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ANTECEDENTS OF EMPLOYEE TURNOVER INTENTION AT XYZ HOSPITAL

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**Abstract.** This research was conducted based on findings regarding the magnitude of turnover from XYZ Hospital, where the main objective of this study was to look for the effect of work environment, job stress, job satisfaction, and pay satisfaction on turnover intention in the XYZ Hospital workforce. This research is qualitative with the data collection technique used is a questionnaire, the number of samples used is 385 respondents, the data analysis technique used is PLS-SEM using the SmartPLS statistical application. The results of the study found that the work environment has a significant and negative effect on turnover intention of 0.160, job stress has a significant and positive effect on turnover intention of 0.410, job satisfaction has no significant effect although it is positive on turnover intention and pay satisfaction has a significant effect significant and negative to turnover intention of 0.230.

**Abstrak.** Penelitian ini dilakukan berdasarkan temuan mengenai besarnya turnover pada Rumah Sakit XYZ, dimana tujuan utama dari penelitian ini adalah untuk mencari pengaruh lingkungan kerja, stres kerja, kepuasan kerja, dan kepuasan gaji terhadap keinginan berpindah pada tenaga kerja Rumah Sakit XYZ. . Penelitian ini bersifat kualitatif dengan teknik pengumpulan data yang digunakan adalah kuesioner, jumlah sampel yang digunakan sebanyak 385 responden, teknik analisis data yang digunakan adalah PLS-SEM dengan menggunakan aplikasi statistik SmartPLS. Hasil penelitian menemukan bahwa lingkungan kerja berpengaruh signifikan dan negatif terhadap turnover awareness sebesar 0,160, stres kerja berpengaruh signifikan dan positif terhadap turnover sebesar 0,410, kepuasan kerja tidak berpengaruh signifikan walaupun berpengaruh positif terhadap turnover dan kepuasan gaji mempunyai pengaruh signifikan dan negatif terhadap niat berpindah sebesar 0,230.

## BACKGROUND

The health industry is one of the fundamental industries in people's lives in Indonesia, especially to ensure that every person's right to receive health services as stated in Law no. 36 of 2009 concerning "Health" can be fulfilled properly. To ensure that a hospital is able to provide excellent and maximum health services, it requires human resources who are not only qualified but also have a high commitment to carrying out their work (Firmansyah et al., 2020). However, maintaining quality human resources is currently one of the main challenges faced by many business actors in various industries (Al-Suraihi et al., 2021), including the Hospital industry. One form of challenge in maintaining human resources is turnover intention, namely the desire or intention of a worker within a certain period of time to leave the institution where he currently works. Turnover intention can also be seen as a level of possibility for someone to change their place of work or look for work others (Alniacik et al., 2013).

The main problem found in this research is the increasing turnover faced by XYZ Hospital during the 2017-2022 period. There has been an increase almost every year in terms of turnover (with the exception of 2020), especially in 2019 where the turnover rate doubled compared to 2018. Although there was a decrease in the 2019-2020 period, in the following period until 2022 there was another increase in turnover matters. This data shows that there is a problem at XYZ Hospital regarding the increasing turnover of permanent employees. The turnover rate of XYZ Hospital in 2022 is greater than the global turnover rate, namely 13.07% for the health industry and 9.31% for the average for all industries (Praisidio, 2023). The results of interviews conducted with XYZ hospital workers found that the maximum turnover ratio expected from XYZ hospital itself was known to be 10%, so it can be explained that the turnover rate of XYZ hospital is currently in a bad condition because it has exceeded the target. maximum. High turnover intention is influenced by various factors or causes, some of which are work environment (Kurniawaty et al., 2019), job stress, job satisfaction (Yukongdi & Shrestha, 2020), and pay satisfaction (Akinyemi et al., 2022).

To better understand the causes of the high turnover at XYZ Hospital, the researchers decided to conduct a preliminary survey with several employees, where each employee was asked to name or explain four factors that made them uncomfortable/less comfortable at work. Based on the survey results, it was found that 76.7% of employees mentioned compensation as one of the four main factors that made them uncomfortable working at XYZ Hospital, followed by work environment with 63.3%, workload (which contributes to work stress) with 60%, and working time with 50%. Therefore, a conclusion can be drawn based on the results of the preliminary survey that the main problem that makes XYZ Hospital employees want to change their place of work is the compensation they receive from XYZ Hospital.

Based on the phenomena and problems described previously, it can be explained that the main aim of this research was to look for the effect of work environment, job stress, job satisfaction, and pay satisfaction on turnover intention in the XYZ Hospital workforce.

## LITERATURE REVIEW

### The Relationship between Work Environment and Turnover Intention

All workers carrying out work or activities within a company have certain interactions with the surrounding environment, both physical and non-physical. The work environment can create a positive or negative impact on the physical and psychological condition of a worker through creating conducive working conditions (Putra & Utama, 2017). The positive and negative impacts arising from the work environment can influence various factors, the most important of which are job satisfaction, productivity or performance, and turnover intention (Anggareini & Suryalena, 2019). A work environment that has a

positive impact on the company is a work environment that is able to reduce turnover intention through efforts to increase support from the work environment for the workforce (Venisa & Brahmana, 2020).

Research conducted by experts such as Meilano and Nugraheni (2017); Pramudika et al. (2017); Men and Main (2017); Anggareini and Suryalena (2019); Venisa and Brahmana (2020); and Ernawati et al. (2022) explains that the work environment has a negative influence on turnover intention, meaning that the higher or better the work environment conditions perceived by the workforce, the lower the level of turnover intention of the workforce, conversely if the work environment conditions perceived by the workforce are If it is bad, the turnover intention level of the workforce will increase. Therefore, it can be explained that the research hypothesis is:

### **H1: Work Environment has a negative effect on Turnover Intention**

#### **The Relationship between Job Stress and Turnover Intention**

The influence of job stress on turnover intention can be explained through excessive workload, a work atmosphere that is not conducive, or compensation or reciprocity that is felt to be unfair by a worker (Suswati, 2020). Although job stress can have a positive impact on workers, especially in giving them motivation and encouraging them to work better to produce better performance, in general job stress will have a negative impact if it occurs for a long time (Sinambela, 2016). In connection with turnover intention, job stress will encourage employees to look for job options in other places or companies that have lower stress levels or have a more controlled workload (Tongchaiprasit & Ariyabuddhipongs, 2016). A worker who feels that their job stress is too high or cannot be overcome will actively look for opportunities to move to another place, therefore job stress will positively influence turnover intention (Yukongdi & Shrestha, 2020).

Research by Kurniawaty et al. (2019), Suswati (2020), Yukongdi and Shrestha (2020) and Bugis et al. (2021) explains that job stress has a positive influence on turnover intention, which indicates that the higher the level of job stress experienced by a worker will increase the turnover intention of that worker, conversely if job stress can be controlled and is in a low condition. then a worker will feel more reluctant to move to another company and thus reduce their turnover intention.

### **H2: Job Stress has a positive effect on Turnover Intention**

#### **The Relationship between Job Satisfaction and Turnover Intention**

The satisfaction of a worker in carrying out their work is a complex phenomenon which is influenced by various factors, both physical and emotional (Akinyemi et al., 2022), but worker satisfaction is one of the aspects needed in a company to carry out workforce retention as well as reducing turnover (Al-Suraihi et al., 2021). Workforce satisfaction is one of the factors that is considered the most important in influencing turnover intention, especially because a worker who is satisfied with their current job and workplace will feel reluctant to move to another place that may not necessarily provide satisfaction like their current workplace (Pramudika et al., 2017). Therefore, creating job satisfaction for its workforce is one of the steps that must be taken by a company to reduce the turnover intention of its workforce (Luz et al., 2018).

Research by Pramudika et al. (2017), Luz et al. (2018), Yukongdi and Shrestha (2020), and Ernawati et al. (2022) explains that job satisfaction influences turnover intention negatively, which indicates that when a worker feels satisfied with their job then they will have a low level of turnover intention, conversely if a worker feels dissatisfied with their job they will look for work elsewhere. others and thereby increasing turnover intention.

**H3: Job Satisfaction has a negative effect on Turnover Intention****The Relationship between Pay Satisfaction and Turnover Intention**

Compensation is a concept that must be viewed from two main points of view, namely from the workforce and the company. Compensation seen from the workforce's point of view is everything that is received by the workforce in return for the results of their work, while from the company's perspective, compensation is seen as expenses or costs that must be incurred by the company as compensation for the results of the workforce's work (Putrianti et al. 2014). These different points of view often cause conflicts of interest between the two parties, especially in forming satisfaction with compensation (Zakaria & Astuty, 2017), workers demand that they receive appropriate compensation and companies try as much as possible to minimize the costs of the compensation they provide. This conflict causes a dilemma for the company, because if the company forces to minimize compensation then the pay satisfaction of the workforce will decrease which causes their turnover intention to increase (Sandy, 2019), conversely if the company is too accommodating of requests from the workforce then it is feared that the company will not have ability to bear the compensation costs (Hafni & Sari, 2019). So, the way out of this problem is a compromise between the two parties to achieve a balance between the interests of the workforce and the company. This problem shows the importance of pay satisfaction for workers and companies, as well as its significant impact or influence on turnover intention (Sitania et al., 2018). Workers who leave or move to another company often attribute their decision to feeling dissatisfied with the compensation provided by their old company or getting a better offer at their new company (Sandy, 2019).

Research conducted by previous researchers such as Sandy (2019); Parashakti et al. (2017); Sitania et al. (2018); Silaban and Syah (2018); Hafni and Sari (2019); and Akinyemi et al. (2022) show results in the form of a negative influence of pay satisfaction on turnover intention, meaning that the higher the satisfaction of the workforce with the compensation they get, the lower the turnover intention, conversely the lower the level of satisfaction of the workforce with the compensation they get, the higher the turnover. intention. Therefore, it can be explained that the research hypothesis is:

**H4: Pay Satisfaction has a negative effect on Turnover Intention**

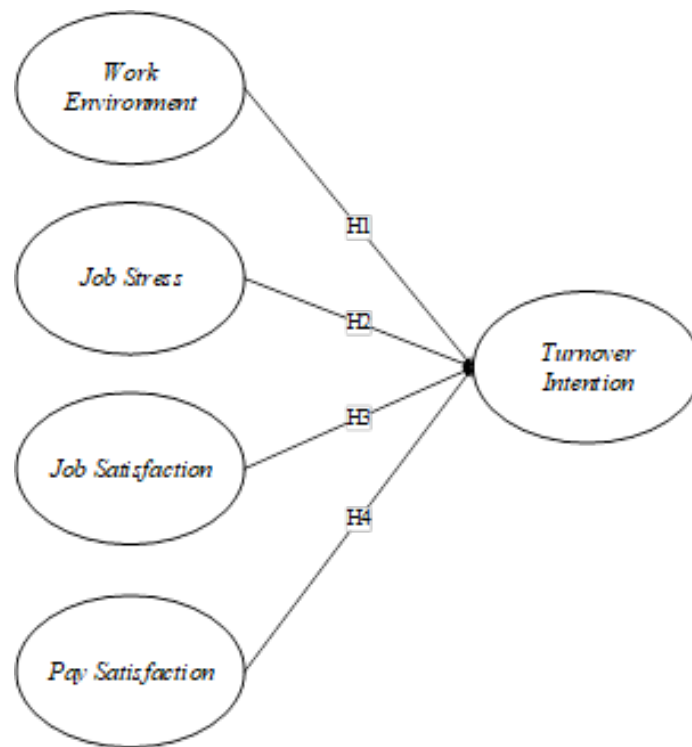


Figure 1. Research Model

## RESEARCH METHOD

This research takes as its object the XYZ Hospital workforce, totaling 426 workers. The sample calculation was carried out using the Cochran formula with the ideal minimum sample size being 385 respondents. Sample determination was carried out using a non-probability sampling technique with purposive sampling, meaning that the researcher determines who has the right or opportunity to be a research sample.

The data collection method used in this research was a questionnaire distributed online. Meanwhile, the data processing analysis used is PLS-SEM, this analysis is broadly divided into outer model and inner model. The outer model consists of validity and reliability testing, while the inner model consists of multicollinearity testing, coefficient of determination and path coefficient.

## RESULT

### Outer Model Evaluation

Table 1. Outer Model Test Result

Variables and Indicators		Loading Factor
Work Environment (AVE: 0.775, CR: 0.954)		
WE1	I think the lighting in my workplace is in good condition	0.856
WE2	In my opinion, the air circulation in my workplace is in good condition	0.858
WE3	I don't find the noise level at my workplace annoying	0.884
WE4	In my opinion, there are good work support facilities at my workplace	0.903
WE5	I have good working relationships with colleagues	0.905
WE6	I have a good working relationship with my superiors	0.874
Job Stress (AVE: 0.752, CR: 0.924)		
JS1	I feel frustrated with my job	0.868

Variables and Indicators		Loading Factor
JS2	I feel tense when I work	0.857
JS3	I feel like I have lost my appetite due to my work	0.879
JS4	I find it difficult to rest due to my work	0.864
Job Satisfaction (AVE: 0.796, CR: 0.951)		
JSA1	In my opinion, my current job is ideal	0.867
JSA2	In my opinion, my current job is in accordance with my wishes	0.882
JSA3	I can develop my abilities from the work I do currently	0.906
JSA4	I can develop my career at my current workplace	0.916
JSA5	In general, i like my current workplace	0.889
Pay Satisfaction (AVE: 0.793, CR:0.950)		
PS1	I am satisfied with the compensation I receive currently	0.866
PS2	In my opinion, the compensation I receive is appropriate to my work	0.891
PS3	In my opinion, the compensation I receive is able to meet my daily needs	0.888
PS4	In my opinion, compensation is given fairly	0.908
PS5	The hospital provides compensation in a timely manner	0.899
Turnover Intention (AVE: 0.752, CR: 0.938)		
TI1	I will work at another hospital within a year	0.881
TI2	I have plans to look for work at another hospital within a year	0.875
TI3	I am actively looking for work at another hospital	0.877
TI4	I often think about leaving my current job	0.874
TI5	I often look for information about other hospitals	0.827

Based on the results of the loading factor test, it was found that all indicators in the research had a loading factor value greater than 0.700, therefore it can be interpreted that all of these indicators were valid in measuring their parent variables. Then the AVE test results found that all research variables had an AVE value greater than 0.500, so it could be interpreted that all these variables were valid. Meanwhile, the composite reliability test results show that all research variables have a composite reliability value greater than 0.700, so it can be interpreted that all these variables have met the elements of reliability.

Table 2. HTMT Test Result

Variables	WE	JS	JSA	PS	TI
<i>Work Environment (WE)</i>					
<i>Job Stress (JS)</i>	0.835				
<i>Job Satisfaction (JSA)</i>	0.785	0.790			
<i>Pay Satisfaction (PS)</i>	0.877	0.844	0.863		
<i>Turnover Intention (TI)</i>	0.769	0.842	0.724	0.793	

Based on the results of the HTMT test, it was found that all research variables had an HTMT correlation lower than 0.900, which can be interpreted as empirically indicating that each research variable used is different from each other or has a significant level of difference.

### Inner Model Evaluation

Table 3. VIF Test Result

Variables	WE	JS	JSA	PS	TI
<i>Work Environment (WE)</i>					3.659
<i>Job Stress (JS)</i>					2.949

<i>Job Satisfaction (JSA)</i>					3.167
<i>Pay Satisfaction (PS)</i>					4.579
<i>Turnover Intention (TI)</i>					

Based on the results of the Inner VIF test, it was found that all variables had VIF correlation values lower than 5, so it can be interpreted that in the research model there were no symptoms or problems of multicollinearity.

Table 4. R-Squared Test Result

Work Environment, Job Stress, Job Satisfaction, and Pay Satisfaction Variables as Predictors	
Variables	Adjusted R <sup>2</sup>
<i>Turnover Intention</i>	0.641

Based on the results of testing the coefficient of determination above, it can be explained that the independent variable used in this research has the ability to explain the turnover intention variable of 0.641 or 64.1%, while the remaining 0.359 or 35.9% is explained by other independent variables outside the research. Apart from that, it can also be explained that the ability of the independent variables in this study to explain the turnover intention variable is included in the moderate category.

Table 5. Hypothesis Test Result

Hypothesis	Path Coefficient	T-Statistic	P-Value	Decision
H1: Work environment has a negative effect on turnover intention	-0.160	2.478	0.007	Accepted
H2: Job stress has a positive effect on turnover intention	0.410	7.032	0.000	Accepted
H3: Job satisfaction has a negative effect on turnover intention	-0.071	1.099	0.136	Not Accepted
H4: Pay Satisfaction has a negative effect on turnover intention	-0.230	2.791	0.003	Accepted

Based on the results of hypothesis testing, it can be explained that H1, H2, and H4 are supported because they have a p-value lower than 0.05 and a t-statistic value greater than 1.65. Meanwhile, there is one hypothesis that is not supported, namely H3 because the p-value is greater than 0.05 and the t-statistic value is lower than 1.65. A more in-depth explanation of each hypothesis testing result will be provided in the discussion section.

## DISCUSSION

### The Relationship between Work Environment and Turnover Intention

The results of hypothesis testing show that the work environment has a significant influence on turnover intention because the t-statistic value of 2.478 was found to be greater than 1.65 and the p-value of 0.007 was lower than 0.05, so it can be stated that there is a significant influence. Then the original sample value of -0.160 indicates a negative direction of influence because this value is between  $-1 < 0$ . These results can be interpreted that if there is an increase in workers' perception of the work

environment by one unit, their turnover intention level will decrease by 0.160, conversely, if there is a decrease in perception of the work environment by one unit, the turnover intention level will increase by 0.160.

The findings from this research also confirm or support the results of previous research by Meilano and Nugraheni (2017), Pramudika et al. (2017), Putra and Utama (2017), Anggareini and Suryalena (2019), Venisa and Brahmana (2020) and Ernawati et al. (2022) who also found a negative influence of the work environment on turnover intention. Meilano and Nugraheni (2017) explained that a work environment that is not conducive or comfortable for a worker will make them feel uncomfortable working in a company which will then encourage them to look for work in another company that offers or is seen as having a better working environment. according to the wishes of the workforce. Apart from that, it can also be explained that the work environment not only affects the physical condition of the workforce but also their psychological condition, so that when they feel uncomfortable with the work environment in a company, they will be encouraged to look for alternatives in other companies that can provide them with comfort (Putra & Utama, 2017).

### **The Relationship between Job Stress and Turnover Intention**

The results of hypothesis testing show that job stress has a significant influence on turnover intention because the t-statistic value of 7.032 was found to be greater than 1.65 and the p-value of 0.000 was lower than 0.05, so it can be stated that there is a significant influence. Then the original sample value of 0.410 indicates that there is a positive direction of influence because this value is between  $0 < 1$ . These results can be interpreted that if there is an increase in job stress of the workforce by one unit then their turnover intention level will increase by 0.410, conversely if there is a decrease in job stress by one unit means the turnover intention level will also decrease by 0.410.

The findings from this research also confirm or support the results of previous research by Kurniawaty et al. (2019), Suswati (2020), Yukongdi and Shrestha (2020) and Bugis et al. (2021) who also found similar research results. Suswati (2020) explains that job stress provides various forms of pressure on workers resulting from a combination of various factors, where pressure that cannot be tolerated by workers will increase their desire to look for work in other places that have higher levels of job stress or pressure. lower. Tongchaiprasit and Ariyabuddhiphongs (2016) also found similar results, where stress due to work will encourage workers to look for opportunities to get work in other places that offer lower stress, so it can be concluded that increasing stress due to work will also increase workers' desire to change place of work.

### **The Relationship between Job Satisfaction and Turnover Intention**

The results of hypothesis testing show that job satisfaction does not have a significant influence on turnover intention because the t-statistic value of 1.099 is found to be lower than 1.65 and the p-value of 0.136 is greater than 0.05 so it can be stated that there is an insignificant influence. Then the original sample value of -0.071 indicates that there is a negative direction of influence because this value is between  $0 < 1$ . These results can be interpreted to mean that job satisfaction has a negative influence on turnover intention, but this influence is not significant or is not enough to influence turnover intention.

The findings of this research contradict previous research by Pramudika et al. (2017), Luz et al. (2018), Yukongdi and Shrestha (2020), and Ernawati et al. (2022) which explains that job satisfaction influences turnover intention negatively and significantly. However, there are several other findings which found an insignificant influence, namely research by Khotimah et al. (2019), Syaefudin and

Prayekti (2020) and Tampubolon and Sagala (2020). Khotimah et al. (2019) explained that job satisfaction can have an insignificant effect on turnover intention because there are several factors that are taken into consideration by workers, such as the low availability of job opportunities, which causes workers who really need work and have difficulty finding other work to be reluctant to move to other jobs. other companies, apart from that, factors such as the amount of compensation and organizational commitment are other considerations that are considered to have more influence on employee turnover intention than their job satisfaction. Syaefudin and Prayekti (2020) also found that job satisfaction can have an insignificant effect due to the greater influence of various factors such as job stress and the workforce's sense of attachment to the institution or workplace, where these factors "overwhelm" the influence of job satisfaction of the workforce regarding their desire to change places of work.

### **The Relationship between Pay Satisfaction and Turnover Intention**

The results of hypothesis testing show that pay satisfaction has a significant influence on turnover intention because the t-statistic value of 2.791 is found to be greater than 1.65 and the p-value of 0.003 is lower than 0.05, so it can be stated that there is a significant influence. Then the original sample value of -0.230 indicates a negative direction of influence because this value is between  $-1 < 0$ . These results can be interpreted that if there is an increase in workers' perception of pay satisfaction by one unit, their turnover intention level will decrease by 0.230, conversely, if there is a decrease in the perception of pay satisfaction by one unit, the turnover intention level will increase by 0.230.

The findings from this research also confirm or support the results of previous research by Sandy (2019), Parashakti et al. (2017), Sitania et al. (2018), Silaban and Syah (2018), Hafni and Sari (2019), and Akinyemi et al. (2022) who found similar research results. Sandy (2019) explained that in his research the main factor that causes a worker to have a high intention to change jobs is because they feel dissatisfied with the compensation they get from their old place of work. Compensation is seen by workers as a form of exchange or remuneration for the results of their work (Putrianti et al. 2014), where workers have the hope of getting adequate compensation (Zakaria & Astuty, 2017), when a worker feels that their expectations If they are not fulfilled or in other words they feel that the compensation they get is not worthy or commensurate with the work they do, then there will be dissatisfaction within them which will then encourage them to look for opportunities to get work in other places that offer or provide compensation. which is more in line with their expectations (Akinyemi et al., 2022).

## **CONCLUSION AND LIMITATIONS**

### **Conclusion**

The conclusion that can be drawn from this research is that there is a significant and negative influence of work environment and pay satisfaction on turnover intention, there is a significant and positive influence of job stress on turnover intention, while job satisfaction was found to have no significant influence on turnover intention.

### **Limitations**

In its implementation phase, this research faced several obstacles which caused some limitation therefore the researcher will explain several limitations faced in this research along with suggestions that can be given. First, this research was only conducted on XYZ hospital workers, so the research results cannot be generalized to all existing hospitals. Therefore, it is recommended that future researchers conduct research on other hospitals so that comparisons can be made, or on hospitals in certain regions or areas so that the research results can be generalized.

Second, this research was only conducted on permanent workers at XYZ Hospital, although there were contract workers and interns. Therefore, it is recommended that future researchers take into account contract labor and internships, especially because they can influence research results.

Third, this research only includes four variables that are seen to have an influence on turnover intention, although there are still many other variables that are seen to have an influence. Therefore, it is recommended that future researchers add variables that are seen to have an influence on turnover intention, such as work-life balance and organizational commitment.

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