



Analysis of factors nurse turnover: A qualitative research

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ABSTRACT

The resignation of nurses is a loss for hospitals because they have to recruit new nurses accompanied by orientation towards them. Of course, the newly recruited nurses cannot provide optimal performance because they still need an adjustment period. Many factors cause nurse resignations, both internal and external to the hospital. carry out a qualitative analysis of the factors that cause a nurse to decide to resign so that preventive measures can be taken. The research was conducted qualitatively by interviewing 15 informant who decided to resign from RSU Sembiring during the period November and December 2023. The interview results were analyzed using a thematic analysis model to produce themes which were factors causing nurse resignation. There are five themes found in the research which are the causes of nurses' resignation, namely: taking care of children, following their husband, continuing their education, getting another job and incompatibility with co-workers. There are 2 causes of nurse resignation, namely internal and external factors of the nurse. Internal factors are caused by the obligations that nurses must carry out in the form of: looking after children and accompanying their husbands, and the opportunity to continue education. Meanwhile, external factors are related to the hospital institution, namely incompatibility with colleagues and the environment in the form of job offers from other hospitals. Efforts to improve the welfare of nurses in the form of: increasing salaries, providing child care, opportunities to continue their education and holding family gatherings need to be carried out by hospital management.

Keywords: nurse resignation, Turnover, hospital management

ABSTRAK

Pengunduran diri perawat merupakan kerugian bagi rumah sakit karena harus melakukan perekrutan perawat baru disertai dengan orientasi terhadapnya. Tentunya perawat yang baru direkrut tersebut tidak dapat memberikan kinerja yang optimal karena masih memerlukan masa penyesuaian. Banyak faktor yang menyebabkan perawat mengundurkan diri, baik yang berasal dari internal maupun eksternal rumah sakit. melakukan analisis kualitatif terhadap faktor-faktor yang menyebabkan seorang perawat memutuskan untuk mengundurkan diri sehingga dapat dilakukan tindakan preventif. Penelitian dilakukan secara kualitatif dengan melakukan wawancara terhadap 15 orang informan yang memutuskan untuk mengundurkan diri dari RSU Sembiring selama kurun waktu November dan Desember 2023. Hasil wawancara dianalisis menggunakan model analisis tematik untuk menghasilkan tema-tema yang merupakan faktor penyebab pengunduran diri perawat. Terdapat lima tema yang ditemukan dalam penelitian yang menjadi penyebab pengunduran diri perawat yaitu: mengurus anak, mengikuti suami, melanjutkan pendidikan, mendapatkan pekerjaan lain dan ketidakcocokan dengan rekan kerja. Penyebab pengunduran diri perawat terdapat 2 yaitu faktor internal dan eksternal perawat. Faktor internal disebabkan oleh kewajiban yang harus dilaksanakan perawat berupa: mengasuh anak dan mendampingi suami, serta kesempatan untuk melanjutkan pendidikan. Sedangkan faktor eksternal berkaitan dengan institusi rumah sakit yaitu ketidaksesuaian dengan rekan sejawat dan lingkungan berupa tawaran pekerjaan dari rumah sakit lain. Upaya peningkatan kesejahteraan perawat berupa: kenaikan gaji, pemberian perawatan anak, kesempatan untuk melanjutkan pendidikan dan mengadakan acara kumpul keluarga perlu dilakukan oleh manajemen rumah sakit.

Kata Kunci: Perawat, Turnover

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INTRODUCTION

Nurses are the profession that most work in hospitals and are the profession that is closest and most intense with patients. Handling and efforts to cure a patient's illness are greatly influenced by the accuracy and professionalism of the nurse who handles it. Work period is one of the factors that influences the level of professionalism of nurses. The longer the work period of a nurse, the better the level of professionalism [1].

The large number of resignations made by nurses in a hospital is a problem that needs to be addressed immediately. The impact of the high rate of nurse resignations will result in many nurses with new tenure. The competency of nurses with the new work period is of course not optimal. Another impact is that hospitals have to spend more money to recruit new employees and provide training [2].

Many factors lead to a nurse's decision to resign from a hospital. These factors can come from within the nurse themselves or factors outside the nurse. Factors originating from nurses can be: the existence of expectations that are not met in the hospital, such as unclear career paths, salaries that do not meet expectations and family problems such as taking care of their own children or having a sick family member [3]. Meanwhile, external factors are related to the internal factors of the hospital where you work or the environment. Internal hospital factors, such as: workload that is too high, poor relationships between colleagues and lack of attention from hospital management [4,5]. Environmental factors include offers from other hospitals that provide higher income expectations [3,4].

Sembiring public hospital (RSU Sembiring) is one of the class B private hospitals in Deli Serdang Regency. It has 340 beds with 257 nurses. Based on data obtained from the hospital's HR department, it can be seen that the high level of nurse resignations occurs from January 2022 to December 2023. In 2022 there were 51 nurses who resigned, then this increased to 80 during 2023. From the data above, it can be seen that an average of 7-8 nurses resign every month.

This high rate of nurse resignation has an impact on hospital performance. There are economic and non-economic impacts that will be a burden on hospitals if nurse resignations are high. Economically, hospitals will experience losses of around 1-2 times the average nurse's salary [6]. Meanwhile, according to a survey report conducted by the NSI National Health Care Retention and RN Staffing Report [7] in 2022, it is stated that on average hospitals lose \$270,800 every year due to turnover of nursing staff in hospitals. Apart from the economic impact, HR management must recruit new nurses to replace nurses who resign. New nurses still need a training period to adapt to their work environment, especially if the nurses recruited are new graduates of their education, so they still need a long time to improve their professionalism.

There needs to be an in-depth analysis of the factors that cause the high number of nurse resignations. Efforts to prevent resignations from occurring again due to preventable reasons are very important. This research aims to conduct in-depth interviews with nurses who resigned at RSU Sembiring to find out what factors caused them to decide to resign.

RESEARCH METHOD

Study design: The type of research used is qualitative research with a phenomenological research design. Phenomenological research according to Creswell [8] is a type of research where the researcher collects data by observing participants to find out essential phenomena in the participants' life experiences. Sample: The sample in this study was 6 nurses who had submitted resignation letters for the November 2023 period and 9 people for the December period for a total of 15 people. The sampling method used a total sampling technique so that all nurses who had submitted plans to resign were taken as informants for this research. Data collection: Data collection was carried out through in-depth interviews with selected informants. Before conducting the interview, the researcher asked the informant's willingness to become a sample in the research. Informants who are willing then sign their willingness to become research respondents on a previously prepared willingness form. Before signing the willingness form, the researcher explained that the confidentiality and privacy of the respondent would be maintained and that only the researcher and the respondent would be present at the time the interview was conducted. Next, semi-structured in-depth interviews were conducted with selected respondents. During the interview process, recording was carried out with a recorder that had been prepared by the researcher. Data analysis: Data analysis uses the thematic data analysis model, which is a qualitative data analysis technique with the aim of identifying patterns and finding themes through data that has been collected by researchers. The analysis uses the steps presented by Braun and Clarke [9]. To understand the data obtained from the informants, the researcher repeatedly listened to the recorded interviews with the informants and then wrote them into a manuscript. Next, coding is carried out and then the same coding will be grouped. The final stage is to determine the themes obtained based on the data grouping that has been made.

RESULTS OF STUDY

Based on the qualitative data analysis carried out, there were five themes found in this research, including: Taking care of children, joining your husband, continuing your education, getting another job, and incompatibility with co-workers.

1. Taking care of children

Taking care of children was the reason most frequently cited by informants as the reason they resigned. The informants said that they were more concerned with taking care of their children than their careers. Children's futures can be ruined if they are not taken care of from childhood. "It's okay for me to stop working so that I can take care of my young children, if I leave them to someone else, I don't know how they will educate them" (P2).

Apart from the reasons for wanting to take care of their own children, another reason why nurses prefer to take care of their children themselves rather than handing them over to a nanny is that it is difficult to find a nanny and the cost of hiring a nanny is almost the same as the salary she receives, as stated by the following informant: "Finding a trusted nanny is very difficult now, there are those who want to ask for a high salary, it's almost the same as my salary, that's where the salary ends" (P6).

2. follow husband

The majority of health workers (68%) who work in hospitals and other health facilities are women based on data from the Ministry of Health in 2023 [10]. In general, married women will follow their husbands and choose to leave their jobs if they have to follow their husbands out of town, as stated by the following informant: "My husband works in Pekanbaru, so I went with my husband there" (P8).

Another experience conveyed by the informant was that she was forced to resign because her husband, who was a member of the TNI, moved to another city, so she had to accompany her husband to his new assignment, as stated by the informant: "Yesterday my husband received an assignment order to move to Kalimantan, where he was placed. So, I also had to go there to accompany him" (P14).

3. Continue education

The level of nursing education in Indonesia consists of diploma education and bachelor's professional nursing education. Diploma education is taken for 3 years, while to obtain a bachelor's degree in the nursing profession from high school (SMA) graduates, it takes 4 years for a bachelor's degree plus 1 year for the nursing profession. Diploma graduates can pursue a bachelor's degree in the nursing profession for 2 years (1 year of undergraduate education plus 1 year of the nursing profession). Nurses with a professional education level as a nurse are usually given higher salaries than those with a diploma education and better career path opportunities compared to those with a diploma education. This is the reason why many nurses with a diploma level of education continue their education into the nursing profession. Choosing to continue your education means having to leave your job because you can't do it at the same time. "While I was still young, I wanted to continue my education and take the profession of nurse, so I could become a nurse manager in the future" (P5)

Nurses' enthusiasm for improving professional nursing education became their motivation to choose to continue their education and leave their jobs, as stated by the informant: "Almost all of my friends from my previous generation have obtained the profession of nurse, I am embarrassed by my friends" (P11)

4. Get another job

Many nurses continue to strive to be accepted as state civil servants (Aparatur Sipil Negara/ ASN) because of the view that there is a guarantee of welfare. Almost every year the government holds a selection to become ASN and the nurses who are accepted will leave their jobs at the private agency. By the end of 2023, there is 2 nurses at RSU Sembiring who will be accepted as government employees with a work agreement (P3K), as stated by the informant: "Thank God, I was accepted as a P3K and placed near home, so I prefer to resign because I can be more secure in the future" (P10).

Apart from being accepted as ASN, there were also nurses who resigned and chose to work in other hospitals for the reason that they wanted to find a work environment with a new atmosphere, as stated by the informant: "I'm tired of working here for 2 years, yesterday when I was at school my practice was also here, so I want to work in another hospital with a new working atmosphere" (P15).

5. Incompatibility with coworkers

Comfort and harmony with colleagues who are disturbed affect nurses' work morale. Nurses work as a team, so they cannot provide services individually. HR management's efforts to rotate problematic nurses to other units were not effective in preventing their intention to resign because they were still in the same institution, as stated by the informant: "I had a problem with a fellow nurse in the same post, the head of nursing offered me a rotation to another nursing post, but it was still in the same hospital, I still didn't want to work in the same place as him" (P12).

DISCUSSION

A nurse's decision to resign from a health facility such as a hospital is based on several considerations made by each individual nurse. Consider the pros and cons of the decision to be taken, which of course is based on the conditions that

caused him to decide to resign. Based on the results of this research, five conditions were obtained which were reasons for nurses to resign from the hospital.

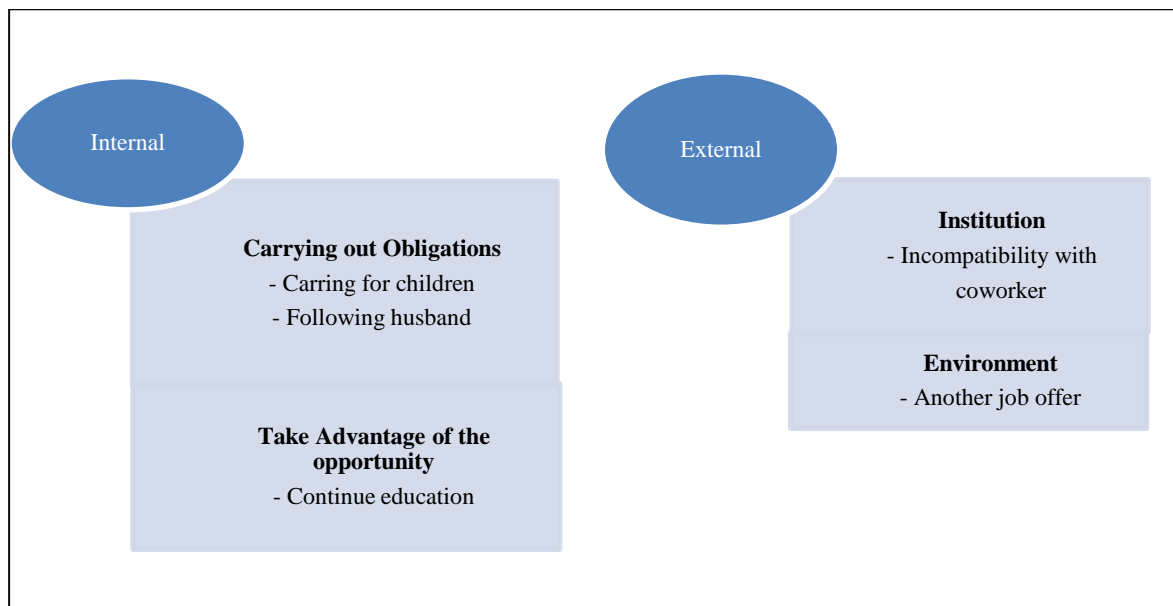


Figure 1: Factors causing nurse resignation

Looking after and caring for children is generally done by a mother [11], while the husband works to earn a living as head of the family. Parents' concerns about entrusting their children's care to other people are getting bigger when there is a lot of news about violence committed by caregivers against their foster children [12][13]. Efforts to facilitate the existence of child care places in hospital institutions are important to prevent nurses from leaving for reasons of looking after children. With a child care center, nurses who have children can supervise their children because they are close to the workplace. Research shows that an increase in child care places leads to an increase in the employment of housewives [14]. At certain times they can be allowed to see their child's condition at the day care so that their peace of mind affects their performance too.

Marriage is everyone's human right and it is human nature to live in pairs to form a family. The results of this study are in line with research conducted in the city of Semarang, Indonesia [15] which shows that the reasons why nurses resign are personal in nature, including: following a partner (husband and wife) and marriage. Every couple definitely does not want the marriage bond to be far away because of differences in place of work. The policy of an institution such as a hospital that allows married couples to work in the hospital together could be a solution for couples who have educational or professional backgrounds that are both needed in the hospital.

Increasing the level of education to a higher level is one of the reasons for a nurse to leave work which is the finding in this research [15]. While studying, it is difficult to carry out work as a nurse. Hospitals need to make breakthroughs in collaborating with health education institutions to create educational patterns that can accommodate time for school and time for working as a nurse [16]. This can be done by arranging the work schedule as a nurse with the school schedule, so that the nurses do not have to leave work.

The increasing growth of new hospitals of course offers extensive opportunities for nurses to work. New hospitals tend to prefer to accept nurses with work experience compared to new graduates. Providing higher salary offers and more facilities than the current location are methods used to attract experienced nurse applicants. These offers will ultimately create an atmosphere of transfer of nursing staff from one hospital to another. On the other hand, the public's opinion that working as a government employee (ASN) provides better welfare guarantees than private employees, has resulted in every time the government recruits ASN, very many people apply, including nurses. Efforts to improve the welfare of private employees by increasing salaries and adequate social security facilities can of course change this in the future. Providing adequate wages and welfare facilities will increase nurses' satisfaction with their profession and generate love for their work and the institution they work in [17].

Everyone needs a conducive work situation to be able to work well and professionally. Nursing services are carried out as a work team, so collaboration is the key word for providing excellent service [16]. Collaboration will be possible if there is a good emotional relationship between the team. Nursing managers in hospitals need to foster good relationships among nurses. Friendly activities in the form of "family gatherings" can be one way to improve emotional relationships between nurses. The seniors in the nursing unit should be motivators who strengthen junior nurses to love their profession as nurses and be able to survive in their hospital institutions [18].

CONCLUSION

The high rate of resignation of nurses in a hospital institution will have an impact on service performance and require hospitals to incur large costs for recruitment and orientation for new employees. There were five findings in this study that caused nurses to resign, namely: taking care of children, joining their husband, continuing their education, getting a new job and incompatibility with coworkers. Hospital management, especially in the nursing sector, needs to make policy breakthroughs to prevent the resignation of nurses by providing day care for nurses who have children, collaborating with health education institutions for nurses who want to continue their education, improving the welfare of nurses in the form of salaries and incentives and fostering familiarity among nurses with family gathering activities. By accommodating the complaints submitted and providing solutions to the problems faced, the nurse will feel comfortable and feel 'at home' working in the hospital.

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Declaration of conflict

The declaration that this research does not contain any contentious or sensitive problems has been made by the author of the study.

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