

THE IMPACT OF JOB SATISFACTION ON TURNOVER INTENTION IN HOSPITAL EMPLOYEES: A CASE STUDY IN HOSPITAL X

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ABSTRACT

This study aims to investigate the relationship between job satisfaction and turnover intention among employees at private hospitals classified as Type B in Kabupaten X. The background of this research is based on the importance of understanding the factors that influence organizational dynamics in the healthcare sector, particularly in the context of hospitals. This study is expected to provide deeper insights into how job satisfaction affects employees' intentions to leave the organization. Additionally, it aims to offer valuable input to hospital management for designing policies and interventions that enhance employee well-being and strengthen organizational stability in facing existing challenges. The research findings indicate a significant correlation between job satisfaction with the turnover intention of contract employees at private hospitals in Kabupaten X. The hypothesis (H1) states that job satisfaction is negatively and significantly correlated with turnover intention. This research provides an important contribution to understanding the factors that influence turnover intention in the healthcare sector and offers practical recommendations for hospital management to improve job satisfaction to reduce employee turnover intention.

Keywords: Job Satisfaction; Turnover Intention; Contract Employee; Human Resource

INTRODUCTION

The development of the business world and its competition tends to be tighter, for that companies need effective and efficient strategies to deal with their competitors. One of the strategies that companies can do to deal with this is to manage employees well. This needs to be considered because employees have a role in advancing the company. However, the high rate of employee turnover or commonly referred to as employee turnover can be a challenge for business people.

A survey reported on the news portal Katadata.co.id states that several countries are experiencing a significant trend in terms of the number of employees submitting resignations simultaneously. A report from leading recruitment firm Robert Walters has revealed that around 77% of working professionals in Indonesia are contemplating the option of leaving their jobs (Sari, 2022). Furthermore, based on 2022 survey results from Glints platform users, within three months after Lebaran, there was a significant increase in the frequency of job applications, which amounted to 23.2% in June (Apriliyani, 2023). In dealing with this, human resource managers in the company certainly need to take action to minimize employee turnover. This is because high levels of employee turnover can result in high costs for the fulfillment of replacement employees, loss of knowledge and experience from employees, and can disrupt the continuity of company operations.

In one of the X hospitals with a private class B category in the Malang Regency area, it was recorded that until July 2023 the number of employees reached 881 people consisting of medical personnel, health workers, and general. Based on staffing data at the hospital, in 2020 - 2023, the number of employees who resigned was 145 people with an average Labor Turn Over (LTO) of around 5.3%. The employee resignation data is as follows:

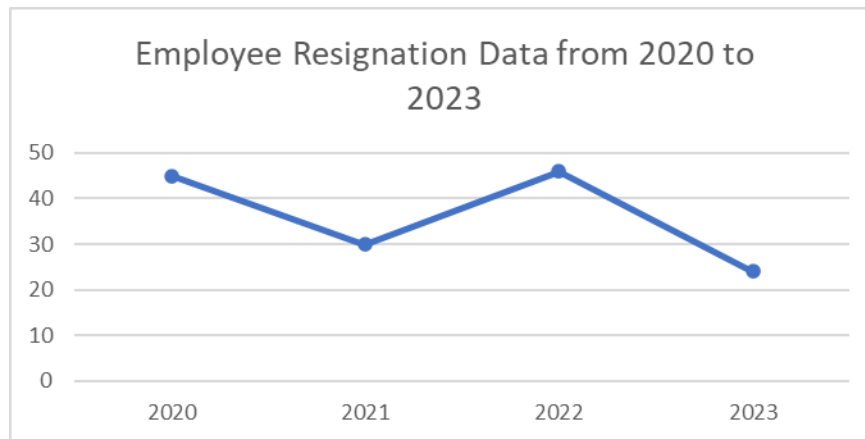


Figure 1. Trend Data of Employee Resignation

Table 1. Recapitulation of the Number of Resignations by Division for the Period January - July 2023

No	Division	Employment Status		Total
		Non-Permanent	Permanent	
1	Accounting and Finance	3	1	4
2	Nursing	9	1	10
3	Marketing	1	1	2
4	Medical Services	1	1	2
5	Support Services	4	1	5
6	Human Resource	1	1	2
7	General Affair	1	1	2
	Grand Total	20	7	27

In table 1. information was obtained that resignations at Hospital X occurred more in the Nursing division. However, if examined further, resignations occur in all divisions. Then, the resignation of employees with PKWT or contract engagement status shows the highest percentage, which is around 83%. Turnover in the industry is considered a desirable standard if it is in the range of 5 to 10% annually, and is categorized as high if it exceeds 10% per year (Ariyani et al., 2022). Although the turnover rate at Hospital X has not reached 10%, the large number of contract employee resignations will certainly affect the dynamics of the company. Then, the higher the resignation rate has the potential to harm the company by reducing efficiency and productivity. In addition, it can also result in significant cost wastage as the company needs to allocate resources for recruitment, training, overtime, and supervision.(Saputra et al., 2021).

Hospitals need to analyze the fulfillment of personnel needs and schedule a selection for replacement employees. In 1 selection event, the costs incurred include test equipment

costs, stationery costs, psychologist fees for test results, consumption costs, Medical Check Up costs, uniform and attribute costs, employee payroll, and orientation costs for new employees. In addition, it is also necessary to consider the increase in electrical load when using the meeting room for organizing the selection. For this reason, it needs attention to develop preventive measures in order to minimize the number of employee resignations in various divisions.

Job satisfaction can be one of the efforts in retaining employees and increasing productivity. In addition, high turnover intention can have a negative impact on the continuity of health services and organizational stability. In one study, it was stated that in order to retain employees in a company, employee job satisfaction is often considered to be a major factor in the organization's success (Azis et al., 2019). Research by (AK, 2018) revealed that the factors that influence the intention to change jobs are one of them is about job satisfaction. Moreover, based on the research results from (Saputra et al., 2021) revealed that if job satisfaction increases, it will reduce turnover intention in employees. Other research also reveals that job satisfaction is negatively correlated with turnover intention. (Alam & Asim, 2019).

Previous research has provided evidence on the correlation between job satisfaction and turnover intention in various organizational contexts. However, most of these studies have not specifically focused on the hospital environment. Although some studies have involved the healthcare sector in general, the unique characteristics of the hospital environment, including high work pressure, and the complexity of patient and staff dynamics, require more focused and detailed research. Therefore, research that specifically investigates the relationship between job satisfaction and turnover intention in class B hospitals is warranted. By deepening the understanding of these factors in the context of hospitals, such research can provide deeper insights into the unique organizational dynamics in healthcare. Moreover, this comprehensive research will provide valuable input for hospital management to design policies and interventions aimed at improving employee well-being and strengthening organizational stability in the face of challenges.

METHODS

The population in a study is the group that is the main concern of the study, which includes all elements or individuals who have specific attributes that are relevant to the research objectives. As mentioned by Sugiyono that population is a group consisting of objects or subjects that have certain attributes or characteristics set by researchers to study and draw conclusions (Aditya et al., 2022; Sugiyono, 2015). In this study, the population includes all employees in one of the private hospitals in Regency X with the characteristics of employees with contract / PKWT engagement status.

Based on the population data, the determination of the research sample is by using simple random sampling technique. According to Sahir, Simple random sampling is the taking of sample members from the population by randomizing without regard to strata (Sahir, 2022). The sampling is based on the existence of a population that has the main characteristics of contract employees so there is no need to pay attention to strata. To determine the number of samples, researchers used the Isaac and Michael table (Amin et al., 2023). With a population of 363 people, the number of samples with an error rate of 1% is 234 people.

The type of research in this study is a quantitative research approach. This approach is by identifying variables and aims to find correlations between various variables to answer questions posed in the initial hypothesis using statistical methods. Table 3 shows the operational variable definition.

Table 3. Operational Variable

No	Variables	Definition
1	<i>Turnover Intention</i>	A deliberate and conscious desire or desire to leave the company where one works (Marshall & Stephenson, 2020; Satardien et al., 2019).
2	Job Satisfaction	The attitude shown by employees towards their work is in accordance with their assessment of the work situation at hand (Izzati & Mulyana, 2019).

In this study, overall using a measurement scale in collecting data. The scales in question are the Job Satisfaction Scale and the Turnover Intention Scale. Data was collected through a Google Form link containing a questionnaire that was compiled starting from June 2-6, 2024. The reliability test according to Sahir is an assessment of the suitability or reliability of the answers given by respondents. Reliability is expressed in the form of a number, known as a coefficient. The higher the value of this coefficient, the higher the level of consistency or reliability of the respondent's answer. One method commonly used to measure the reliability of research data is to use the Cronbach Alpha test.

A research instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60. Conversely, if the Cronbach's Alpha value is less than 0.60, then the question items in the questionnaire are not reliable. The following are the results of the reliability test on each scale.

Table 4. Reliability Test Result

No	Variable	Cronbach's Alpha	N of Item	Status.
1	<i>Turnover Intention</i>	0,931	17	Reliable
2	Job Satisfaction	0,977	45	Reliable

To understand the relationship between the independent variable (X) and the dependent variable (Y), an assumption test is required. In addition, assumption testing is also intended to gain insight into the distribution of the variables used, as well as to test whether the relationship between variables is linear as hypothesized.

The normality test is to test whether the independent variable and the dependent variable are normally distributed or not. The test uses Kolmogorov-Smirnov with the provisions, namely if the significance value or probability value > 0.05 then, the data is normally distributed. The result is obtained significance of 0.200, meaning that the P value > 0.05 so that the data is normally distributed. The following is a table of Kolmogorov-Smirnov normality test results.

Table 5. Normality Test Result

	Statistic	Sig.	Status
<i>Unstandardized Residual</i>	0,053	0,200	Normal

Linearity testing aims to show that the average obtained from the sample data group lies in straight lines. The test criteria are that the linearity is fulfilled by the data if the value of Deviation from Linearity Sig. > 0.05 and the value of F count < F table, then there is a significant linear relationship between the independent variable and the dependent variable.

Table 6. Linearity Test Result

Var.	F	Sig.	Status
Job Satisfaction - Turnover Intention	1,331	0,103	Linear

The results of the linearity test between the variable Job Satisfaction (X1) and Turnover Intention (Y) obtained an F value of 1.331 and a Sig. value of 0.103 (Deviation from Linearity Sig. > 0.05). This means that there is a linear relationship between the variables of Job Satisfaction and Turnover Intention.

The assumption of multicollinearity aims to evaluate the existence of a significant correlation between the independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, it will negatively affect the relationship between the independent variable and the dependent variable. To identify the presence of Multicollinearity in the regression model, it can be evaluated through the tolerance value and Variance Inflation Factor (VIF) (Setya Budi et al., 2024).

Table 7. Multicollinearity Test Result

Var.	Collinearity Statistics		Status
	Tolerance	VIF	
Job satisfaction	0,575	1,739	No Multicollinearity

In regression models, success in meeting the requirements is expressed when the variance of residuals between observations is uniform, known as homoscedasticity. To detect heteroscedasticity, the scatter plot method can be used, where the ZPRED value (predicted value) is plotted against the SRESID (residual value). A model that is considered good is one that does not show heteroscedasticity and will not show special patterns on the graph, such as a buildup in the center, narrowing and widening, or other patterns. The criterion is if the Signification value (Sig.) is greater than 0.05 then the conclusion is that there are no symptoms of heteroscedasticity in the regression model.

Table 8. Heteroskedasticity Test Result

Var.	Sig.	Status
Job Satisfaction	0,816	No Heteroskedasticity

RESULTS AND DISCUSSION

The research hypothesis states that job satisfaction is negatively and significantly correlated with the turnover intention of contract/PKWT employees of private hospitals in District X. The test results are as follows

Table 9. Hypotheses Test Result

Var.	t	Sig.	Status
Job Satisfaction - Turnover Intention	-5,8326	0,000	Significant

In the table, the data obtained is the value of $t = -5.8326$ and $\text{Sig.} = 0.000$ ($p < 0.01$), so it can be concluded that there is a negative and significant correlation between job satisfaction and turnover intention of contract / PKWT employees of private hospitals in District X

(Hypothesis accepted). In testing the hypothesis, which states that job satisfaction is negatively and significantly correlated with the turnover intention of contract / PKWT employees of private hospitals in Regency X, it is accepted. This is because, the data is the value of $t = -5.8326$ and $\text{Sig.} = 0.000$ ($p < 0.01$), so it can be concluded that there is a negative and significant correlation between job satisfaction and turnover intention of contract / PKWT employees of private hospitals in District X. These figures indicate that there is a strong and significant negative relationship between job satisfaction and turnover intention. That is, the higher the level of job satisfaction of employees, the lower their intention to leave their job at the hospital.

Based on the results of previous research, job satisfaction has often been identified as the main factor that causes employees to decide to leave their jobs (Laksono & Wardoyo, 2019). This is in line with the results of this study, namely that there is a negative correlation between job satisfaction and turnover intention. This means that job satisfaction and the desire to leave the company (turnover intention) have a strong and opposite relationship. This negative relationship between job satisfaction and turnover intention shows the importance for companies to create and maintain a work environment that supports and satisfies employees. This is revealed from several previous studies that show this negative (opposite direction) relationship. Based on the results of research from Karomah which shows that job satisfaction has a negative and significant effect on turnover intention (Karomah, 2020). Then, other studies also reveal that job satisfaction has a significant negative effect on turnover intention variables. Based on the results of research on 239 contract / PKWT employees at one of the private hospitals in Regency X, data obtained that the level of employee job satisfaction is in the low, medium and high categories. A total of 141 respondents (59%) were in the moderate category, 45 respondents (19%) were in the low category, and 28 respondents (12%) were in the high category.

Research conducted on 239 contract/PKWT employees at a private hospital in Regency X provides a fairly clear picture of the level of job satisfaction of contract employees. The results of this study indicate that the majority of contract employees, as many as 141 people or 59% of the total respondents, are in the medium job satisfaction category. This indicates that most contract employees feel quite satisfied with their working conditions, but not fully satisfied. Moderate job satisfaction can reflect the existence of job elements that adequately meet employee expectations, but there are still aspects that need to be improved to achieve a higher level of satisfaction. A total of 45 respondents or 19% of the total respondents with contract/PKWT employee status were in the low job satisfaction category. This figure is quite significant and shows that almost a fifth of contract employees are dissatisfied with their jobs. Meanwhile, only 28 respondents or 12% reported high levels of job satisfaction. While this figure is relatively small, it does indicate that there is a small proportion of employees who feel very satisfied with their jobs.

When examined based on the profession in the hospital, 34% of nurses are at a moderate level of job satisfaction. But on the other hand, 11% of nurses also show a low level of job satisfaction. The rest in other professions such as pharmacists, general practitioners, TTK, etc. show a moderate level of job satisfaction. This indicates that the hospital needs to increase nurses' job satisfaction because almost 70% of employees in the hospital are employees with the nursing profession. So that when nurses' job satisfaction increases, the dynamics of the organization become more stable.

When an employee is satisfied with their job, they tend to be more committed and loyal to the company. Job satisfaction includes various aspects as expressed by Spector (1997), which include a pleasant work environment, good relationships with coworkers and superiors, adequate compensation, and opportunities for growth (Jex & Britt, 2008). When these factors are fulfilled, employees feel valued and motivated to stay with the company, so their intention to look for work elsewhere decreases (Karomah, 2020).

When employees are dissatisfied with their jobs, they are more likely to consider leaving the company. Job dissatisfaction can be caused by various factors such as excessive workload, lack of support from superiors, inadequate salary, or lack of opportunities for career development. When this dissatisfaction persists, employees begin to look for alternatives that better suit their needs and expectations. As a result, the desire to leave increases, which can lead to higher turnover rates within the company.

CONCLUSIONS

Researching turnover intention in private hospitals can be very important because it is closely related to job satisfaction in employees, especially contract/PKWT employees. High turnover intention is often an indication that employees are dissatisfied with their working conditions, both in terms of workload, work environment, and management policies. When job satisfaction is low, employees tend to feel unappreciated and unmotivated, which can negatively impact the quality of healthcare services provided. By examining turnover intention, hospitals can identify areas that require improvement to increase job satisfaction, thereby reducing employees' intention to leave their jobs.

Future research can expand the scope of the study by including additional variables that may affect turnover intention, such as employee engagement, organizational commitment, job stress, and work culture. In addition, further research can also be conducted in various other private hospitals (with equivalent hospital classes) to compare the results and get a more comprehensive picture of the factors that influence turnover intention in private hospitals. Longitudinal research is also recommended to look at changes in turnover intention over time and the effects of interventions made by hospitals.

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