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## IMPROVING NURSE RETENTION AT SINAR HUSNI HOSPITAL MEDAN THROUGH ORGANISATIONAL COMMITMENT AND MANAGEMENT OF JOB STRESS

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### Article History:

Received: 04-05-2025

Revised: 22-05-2025

Accepted: 07-06-2025

### Keywords:

Nurse Retention,  
Organisational  
Commitment, Job Stress,  
Hospital Management

**Abstract:** *Low nurse retention rate is one of the serious challenges in hospital management, especially in maintaining health service stability and operational sustainability. This study aims to examine how organisational commitment and job stress management can contribute to improving nurse retention. Using a quantitative approach, data was collected through distributing questionnaires to nurses working in a hospital environment. The results showed that high organisational commitment is able to build a sense of belonging and loyalty in nurses, while effective management of work stress creates a more comfortable and supportive work environment. These two factors proved to have a significant effect on nurses' desire to stay in the long term. The findings are expected to serve as a basis for hospital management in designing retention strategies that focus more on the well-being and emotional attachment of health workers*

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## INTRODUCTION

The nursing profession is the backbone of the health care system in Indonesia. According to data from the Ministry of Health processed by the Central Statistics Agency (BPS), in 2023, the number of nurses in Indonesia reached 582,023 people, making it the health worker profession with the largest number in the country. research conducted by Basri and Melisa Putri (2019) states that nurses play an important role in providing nursing care, health education, and supporting the healing process of patients in various health care facilities. However, despite their large numbers, challenges in terms of the distribution, quality, and retention of nurses are still a major concern in an effort to improve the quality of national health services.

Medan City, as the capital city of North Sumatra Province, has a strategic role in health services in the region. Based on data from the Central Bureau of Statistics of North Sumatra Province, in 2021, the number of health workers in Medan City reached 5,240 people, with nurses as one of the main components. Nurses in Medan are spread across various health facilities, both public and private, and face complex challenges, including high workloads, demands for professionalism, and the need for continuous competency development.



Nurse retention is a crucial issue in human resource management in the healthcare sector. High nurse turnover rates can disrupt continuity of care, increase workload for remaining nurses, and negatively impact the quality of nursing care. Factors such as low organisational commitment, unmanaged work stress, and lack of appreciation and recognition of nurses' contributions are often the main triggers for low retention. Therefore, it is important to identify and address these factors to improve nurse retention, particularly at Sinar Husni Hospital Medan.

**Table 1. Nurse Retention Data of RSU Sinar Husni Medan In the last 4 years**

Years	Total of Nurse	Total of Nurses Admitted	Total of Nurses Leaving
2020	72	7	23
2021	73	17	12
2022	76	15	17
2023	80	21	11

*Source: RSU Sinar Husni Medan 2020-2023*

The data above shows that the level of nurse leavers at RSU Sinar Husni Medan fluctuated during the period 2020-2023. The highest number of nurses leaving was recorded in 2020 with 23 people and in 2022 with 17 people. When outgoing nurses come from certain units (e.g. ICU and Haemodialisation), the hospital has to open recruitment up to 4-5 times a year, with each recruitment can only attract 2-5 people. If the position has not been filled, the workload in the unit must be borne by active nurses.

Nurse retention refers to an organisation's ability to retain its nursing workforce over a long period of time. High retention reflects nurses' job satisfaction, loyalty, and commitment to the organisation. Conversely, low retention may indicate problems in the work environment, management, or individual factors. Efforts to improve nurse retention require a holistic approach that includes organisational, psychological, and professional aspects. In Medan City, the phenomenon of low nurse retention is a serious concern (Research by Khairunissa and Virginia, 2023). Several hospitals reported high turnover of nurses over a period of time. Factors such as high workload, lack of support from management, and lack of career development opportunities are often cited as the main reasons nurses leave the workplace. This condition not only has an impact on hospital operations, but also on the quality of care received by patients.

Several studies have shown that nurses in Medan City face challenges in building strong organisational commitment. Factors such as lack of recognition of nurses' contributions, ineffective communication between management and staff, and lack of participation in decision-making can reduce nurses' sense of belonging and attachment to the organisation. This has the potential to increase nurses' intention to seek employment opportunities elsewhere that are perceived to be more supportive of their needs and aspirations. Job stress is a physical and emotional response that arises when job demands are out of balance with an individual's abilities, resources, or needs. In the nursing context, job stress can stem from heavy workloads, interpersonal conflicts, as well as the emotional



stress of caring for patients. Effective management of occupational stress involves identifying sources of stress, developing coping strategies, as well as support from the organisation to create a healthy and productive work environment.

Nurses in Medan City often face high levels of work stress. Factors such as long working hours, lack of support personnel, and high expectations from patients and families can increase work pressure. The lack of psychological support programmes, stress management training, and work flexibility policies may exacerbate this condition. The accumulation of unmanaged stress can negatively impact nurses' mental health, work performance, and ultimately increase turnover.

Based on the above description, it is clear that nurse retention at Sinar Husni Medan Hospital is influenced by factors such as organisational commitment and work stress management. The challenge of retaining competent and dedicated nurses requires a strategic approach that includes increasing nurses' engagement in the organisation as well as effective management of work stress. This research is expected to contribute in formulating better human resource management policies and practices, in order to improve nurse retention and the quality of health services in the hospital.

## **LITERATURE REVIEW**

### **Retention (Y)**

#### **1) Definition of Retention**

According to Mathis et al (in putu quote 2019) Retention is the company's ability to retain employees who have the potential to remain loyal to the company. Employee retention is a step or policy that is appropriate for companies to implement because it can increase the development of organisations Sawaneh (2019).

Hasibuan (2019) states that employee retention is a process in which a company is able to retain its potential employees to remain loyal to the company for a longer period of time

#### **2) Retention Indicators**

According to Mathis et al (in putu quote 2019) retention indicators, namely:

1. Job satisfaction
2. Compensation
3. Work environment
4. Work Stress
5. Employee relations Work Environment

### **2.2. Organisational Commitment (X<sub>1</sub>)**

#### **1) Definition of Organisational Commitment**

According to Wibawa et al (2019) Organisational commitment is a value orientation towards the organisation that shows individual thoughts that prioritise work and the organisation.

According to Trang et al (2020), organizational commitment is a feeling of recognition, loyalty, and involvement that is noticed towards the organisation. Organisational commitment is an active and strong relationship between individuals with a willingness to strive for a high level of quality in the organisation



## 2) Indicators of Organisational Commitment

Indicators according to Hasibuan (2019) are :

1. Belief and acceptance of values, organisational goals and the ability to work together.
2. Obedience to keep working in the organisation
3. Responsible for advancing the organisation
4. Job satisfaction in the organisation
5. investment in the organisation Workload

## Work Stress (X<sub>2</sub>)

### 1) Definition of Work Stress

According to setot (2019) work stress is a condition of tension that affects emotions, thought processes and one's condition. Work stress is a form of individual interaction with the environment, workplace stress can also have a damaging effect on the health and welfare of employees such as

it can negatively affect the survival of employees in their job positions.

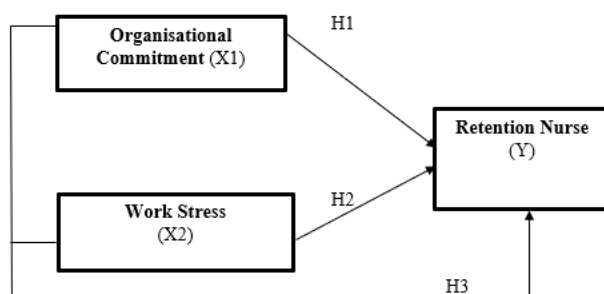
According to Suryono (2022) work stress is a condition of tension that creates a physical and psychological imbalance that affects emotions, thinking processes, and employee conditions

### 2) Indicators of Work Stress

Indicators according to Sentot (2019: 138) are

1. Task demands
  2. Role demands
  3. Inter-personal demands
  4. Organisational structure
- Organisational leadership

## Conceptual Framework



Source: Researcher (2024)

**Figure 1. Conceptual Framework**

## RESEARCH METHOD

### Type of research

The type of research used in this study is quantitative. Quantitative research is a method used to test certain theories by examining each relationship between variables. In this study, it is quantitative, namely data consisting of numbers of respondents' answers or data that can be calculated and will be included in calculations or used in quantitative



analysis such as variables that will be studied for their influence on customer satisfaction. (Sugiyono, 2021).

#### Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2021), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2021), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

#### Research Population and Sample

According to Sugiyono, (2021) population is the whole of the object under study. Population is a generalization area consisting of objects / subjects to study and then draw conclusions. The population used in this study were nurses at Sinar Husni Hospital Medan totalling 100 people.

The sample is part of the number and characteristics possessed by the population (Ghozali, 2018). The sampling method in this research is using saturated samples. The number of samples taken from Sinar Husni Hospital Medan was 100 people.

## RESULTS AND DISCUSSION

### Respondent Characteristics

**Table 2. Characteristics of Respondents Based on Gender**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	37.0	37.0	37.0
	Female	63	63.0	63.0	63.0
	Total	100	100.0	100.0	

Source: Processed by researchers (2025)

**Table 2. Characteristics of Respondents Based on Age**

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-20 year	51	51,0	51,0	51,0
	20-23 year	25	25,0	25,0	76,0
	23-25 year	24	24,0	24,0	100,0
	Total	100	100,0	100,0	

Source: Processed by researchers (2025)



**Table 3. Characteristics of Respondents Based on Income**

<b>Income</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000.000-3.000.000	22	22,0	22,0	22,0
	3.000.001-6.000.000	51	51,0	51,0	51,0
	>6.000.001	27	27,0	27,0	100,0
	Total	100	100,0	100,0	

Source: Processed by researchers (2025)

### Validity and Reliability Test Results

**Table 4. Validity Test Results**

<b>Item Statement</b>	<b>Corrected Item Total Correlation</b>	<b>Information</b>
X1.1	0,526	Valid
X1.2	0,577	Valid
X1.3	0,661	Valid
X1.4	0,543	Valid
X1.5	0,697	Valid
X2.1	0,582	Valid
X2.2	0,627	Valid
X2.3	0,637	Valid
X2.4	0,676	Valid
X2.5	0,663	Valid
Y.1	0,552	Valid
Y.2	0,581	Valid
Y.3	0,689	Valid
Y.4	0,671	Valid
Y.5	0,668	Valid

Source: Processed by researchers (2025)

Based on the statistical test results above, it is known that the corrected item correlation value  $> 0.361$ , so the data is declared valid.

**Table 5. Reliability Test Results**

<b>No</b>	<b>Variable</b>	<b>Cronbach Alpha</b>	<b>Results</b>
1	Organisational Commitment (X1)	0,822	Reliable
2	Work Stress (X2)	0,867	
3	Retention Nurse (Y)	0,854	

Source: Processed by researchers (2025)

Based on the table above, it is known that the Cronbach's alpha value for all research variables of organisational commitment, work stress and nurse retention  $> 0.60$ , it can be said that the overall reliability test results are reliable.



### Normality Test Results

**Table 6. Kolmogorove-Smirnov Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.18367673
Most Extreme Differences	Absolute	.071
	Positive	.052
	Negative	-.071
Test Statistic		.071
<b>Asymp. Sig. (2-tailed)</b>		<b>.217<sup>c,d</sup></b>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed by researchers (2025)

Based on the data in the table above, it can be seen that the asymp. sig (2-tailed) value is  $0.200 > 0.05$  so it can be concluded that this study is normally distributed and has met the requirements of the normality test.

### Multicollinearity Test Results

**Table 7. Multicollinearity Test Results**

Coefficients <sup>a</sup>			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Organisational Commitment	.713	1.754
	Work Stress	.713	1.754
a. Dependent Variable: Retention			

Source: Processed by researchers (2025)

Based on the table of multicollinearity test results, it is known that the two VIF values for each variable are  $< 10$ , and the Tolerance value for each variable is  $> 0.10$ , so it can be concluded that there is no multicollinearity.

### Heteroscedasticity Test Results

**Table 8. Glejser Heteroscedasticity Test Results**

Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.277	1,874		.079
	Organisational Commitment	.054	.058	.057	1,017
					Sig.
					.821
					.412



	Work Stress	,077	,073	,142	1,214	,634
a. Dependent Variable: ABS_RES						

Source: Processed by researchers (2025)

Based on the Glejser test table above, the significance value of the three independent variables is > from 0.05, it can be concluded that there is no heteroscedasticity.

### Multiple Linear Regression Test Results

**Tabel 9. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	7.752	3.093
	Organisational Commitment	.442	.082
	Work Stress	.602	.097

Source: Processed by researchers (2025)

Based on the table above, the regression equation is obtained as follows:

$$Y = 7,752 + 0,442 X_1 + 0,602 X_2 + \varepsilon$$

This can be seen in the following information:

- The constant value of 7,752 means that if all independent variables are considered constant or equal to zero the dependent variable is 7,752.
- The regression coefficient value of the organisational commitment variable (X1) is 0.442, which means that if there is an increase in organisational commitment by 1, then retensi perawat (Y) will increase by + 0.442
- The regression coefficient value of the work stress variable (X2) is + 0.602, which means that if there is an increase in work stress by 1, then nurse retention will increase by + 0.602.

### T-test Results (Partial Test)

**Table 10. T-test Results (Partial Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.752	3.093		2,754	,005
	Organisational Commitment	.442	.082	,457	3,215	,001
	Work Stress	.602	.097	,546	4,331	,000
a. Dependent Variable: Retention						

Source: Processed by researchers (2025)

Based on the t test results above, the t table value = at n-k (100-3) is 97 at a significant level of 5% (0.05) is 1.985. Thus, to find out partially, the following explanation can be described:



1. The Effect of organisational commitment on nurse retention

The t-count value of organisational commitment is  $3.215 > t\text{-table } 1.98$  ( $n-k = 100-3 = 97$  at  $0.05 / 5\%$ ) and a significance of  $0.001 < 0.05$ , so  $H_a$  is accepted and  $H_o$  is rejected, then organisational commitment partially has a positive and significant effect on nurse retention.

2. The effect of work stress on nurse retention

Work stress t-count value of  $4.331 > t\text{-table } 1.98$  ( $n-k = 100-3 = 97$  at  $0.05 / 5\%$ ) and significance  $0.000 < 0.05$ , so  $H_a$  is accepted and  $H_o$  is rejected, then work stress partially has a positive and significant effect on nurse retention.

**F-Test Results (Simultaneous Test)**

**Table 11. F-Test Results (Simultaneous Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1754,273	2	725,287	51,136	,000b
	Residual	1563,247	9	19,188		
	Total	3135,771	9			
a. Dependent Variable: retention						
b. Predictors: (Constant), work stress, organisational commitment						

Source: Processed by researchers (2025)

Based on the table above, It is known that the F-test results in an F-count of  $51.136 > F\text{-table } 3.09$  ( $n-k-1$  at  $k = 100-3-1 = 96$ ) so that  $H_a$  is accepted and  $H_o$  is rejected, meaning that organisational commitment and work stress simultaneously have a significant effect on nurse retention

**Determination Test Results**

**Table 12. Determination Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,767 <sup>a</sup>	,624	,578	4,224
a. Predictors: (Constant), work stress, organisational commitment				
b. Dependent Variable: rentention				

Source: Processed by researchers (2025)

From the table above, it can be seen that the coefficient of determination (Adjusted R Square) is  $0.578$  or equal to  $57.8\%$ . This figure means that the independent variables consisting of organisational commitment and work stress affect retensi perawat variable while the remaining  $42.2\%$  of the retention variable is influenced by other variables not examined in this study.



## CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn:

- a. Based on the results of the research table, the Organisational Commitment variable has a Positive and Significant effect on Nurse Retention at RSU Sinar Husni Medan, in terms of achieving goals and following organisational values within the hospital
- b. Based on the results of the research table, the Work Stress variable has a Positive and Significant effect on Nurse Retention at RSU Sinar Husni Medan in terms of increasing the spirit of work and to stay afloat in completing their work
- c. Based on the results of data analysis of hypothesis testing simultaneously the influence of Organisational Commitment and Job Stress, has a Positive and Significant effect on Nurse Retention at Sinar Husni General Hospital.

## SUGGESTION

Based on the conclusions obtained from the above research, the following suggestions are made:

- a. Organisational Commitment affects Nurse Retention at RSU Sinar Husni Medan the hospital can pay attention to every organisation in RSU Sinar Husni Medan so that the nurses who work in it are not inclined and reticent to leave and stay afloat and provide the best service and in accordance with the objectives of the hospital hospital.
- b. Work Stress affects Nurse Retention at RSU Sinar Husni Medan the hospital must overcome the work stress experienced by nurses in an important way to manage time effectively, build good communication with colleagues, maintain a healthy lifestyle, and seek support from the surrounding environment, both from colleagues and professionals, so that nurses in the hospital are able to survive in completing their work.
- c. Nurse retention is crucial for the sustainability of health services in hospitals. Nurses who feel valued, supported, and have the opportunity to develop will be more likely to stay working in the hospital. Therefore, retention can be influenced by organisational commitment, job stress and compensation in the hospital.
- d. For the hospital, in the future, pay more attention to the nurses in the organisation, the work to be done and the compensation provided so that nurses can continue to work in the hospital.
- e. For the university, is as material to consider all possibilities in finding several comparisons in classifying and making average patterns in the distribution of each individual in the criteria of each student.
- f. For future researchers to be able to identify other variables to strengthen the variables that affect retention experienced in the hospital.



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