NURSE RETENTION STRATEGY AT ADVENT HOSPITAL MEDAN WITH SWOT APPROACH (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

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Abstract

The growth and development of health care facilities require hospitals to be able to retain quality nursing staff to ensure the continuity of optimal services. Medan Adventist Hospital as one of the private health institutions in the Medan area faces challenges in maintaining the number and quality of competent and highly committed nurses. Therefore, this study aims to identify factors that influence nurse retention and develop effective strategies using the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach. The research method used is qualitative with a case study approach, collecting data through in-depth interviews, direct observation, and distributing questionnaires to nurses and hospital management. The data obtained were analyzed using SWOT analysis to determine internal strengths, internal weaknesses, external opportunities, and external threats in the context of nursing staff retention at Medan Adventist Hospital. The results of the analysis show that the main strengths of the hospital include adequate service facilities and competency development programs, while its weaknesses include uncompetitive incentive levels and working conditions that result in job dissatisfaction. On the opportunity side, technological developments and the public's need for quality health services open up opportunities for innovation and quality improvement, while threats come from other competitors and high levels of workforce turnover. Based on these results, several strategies are recommended, including improving incentive and benefit programs, improving working conditions and work environment, improving competency and training on an ongoing basis, and strengthening communication and involvement of nurses in decision making. This strategy is expected to increase nurse motivation and loyalty so as to strengthen the retention of nursing staff at Medan Adventist Hospital and ultimately improve the quality of health services provided to the community.

Keywords*: Nurse retention strategy, SWOT, Medan Adventist Hospital, nursing management, work motivation, workforce satisfaction.*

INTRODUCTION

In today's era, the business world is faced with very tight developments and competition with each prioritizing excellence, so that quality human resources are needed and have excellence (Hasibuan, 2015). This is a demand for companies to manage human resources (HR) so that they are able to survive the competition. If the company is unable to retain its employees, employees may choose to leave and move to a better place. This is of course a serious problem for the company, especially if the employees who leave are the best people who have the ability, expertise, and experience, or who have contributed greatly to the progress of the company and are currently occupying important positions, because this can disrupt the smoothness and effectiveness of the company's operations. The phenomenon of employees leaving and entering a company/institution is called turnover (Harvida, D., & Wijaya, C., 2020).

Nurses are the spearhead of services that are in direct contact with patients. Nurse turnover can affect the effectiveness of many aspects in it, be it a decrease in the quality of nursing services, decreased productivity, increased risk, to decreased nurse motivation due to doubts about the agency (O'Brien-Pallas, 2003). In addition, the reduction in nursing staff can reduce the quality of care that patients will receive. The quality of care will affect consumer satisfaction with hospital services (Agusianita et al., 2023). Therefore, hospital management must prepare various superior strategies to retain nurses so that they do not leave the hospital they lead. The issue of nurse retention is an important issue currently being faced by Medan Adventist Hospital. Data shows that many nurses in this hospital have a relatively short tenure, indicating a high turnover rate. A recent study found that most

nurses in the inpatient unit of Medan Adventist Hospital only worked for 1 to 3 years, and some only lasted for 4 to 6 years (Saragih et al., 2025). This condition indicates weak retention of nursing staff.

Ideal nurse retention is characterized by low nursing staff turnover rates and high work loyalty (Wahyuni, 2022). In other words, hospitals are able to retain their skilled nurses sustainably so that the number of staff is stable and productivity is maintained (Gürel & Tat, 2017). In the past five years, a number of studies have confirmed that nurse job satisfaction is greatly influenced by fair compensation, career development support, and a conducive work environment. Compensation and work environment have a significant influence on nurse job satisfaction. Nurses who receive appropriate salaries and work in a supportive environment tend to be more satisfied and motivated to remain in their profession (Nurbaeti, 2024). In addition, professional career development, such as opportunities for continuing education and training, is an important factor that encourages nurses to continue working in hospitals. Nurses who see a clear career path and receive support to develop professionally feel more motivated and committed to the organization where they work (Supriyadi, 2024).

Meanwhile, in Indonesia, the number of nurses has reached more than 580,000 people (Central Bureau of Statistics, 2023). Although this number seems sufficient to serve a large population, the real problem lies in the distribution and availability of nurses in different health care facilities. Some areas experience a shortage of nurses, while in other areas there is a surplus. This distribution problem also complicates the issue of health worker retention (Central Bureau of Statistics, 2023). On the other hand, many developed countries continue to open up job opportunities for nurses from abroad, including from Indonesia. The World Health Organization (WHO) noted that the number of Indonesian nurses working abroad continues to increase every year. Countries such as Japan, Germany, and countries in the Middle East are the main destinations. This phenomenon shows that the mobility of Indonesian nurses is very high, and if not anticipated, this could worsen the problem of domestic retention (World Health Organization, 2025). In addition, the number of hospitals in Indonesia reached 3,168 units as of February 2024, up from 3,155 units in 2023 (Ministry of Health, 2024; Central Statistics Agency, 2023). In North Sumatra alone, there were 209 hospitals in 2022, and this number is expected to continue to grow along with the increasing need for health services and the increasing number of universities establishing teaching hospitals (North Sumatra Provincial Health Office, 2022). From these data, the author concludes that competition between hospitals will increase every year.

LITERATURE REVIEW
2.1. Retention
Human resources are an important asset for a company. If the company treats HR well and effectively, it will create quality HR that is loyal to the company. So the company needs to think about how to retain potential employees owned by the organization with all their abilities so that they remain loyal to the organization (Martoyo, 2013). Nurse retention is one measure of the success of the hospital, especially the HR (human resource management) and nursing departments in managing and retaining nurses. Nurses will be comfortable and productive at work if various needs are met both physically and psychologically. In the context of a hospital, nurse retention is a measure of the success of HR and nursing management in maintaining the sustainability of nursing staff in a certain period of time (Silaen et al., 2021)

2.2. Turnover
Turnover refers to employees leaving their jobs, either by resigning or moving to another institution (Siregar, 2014). In general, this phenomenon often begins with turnover intention expressed by nurses before actually leaving (Wang, 2022). In an organizational context, nurse turnover is considered an important indicator because it affects the number of health workers.
Based on nursing and human resource management literature, turnover can be classified into two main types: voluntary turnover and involuntary turnover. Voluntary turnover occurs when nurses leave an organization of their own accord. Examples of primary motivations include seeking better compensation (salary or benefits), more comfortable working conditions, or dissatisfaction with leadership. Involuntary turnover occurs when an organization terminates the employment of nurses, for example due to dismissal, expiration of employment contracts, retirement, or certain medical/health reasons (Siregar, 2014).

2.3. SWOT Analysis
Through SWOT analysis, companies can create a strategic management framework that is used to evaluate internal and external factors of the organization. SWOT analysis is used as a method to identify the strengths, weaknesses, opportunities, and threats of an organization (Nugraheni and Kirana, 2021). For example, in the context of a hospital, internal strengths can be the quality of human resources or medical facilities, while external

opportunities include government health policies or increasing demographic needs. Weaknesses and threats can come from limited resources or competition with other institutions.
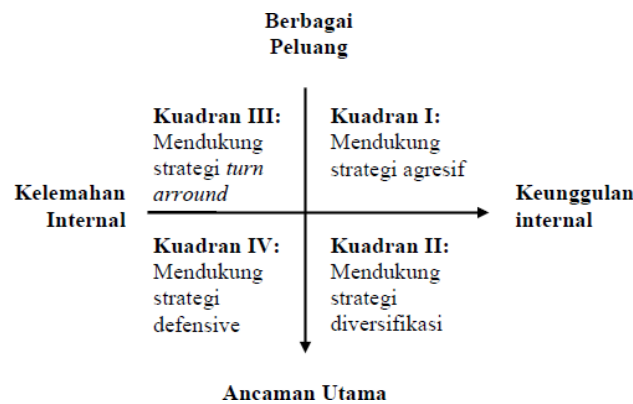

Figure 2.1 SWOT Analysis Diagram

2.4. Previous Research

The study entitled "Employee Turnover Control Strategy (Case Study at Siloam Mando Hospital). In this study, it was found that Siloam Manado Hospital controls turnover by considering employees as valuable assets, building bonds through a comfortable work environment, decent compensation, welfare, and teamwork, and adjusting practices to what competitors offer. However, these efforts are hampered by factors beyond the hospital's control—such as employees moving for family or study reasons—low work motivation, and the tendency for staff to switch to becoming Civil Servants for stability and career prospects (Tigau, 2021).

METHOD

3.1. Research Location

This research was conducted at Medan Adventist General Hospital. Medan Adventist Hospital is located on Jalan Gatot Subroto, Sei Sikambing D, Medan Petisah District, Medan City, North Sumatra.

3.2. Type of Research

Descriptive research type using qualitative methods. The problem raised is the nurse retention strategy at Medan Adventist Hospital. Researchers use qualitative methods to explore in depth the experiences, perceptions, and meanings felt by nurses towards the retention strategy at Medan Adventist Hospital, so that a rich contextual understanding and nuances are obtained that are not captured by quantitative approaches. This method also allows researchers to capture the dynamics of interactions, decision-making processes, and substantial factors that shape the effectiveness of retention strategies (Haryono, 2020).

3.3. Research Informants

People who can be used as informants are people who have experience in accordance with the research topic. In this study, informants who will be sources are parties who master the problem, have data, and are willing to provide data. In addition, the determination of informants in this study used the snowball sampling technique, where the technique of taking samples of data sources, which were initially small, gradually became large (Hendryadi, 2019). This is done with the small number of data sources that have not been able to provide satisfactory data, so looking for other people who can be used as data sources. Thus the number of data source samples will increase, like a rolling snowball, gradually getting bigger. This means that the technique of taking informants is like a rolling snowball, by asking questions to the initial object to find out other objects that can be studied but are still in the focus of the research.

3.4. Data Collection Methods

The data collection techniques in this study are (Afrial, 2019):
1. Library Research
   Researchers conduct literature studies by collecting, studying, and correcting theories, information, and problems from books, journals and scientific works such as theses, dissertations, journals and other writings related to research problems.

2. Field Research

Researchers collect data and information by going directly to the field or location to be researched in order to find facts about the problem being researched.

RESULTS AND DISCUSSION
4.1. Research Results
4.1.1. SWOT Instrument at Medan Adventist Hospital

a. **Strength Factors in Nurse Retention Efforts at Medan Adventist Hospital**

Based on the results of interviews with 5 informants, the strength factors possessed by Medan Adventist Hospital are:

1. **Accreditation**

Based on the Regulation of the Minister of Health of the Republic of Indonesia (Permenkes) Number 12 of 2020 concerning Hospital Accreditation, a hospital is said to be good and fit to operate if it has passed accreditation from an official accreditation institution recognized by the Ministry of Health. Hospitals must be accredited by institutions accredited by the Ministry of Health, such as: KARS (Hospital Accreditation Commission), LARS DH, and other independent institutions that have passed the Ministry of Health's selection. Hospital Accreditation is classified into: Basic Pass, Middle Pass, Main Pass, and Plenary Pass (the highest level).

2. **Compensation**

Compensation is a key factor in nurse retention. It not only prevents employee turnover, but also increases engagement, motivation, and loyalty to the hospital. Nurses feel respected professionally, which strengthens commitment to the institution. An institution including a hospital is said to be good if in providing wages or salaries to employees it refers to the applicable Government Regulation or Labor Law, and not only provides direct compensation but also indirect compensation to employees.

3. **Sustainable Development Program**

Continuous professional development programs for employees in hospitals are not just "additional" but are the backbone for maintaining service quality, productivity, and retention of health workers. Continuous development programs are not a budget burden, but rather a strategic investment. By ensuring that employees always hone their skills, hospitals gain double benefits, namely high-quality service and a loyal and adaptable workforce. Referring to the National Hospital Accreditation Standards (SNARS/KARS), continuous development programs in hospitals are said to be successful if:

➢ There are good policies and governance in place
➢ Needs analysis and planning
➢ Organizing and participation
➢ Certification and recognition
➢ Evaluation and measurable outcomes

Based on the data obtained from the interviews conducted, the researcher found that the management of Medan Adventist Hospital pays great attention to the development of the competencies of its employees, especially nurses, by routinely conducting internal and external training. The training programs held are also diverse and are always adjusted to the needs of nurses at Medan Adventist Hospital.

4. **Work environment**

Work environment factors play a very crucial role in employee retention efforts, especially in hospitals which are high-pressure work environments and intense service needs. A work environment that supports mental and physical health, positive work relationships, and employee safety and productivity greatly determines whether employees want to stay or not. A good work environment is said to be (Armansyah, 2024):

➢ Physically and psychologically safe and comfortable: clean and ergonomic work space, active SOP K3 (Occupational Health and Safety), no incidents of work violence or bullying
➢ Positive interpersonal relationships: good collaboration between teams, support from superiors and management, existence of employee communication forums.
➢ There is justice and appreciation: long service awards, performance rewards, objective and transparent assessments.
➢ Availability of career development opportunities: regular training programs, clear career paths, and mentoring and coaching.

➢ Work-Life Balance: reasonable work schedules, accessible leave, humane shift systems (especially for nurses).

If most of these indicators are not met, then the work environment of an institution can be said to be bad, and can be one of the causes of high employee turnover rates (Armansyah, 2024).

5. **Spiritual Values and Positive Work Culture**
In addition to retention efforts through interpersonal relationship approaches between employees, Medan Adventist Hospital also supports spirituality and has a positive work culture. Indicators of positive or good spiritual values and work culture in a hospital, especially in the context of employee retention efforts, can be explained in two main aspects:

Spiritual values are not only about religion, but also about ethics, empathy, the meaning of work, and human values that are experienced in the work environment. The indicators include:
➢ High meaning and purpose of work
➢ Employees feel that their work makes a big contribution to humanity and the safety of other people's lives.
➢ An environment that supports moral and ethical values
➢ There is a strong culture of integrity, honesty and fairness. Services are delivered with empathy and without discrimination.
➢ Leadership based on spiritual values
➢ Leaders model patience, compassion, and dedication. They focus not only on results, but also on the process and well-being of the team.
➢ Facilitate spiritual needs
➢ The hospital provides space or time for worship, reflection, or spiritual support for employees of various faiths.
➢ Mutually supportive relationships between employees
➢ There is a deep bond, mutual prayer, and a high culture of mutual assistance in the work environment.

Indicators of a positive work culture in hospitals, A positive work culture leads to a healthy, supportive and professional work environment. The indicators include: open and two-way communication, strong teamwork and collaboration, recognition and appreciation for performance, work-life balance, continuous professional development, and supportive and transparent leadership, fairness and inclusiveness.

b. **Weaknesses Factors in Nurse Retention Efforts at Medan Adventist Hospital**
Weaknesses in the SWOT matrix are internal elements within an organization (such as a hospital, company, or team) that hinder the organization's performance, growth, or competitiveness. Weaknesses indicate deficiencies or limitations compared to industry standards, competitors, or customer/service user expectations. Based on the results of interviews with 5 informants, the following are the weaknesses of Advent Medan Hospital:

1. **Independent Further Study Load**
Based on interview data with key informants, it is known that the Medan Adventist Hospital provides study permits but does not finance further education (S1/Nursing or S2). Medan Adventist Hospital only provides time permits and relief to pay tuition fees in installments, the hospital prioritizes going to campus and the installment costs are taken from the salary deductions of employees who participate in the education program. So, the cost of education is fully borne by nurses or in other words there are no formal scholarships provided.

2. **Career path**
Overall, the career ladder of nurses at Medan Adventist Hospital can be said to be quite good, but still has room for improvement. Based on data obtained by researchers, it was found that the composition of inpatient nurses at Medan Adventist Hospital: 56% D3 and 44% S1/Ners. According to the Regulation of the Minister of PAN-RB No. 35/2019, functional positions of nurses in the expertise category, for example First Expert Nurses, are only opened to graduates of Bachelor of Nursing (Ners). This means that more than half of the nursing staff at Medan Adventist Hospital do not meet the qualifications for promotion to functional positions, thus limiting their career opportunities. In addition, the cost of further study borne independently is also an obstacle in obtaining a career ladder at Medan Adventist Hospital. Based on the

data obtained, the cost of studying for an independent Bachelor of Nursing at Sari Mutiara University, which is one of Adventist Hospital's partners in facilitating further education for employees, is around IDR 7,500,000 per semester. With an average basic salary, this financial burden is a serious obstacle for D3 nurses who want to meet the requirements for a career ladder.

c. **Opportunity Factors in Nurse Retention Efforts at Medan Adventist Hospital**

In a SWOT analysis, the "opportunities" factor is an external element that has the potential to benefit the organization if utilized properly. Opportunities reflect situations, trends, or changes outside the organization that can support the achievement of strategic goals. Based on the results of interviews with 5 informants, the opportunity factors that can be utilized by Medan Advent Hospital to strengthen nurse retention are:

1. Internship & recruitment partnerships from Medan Adventist Hospital College routinely accept intern students from various nursing institutions, such as STIKES SEHATI, Tjut Nyak Dhien University, and Darma Agung University. By establishing a talent pipeline (a continuous process of identifying, recruiting, developing, and preparing potential employees (both internal and external) to fill important positions in the organization in the future) which is carried out since the clinical practice period, the hospital obtains a source of quality young nurse recruitment while increasing early engagement.

2. Collaboration of certified training with professional organizations. For example, on July 25-28, 2022, RS Advent Medan held BTCLS (Basic Trauma & Cardiac Life Support) in collaboration with HIPGABI SUMUT, which resulted in a DPP PPNI Pusat certificate (3 SKP) for participants. This kind of certified program is a career incentive as well as a tool to achieve mandatory SKP for nurses.

3. Partnership with BPJS Health & Employment As a JKN facility, RS Advent Medan is connected to BPJS Health and BPJS Employment, as well as Jasa Raharja, which provides certainty of health insurance and social protection for nurses. The clarity of this benefit cover increases the security and long-term job satisfaction of nursing staff.

4. Global Affiliation
RS Advent Medan is part of the global Adventist Health System, a network of Adventist hospitals worldwide. This affiliation opens up access to benchmarking, staff exchange, and best-practice sharing, so that it can be an opportunity for professional development and encourage the retention of nurses who see their careers can develop internationally.

5. Government Policy on SKP and Nurse Licensing
Minister of Health Regulation No. 1796/2011 stipulates that every nurse must collect 25 SKP for STR extension (100%). Minister of Administrative and Bureaucratic Reform Regulation No. 35/2019 requires the preparation of annual SKP as a target for nurse performance. This SKP obligation encourages Medan Adventist Hospital to provide relevant sustainable development programs, while fostering the loyalty of nurses who receive institutional support to fulfill their professional licenses. According to researchers, the SKP and nurse license policies are not administrative burdens, but strategic opportunities to improve the quality of human resources, career levels, internal learning systems, and the image and competitiveness of Medan Adventist Hospital.

With the obligation to fulfill SKP in three domains (learning, service, dedication), nurses are encouraged to continue to improve their knowledge, skills, and professional ethics. Adventist Hospital can use this as a strategic reason to hold internal training, seminars, or online training as part of the HR development system. Hospitals that are able to proactively manage SKP fulfillment will gain great benefits in terms of retention, competence, and organizational sustainability.

d. **Threat Factors (Threats) in Nurse Retention Efforts at Medan Adventist Hospital**

1. government policy
The latest policy of the Indonesian government to stipulate a lifetime Certificate of Registration (STR) for health workers, including nurses, is indeed intended to simplify the administrative process and reduce the burden of bureaucracy. However, this policy also has the potential to be a threat to nurse retention efforts in hospitals, including the Medan Adventist Hospital, if not managed properly. Also, its implementation has not been well integrated so that many nurses find it difficult to take care of a lifetime STR. This can certainly be a threat to nurses, because current regulations state that hospitals can only employ nurses who have an STR, if they do not have an STR then they will be sent home.

2. Opening of Global Market

The opening of the global market does provide a great opportunity for Indonesian workers, including nurses, to work abroad. However, for hospitals such as RS Advent Medan, this condition can also be a serious threat to employee retention efforts, especially qualified and experienced nurses. The opening of the global market can be a threat to nurse retention at RS Advent Medan because it will increase the attraction of working abroad. Countries such as Japan, Germany, Saudi Arabia, and the United Arab Emirates are actively recruiting nurses from Indonesia because they lack human resources in the health sector. CPNS Recruitment & PNS Status Stability

Recruitment of CPNS (Civil Servant Candidates) and stability of status as PNS in the health sector is indeed a positive policy from the government to strengthen public services. However, for private hospitals such as RS Advent Medan, this could actually be a serious threat to nurse retention efforts, especially competent and experienced nurses.

According to the researcher's observation, PNS status is more attractive to many nurses. Every time there is a CPNS opening in the health sector, many private hospital nurses take part in the selection, even while still working (waiting for the graduation results). The hospital becomes a temporary stopover for young nurses before they become PNS.

3. Competition between private hospital benefit packages and the emergence of new hospitals

   Competition between private hospitals, including in terms of benefit packages and the emergence of new hospitals, is a major challenge for hospitals that have been established for a long time, such as RS Advent Medan. This phenomenon can be a real threat to nurse retention efforts, because there are more and more choices of workplaces that are considered more attractive by health workers.

   In facing the competition, health institutions are currently competing to provide attractive benefits to attract the attention of competent young nurses. For example, Columbia Asia Hospital Medan, advertises benefits for nurses: basic salary, bonuses & incentives, mess (employee dormitory). This is an additional attraction besides the basic salary. In Medan, several full-fledged hospitals (Columbia Asia, Bunda Thamrin) also operate which continue to expand health benefit programs, additional insurance, or work support facilities.

4. Socio-cultural

   Socio-cultural factors such as the decision to change jobs because they follow their husband/wife can be a serious threat to nurse retention efforts at Medan Adventist Hospital. Based on data obtained by researchers, it was found that the number of female nurses is greater than the number of male nurses at Medan Adventist Hospital. This can be a threat to the hospital because many nurses, especially women, still hold the social norm that after marriage, placement follows the career or placement of the husband/wife. So that Adventist Hospital finds it difficult to predict and plan the number of long-term staff, because turnover is not driven by performance or job satisfaction, but by family decisions that are beyond the control of the institution.

4.2. Data Processing and Analysis
4.2.1. IFAS and EFAS Matrix

1. Internal Strategy Factor Analysis Sumary (IFAS) Matrix

   To know the exact position of the company, the first thing to do is to calculate the weight (a) and rating (b) of factor points and the total number of multiplications of weight and rating (c = axb) on each strength-weakness (SW) factor (Ahmad, 2020). To know the exact position of the company, the first thing to do is to calculate the weight (a) and rating (b) of factor points and the total number of multiplications of weight and branch (c = axb) on each opportunity-threat (OT) factor. Weights are given in the IFAS and EFAS tables based on the strategy of each factor by referring to the results of the internal environmental analysis for IFAS and external for EFAS.

Table 4.1 Internal Strategy Factors Matrix (IFAS)

Internal strategy factors	Weight	Rating	Weight x Rating
a. Strengths			
1) Full Accreditation	0.16	4	0.64
2) Compensation	0.11	3	0.33

3) Development program	0.10	3	0.30
4) Work environment	0.11	3	0.33
5) Spiritual and cultural values Work	0.16	4	0.64
Total Power	**0.64**		**2.24**
b. Weaknesses			
1) Independent study load	0.10	2	0.20
2) Career ladder	0.16	4	0.64
3) Formal reward system	0.10	3	0.30
Total Weakness	**0.36**		**1.14**
Total	**1**		**3.38**

Based on table 4.1, the total weighted score is 3.38. If the score obtained is 1.00 to 1.99, it indicates a weak internal position (Rangkuti, 2001). A score of 2.00 to 2.99 indicates an average. A score of 3.00 to 4.00 indicates a strong internal position. From the total score of 3.38, it can be concluded that RS Advent Medan is currently in a strong position because the company's internal conditions are above the average value. The results above indicate that the internal factors of RS Advent Medan are relatively strong in utilizing various strengths it has.

Table 4.2 External Strategy Factors Matrix (EFAS)

External strategy factors	Weight	Rating	Weight x Rating
a. Opportunities 1) Internship partnerships and recruitment from Universities	0.12	4	0.48
2) Collaboration with professional organizations			
3) Partnership with BPJS health And employment	0.10	3	0.30
4) Global Affiliation	0.05	3	0.15
5) Government policy on SKP and nursing licenses **Total chances**			
	0.15	4	0.60
	0.08	3	0.24
	0.5		**1.77**

b. Threats			
1) government policy			
2) Opening of global markets	0.10	2	0.20
3) CPNS Recruitment	0.10	3	0.30
4) Competition between other private hospital benefit packages and the emergence of new competitors	0.05	2	0.10
	0.15	4	0.60
5) Socio-cultural (moving work places due to following a partner)			
Total threat			
	0.10	3	0.30
	0.5		**1.5**
Total	**1**		**3.27**

Based on table 4.2, if the score obtained is 1.00 to 1.99, it indicates a weak external position. A score of 2.00 to 2.99 indicates an average (Rangkuti, 2001). A score of 3.00 to 4.00 indicates a strong internal position. The total weighted score is 3.27, so it can be said that the retention strategy carried out by RS Advent Medan can be said to be quite successful in retaining its employees. Even so, RS Advent Medan still has to anticipate various threats from the company's external environment. Based on the score above of 0.60, the main opportunity that can be used by Medan Adventist Hospital is a global affiliation with the global Adventist Health System, which is a network of Adventist hospitals worldwide. This affiliation opens access to benchmarking, staff exchange, and best-practice sharing, so that it can be an opportunity for professional development and encourage the retention of nurses who see their careers can develop internationally. Meanwhile, the biggest threat that must be anticipated by Medan Adventist Hospital with a score of 0.60 is the competition of other private hospital benefit packages and the emergence of new hospitals, because health agencies are currently competing to provide attractive benefit offers to steal the attention of competent nurses by offering offers that could exceed Medan Adventist Hospital.

4.2.2. SWOT Matrix

The SWOT matrix is a combination of internal factors, namely strengths and weaknesses, with external factors, namely opportunities and threats, so that it will form four alternative strategies from the combination of both, namely SO (Strength Opportunities), ST (Strength Threats), WO (Weakness Opportunities) and WT (Weakness Threats) strategies (Rangkuti 2001). The following is the SWOT matrix of nurse retention efforts at Medan Advent Hospital:

Table 4.3 SWOT Matrix of Adventist Hospital Medan Retention Efforts

IFAS / EFAS	Strength	Weakness
IFAS ... **EFAS**	1. Full accreditation 2. Compensation 3. Sustainable development program 4. Work environment 5. Spiritual values and work culture	1. Independent study load 2. Career path 3. Formal reward system
Opportunity (Opportunity)	**SO**	**WO**
1. Internship Partnership and recruitment from Universities	1. *Bundling* Accreditation Plenary & Continuous Training by collaborating with Universities & Professional Organizations (O1, O2) for internship and certification programs with Plenary standards.	1. *Bridge-to-Bachelor Scholarship & Internship.* Limited scholarships for D3 graduates for S1/Nursing programs at partner campuses, plus priority internships at AHS global.
2. Certified training collaboration with professional organizations 3. Partnership with BPJS health & employment 4. Global affiliation with Adventist Health System 5. Government policy on SKP and nursing licenses	2. *"Care with Compassion" Global Track. Take advantage of affiliations Adventist Health System (O4) and spiritual values (S5) for international career paths: clinical exchange, fellowship, virtual mentoring.* 3. *"Global Spiritual Fellowship" for Health Workers. Short exchange programs (2–4 weeks) at global AHS facilities, combined with spiritual care immersion sessions.* 4. *Collaboration with partner universities for internationally recognized "Spiritual Care Practitioner" certification.* 5. *"Plenary & Global" Mentorship Program. Mentor-mentee pairing between seniors (with plenary accreditation experience) and juniors, plus virtual access to global AHS mentors.*	2. Functional Fast-Track Academy. Internal academy with e-learning curriculum + workshops + intensive unit rotation, special design for the ambitious D3. 3. Career Path & Certification Framework. Improve career ladder (W2) and formal reward system (W3) with paid licensing program with BPJS (O3) and professional organization (O2). 4. Scholarships & Structured Study Time. Overcome the burden of independent study (W1) through PT partnerships (O1) & government SKP (O5): scheduled scholarship packages with special study leave. 5. Priority Recruitment Pathway for Bachelor/Nursing Graduates. Special quota and express onboarding process

		for Bachelor/Nursing from partner campuses, with a spiritual culture provision program at the hospital.
Threats	ST	WT
1. Government policy on lifetime STR 2. Opening of global markets 3. CPNS Recruitment 4. Competition with other private hospitals and new hospitals 5. Socio-cultural	1. *"Spiritual Wellness Plus" Benefit Package. In addition to financial benefits, add a spiritual retreat voucher, monthly spiritual coaching, and access to the Advent logo meditation app.* 2. *Total Compensation Reward. Combine direct & indirect compensation (S2) as well as spiritual and work–life balance benefits (S5) to resist the temptation of CPNS (T3) and other RS (T4).* 3. *Proactive Work Environment. Use the reputation of Plenary (S1) and culture of empathy (S5) to form a "Nurse Advisory Board" forum that regularly coordinates with regulators (T1) and global HR (T2).* 4. *Proactive Communication of Full Accreditation to Internal Teams. Regular town halls, monthly newsletters, and digital award certificates highlighting each department's role in maintaining full accreditation.*	1. Relocation & Family Support. Ease the burden of moving (T5) with relocation allowances and "spousal job assistance", integrated into the reward system (W3). 2. Lifetime STR Sponsorship. Mitigate lifetime STR (T1) and study load (W1) threats with free re-examination funding and ongoing online update modules. 3. Audit & Revision of D3 inclusive Career Structure. New career coefficient that assesses real contribution (skills, certifications) rather than degrees alone, plus tiered career allowances. 4. Cross-Functional Rotation with Certification. A certified unit rotation program (e.g. 3 months in ICU, 3 months in HCU) that is recognized as equivalent functional experience.
	5. *Alumni & ambassador network. Creating an online platform for alumni and former staff of RS Advent Medan, equipped with a best practice sharing forum & collaboration opportunities.*	5. Form a small team to monitor the benefit packages of other private hospitals & new hospitals, then recommend adjustments—involving D3/S1 representatives to maintain fairness.

4.3 Research Limitations

In carrying out this research, the researcher has prepared the steps that must be taken in such a way as to obtain the best possible results. However, in the process, to obtain perfect research results is not easy, because in the implementation of this research there are several limitations, namely:

1. Data collection did not use a structured questionnaire, so that informant quantification was limited. Primary data were only obtained through in-depth interviews and field observations, so that sample coverage and respondent variation may be less representative when compared to large-scale surveys.
2. In addition to primary data, researchers only rely on available secondary data (annual reports, document archives, and previous publications), so some current contextual information may not be fully contained. Then, this dominant qualitative method allows subjective interpretation by researchers, so that the results of the analysis can be influenced by interpretative bias. For further research, it is recommended to add quantitative instruments such as questionnaires to expand the scope of data and increase the validity of the findings.

CONCLUSION

In the issue of employee retention, SWOT analysis is used to measure the extent to which the program carried out by Medan Adventist Hospital has been achieved. However, in reality, the program carried out by the agency in dealing with employee retention issues needs to receive some input so that in the future nurse retention efforts at Medan Adventist Hospital will be better. The magnitude of the threat of competition with other hospitals coupled with the emergence of new hospitals, to socio-cultural threats must be an important concern for Medan Adventist Hospital so as not to be complacent with the current conditions. The hospital must continue to be vigilant and ready to face all challenges of competition in the future.

From the SWOT analysis that has been done, to overcome this problem the appropriate strategy to use is the Strength-Opportunities (SO) strategy. Where in this strategy the institution will use all its strengths to take every opportunity that exists. In the SO strategy the institution is given several strategic inputs ranging from increasing cooperation and performance, to developing existing programs.

SUGGESTION

Based on the conclusions from the research results, the researcher suggests the following things:

1. For Medan Adventist Hospital
   From the results of the discussion that has been described, then to increase employee retention, Medan Adventist Hospital should be able to optimally implement existing programs and can consider strategic suggestions from researchers. Thus, researchers hope that Medan Adventist Hospital can continue to strengthen nurse loyalty and satisfaction, reduce turnover rates, and build a reputation as an institution that truly cares about the development and welfare of nursing human resources.
2. For further researchers
   For other studies, it is recommended to combine other methods in analyzing employee retention besides using the SWOT analysis method. Then further research is expected to use different research objects in order to develop the SWOT analysis method in different types of companies/agencies.
3. For academics
   This research can be used as reference material and documentation for the campus as reference material for future research.
   In addition, it is hoped that the campus can add references in the form of journals or books related to employee retention.

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