018**

No	VariableJob Satisfaction	Mean	Std. Deviation	n
1	Occupation	21.24	2.439	139
2	Salary	15.40	2.946	139
3	Promotion	15.70	2.330	139
4	Supervision	16.81	1.887	139
5	Co-workers	18.04	1.965	139
6	Job satisfaction	87.19	8.564	139

The result of the analysis reveals that job satisfaction's mean value is 87.19. Indicator with the highest mean value is occupation (21.24) while indicator with the lowest mean value is salary (15.40).

### TurnoverIntention

Turnover intention consists of several indicators: consideration toleaving, searching for alternative occupation, and intention to leave (Mobleletal., in Khikmawati, 2015).

**Table 3: Implementer Nurses' Turnover Intention in Regional Public Hospital of Klungkung Regency in May 2018**

No	Variable of Turnover Intention	Mean	Std. Deviation	n
1	consideration to leave	10.98	2.699	139
2	Searching for alternative occupation	10.58	2.383	139
3	Intention to leave	7.15	2.133	139
4	Turnover Intention	28.71	6.294	139

The result of the analysis reveals that turnover intention's mean value is 28.71. Indicator with the highest mean value is a consideration to leave (10.98) while indicator with the lowest mean value is an intention to leave (7.15).

**Bivariate Analysis**

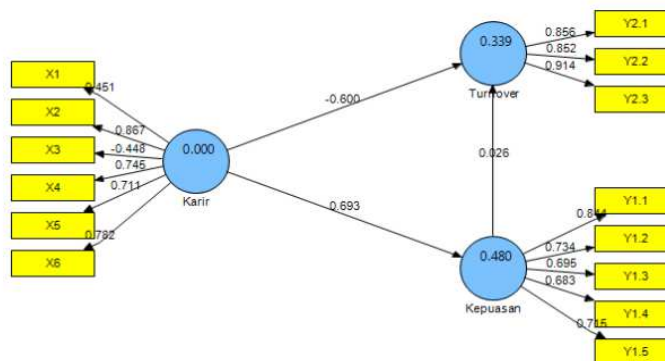
**Table 4: Cross Tabulation for Correlation between Implementer Nurses' Career Development and Job Satisfaction as well as Turnover Intention in Regional Public Hospital of Klungkung Regency in May 2018**

Correlation among Variables	Correlation Value (r)	P value
Career development and job satisfaction	0.553	0.0005
Career development and turnoverintention	-0.210	0.013
Job satisfaction and turnoverintention	-0.374	0.0005

Table 4 indicates a strong correlation with positive pattern between career development and job satisfaction with r value = 0.553 and p = 0.0005. Career development with turnover intention has weak correlation and negative pattern with r value = -0.210 and p = 0.013, and job satisfaction with turnover intention has moderate correlation and negative pattern with r value = -0.374 and p = 0.0005.

**Inferential Analysis**

**Measurement Model Testing (Outer Model)**



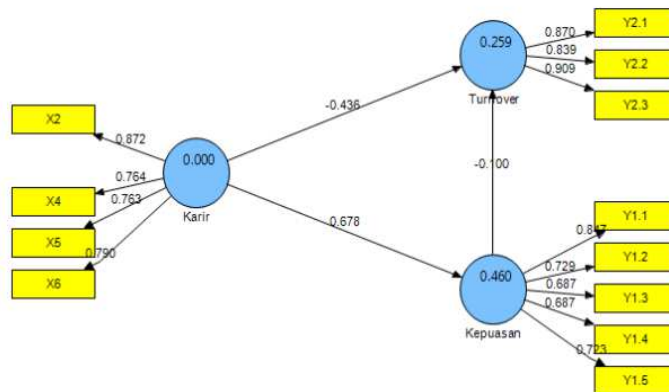
**Figure 1: Measurement Model 1**

The calculation result of the measurement model is presented in table 5.

**Table 5: Measurement Model Calculation in the Correlation between Implementer Nurses' Job Satisfaction and Turnover Intention in Regional Public Hospital of Klungkung Regency Bali**

Variable	Sub Variable	Loading factor	Average Variance Extracted (AVE)	Composite reliability
Career Development	Work achievement	0.4508	0.4711	0.7526
	Exposure	0.8665		
	Appeal to leave	-0.4479		
	Loyalty to organization	0.7449		
	Mentor and sponsorship	0.7107		
	Opportunity to develop	0.7822		
Job satisfaction	Occupation	0.8437	0.5422	0.8548
	Salary	0.7342		
	Promotion	0.6947		
	Supervision	0.6832		
	Co-workers	0.7147		
Turnover intention	Consideration to leave	0.8561	0.7650	0.9070
	Searching for alternative occupation	0.8521		
	Intention to leave	0.9142		

Table 5 indicates that career development variable has AVE < 0.5 and loading factor value of work achievement and appeal to leave indicators is AVE 0.5, thus, it is considered as invalid. Meanwhile, the composite reliability value of all variables is > 0.7, thus it is considered as reliable. Work achievement indicator and appeal to leave indicator are then deleted, and measurement model calculation is conducted.



**Figure 2: Measurement Model 2**

The calculation result of the measurement model is presented in Table 6.

**Table 6: Measurement Model Calculation in the Correlation between Implementer Nurses' Career Development and Their Job Satisfaction as well as Turnover Intention in Regional Public Hospital of Klungkung Regency Bali**

Variable	Sub Variable	Loading factor	Average Variance Extracted (AVE)	Composite Reliability
Career Development	Exposure	0.8720	0.6377	0.8753
	Loyalty to organization	0.7640		
	Mentor and sponsorship	0.7629		
	Opportunity to develop	0.7905		
Job Satisfaction	Occupation	0.8465	0.5426	0.8549
	Salary	0.7286		
	Promotion	0.6865		
	Supervision	0.6872		
Turnover intention	Co-workers	0.7226	0.7625	0.9058
	Consideration to leave	0.8703		
	Searching for alternative work	0.8390		
	Intention to leave	0.9088		

The result of the calculation in table 8 indicates that all variables have a loading factor for  $\geq 0.5$ . AVE value of all variables is valid  $\geq 0.5$ . Composite reliability value of all variables is reliable  $> 0.7$ .

**Model evaluation (InnerModel)**

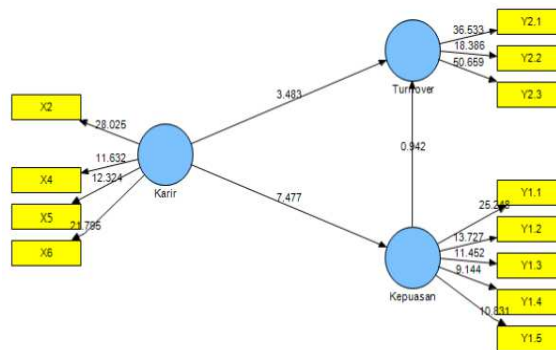
**Table 7: The Result of Model Evaluation Calculation in the Correlation between Implementer Nurses' Career Development and Their Job Satisfaction as well as Turnover Intention in Regional Public Hospital of Klungkung Regency Bali**

Variable	CV Red ( $Q^2$ )	CV Com( $f^2$ )
Career Development	0.3942	0.3942
Job Satisfaction	0.2387	0.3190
Turnover Intention	0.1805	0.4944

The value of Stone-Geisser indicator ( $Q^2$ ) explains the accuracy of the model, and it shows that all variables have value  $Q^2 > 0$  which indicates that the model has predictive relevance.

Cohen's indicator value ( $f^2$ ) explains the effect size of each variables, and they result in career development and turnover intention which create big effect size for ( $f^2 > 0.35$ ). Meanwhile, the variable of nurses' job satisfaction creates moderate effect size for ( $f^2 > 0.15$ ).

**Hypothesis Testing**



**Figure 3: Structural Model (Hypothesis Testing) 1**

Structuralmodel stage aims to investigate the existence of variable influences. This investigation employs a t-test comparison. If the calculation of t-value is greater than t-table,  $t\text{-value} > 1.96$ , the test is significant.

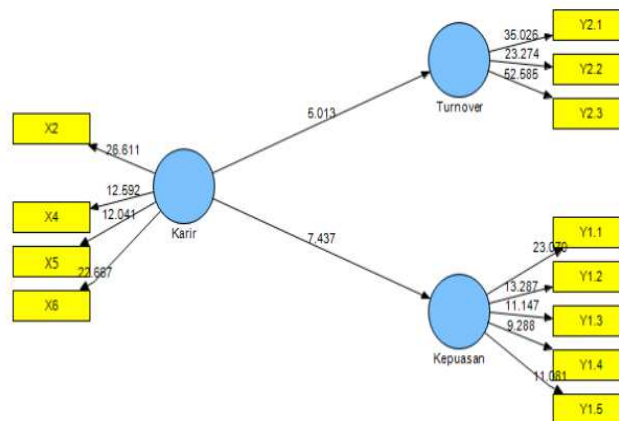
**Table 8: The Result of T-Test in the Correlation between Implementer Nurses' Career Development and their Job Satisfaction as well as Turnover Intention in Regional Public Hospital of Klungkung Regency Bali 1**

Relation among Variables	T Statistic	Explanation
Career development and job satisfaction	7.4774	Significant
Career development and turnoverintention	3.4835	Significant
Job satisfaction and turnoverintention	0.9417	Insignificant

Based on table 8, the results are as follows.

- Career development is correlated to implementer nurses' job satisfaction with t value =  $7.4774 > 1.96$ .
- Career development is correlated to implementer nurses' turnover intention with t value =  $3.4835 > 1.96$ .
- Job satisfaction is not correlated to implementer nurses' turnover intention with t value =  $0.9417 < 1.96$ .

The final result of the correlation model between implementer nurses' career development and their job satisfaction as well as turnover intention in Regional Public Hospital of Klungkung Regency Bali is presented in picture 4.



**Figure 4: Structural Model (Hypothesis Testing) 2**

**Table 9: The Result of T-Test in the Correlation between Implementer Nurses' Career Development and Their Job Satisfaction as well as Turnover Intention in Regional Public Hospital of Klungkung Regency Bali 2**

Correlation among Variables	T Statistic	Explanation
Career development and job satisfaction	7.4368	Significant
Career development and turnoverintention	5.0132	Significant

Based on table 9, the results are as follows.

- Career development is correlated to implementer nurses' job satisfaction with t value =  $7.4368 > 1.96$ .
- Career development is correlated to implementer nurses' turnoverintention with t value =  $5.0132 > 1.96$ .

## DISCUSSIONS

The result of the correlation test in this research showed that career development had a strong correlation and positive pattern with the job satisfaction. In the *Partial Least Square* (PLS) test, career development had a significant correlation to the job satisfaction of implementer nurses. The result of the research in line with the statement of Caruth &



Pane (2009, in Kaswan, 2017) who said that planning and development career enabled to help the organization to satisfy employees' hope to get progress, education, improvement of their job, and opportunity to get new experiences. The result of the research was also in line with Indonesian Department of Health's (2017) statement that the purpose of implementing professional career ladder development was to improve the individual satisfaction of nurses to the professional job that they had and to reduce nurses' mobility to move from their job (turnover).

This research was in line with the research of Jusuf et al. (2016) which found that career development and organization culture were able to improve job satisfaction of employees. The research of Dhurup et al (2014) showed that planning and development career was very important in the nurses workplaces to improve the level of job satisfaction. Naway and Haris' research (2017) proved that career development had a direct impact on the job satisfaction. Cedaryana et al (2015) in their research explained that career development had a positive impact on the job satisfaction. Based on the explanation above, the researchers argue that this research is in line with the theory and previous research. In addition, it is also in line with the hypothesis, that there is a correlation of career development of implementer nurses to the nurses' job satisfaction in Regional Public Hospital of Klungkung, Bali.

The result of the correlation test in the research showed that career development had weak correlation and negative pattern with turnover intention. In the *Partial Least Square* (PLS) test, career development had a significant correlation to the *turnover intention* of implementer nurses. This result was in line with the argument of Marquis & Huston (2010) that the reason for doing career development program is to reduce nurses resignation. This result also agreed with the argument of Caruth & Pane (2009, in Kaswan, 2017), organizations that actively pushed employees' career development tended to have a bigger opportunity to maintain competent employees.

This research was in line with Omar's research (2013) that proved that career caring, restraint, clarity, and conviction had a negative correlation to the intention of resignation. Biswakarma's research (2016) implied that the dimension of organization career development negatively correlated to the employees' turnover intention. The research of Long & Perumal (2014) showed that career development had a significant correlation to the turnover intention. Nawaz & Pangil's research (2016) found that career caring was one of the most important predictors of employees' turnover intention. Based on the explanation above, the researchers argue that the result of the research in line with the theories and previous researches. In addition, it is also in line with the hypothesis, that there is a correlation between career developments of implementer nurses to the nurses' job satisfaction in Regional Public Hospital of Klungkung, Bali.

The result of the correlation test in this research also showed that job satisfaction had average correlation and negative pattern to the turnover intention. However, in *Partial Least Square* (PLS) test, job satisfaction had no significant correlation to the turnover intention of implementer nurses. The result of the research was in contrast with Robins' argument (in Sinambela, 2017) that job satisfaction was related to the employees changing. In addition, the result was also in contrast with Robins & Judge's argument (2017), that the correlation between job satisfaction and of dropping in and out of the employees (turnover) was stronger than the absence of job satisfaction.

This research was in contrast with the research of Bonenberger et al (2014) which stated that job satisfaction significantly related to the turnover intention. In addition, the research of Saeed et al. (2014) also found that job satisfaction has the direct negative influence on the turnover intention. Meier et al. (2012) found that job satisfaction fully mediates the influence of attitude to the turnover intention. Zhang et al. (2018) proved that job satisfaction had a negative impact on the

turnover intention. Based on the explanation above, the researcher argues that the result of this research is not in line with the theories, previous research, and hypothesis. It is caused by the differences of respondent characteristic, research instrument, and research areas.

## RESEARCH LIMITATION

This research found some difficulties, they are:

- This research used an instrument of career development as general. Therefore, the next researchers should measure nurses career development based on nurses career ladder.
- In the PLS analysis, there was no correlation between a variable of job satisfaction to the nurses turnover intention, so it was needed continuous research to explore the correlation between the two variables.

## CONCLUSIONS

Based on the result of the research, it can be concluded that:

- A good career development had a good impact on the improvement of job satisfaction of implementer nurses
- A good career development had an impact on the decrease of turnover intention of implementer nurses
- A good job satisfaction had an impact on the decrease of turnover intention of implementer nurses. However, in the Partial Least Square (PLS) test, nurses job satisfaction had no impact on the turnover intention of implementer nurses.

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