

Is It True That Job Satisfaction and Work Environment Affect Employee Turnover Intention?

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ABSTRAK

Turnover karyawan penunjang medis di Rumah Sakit X Surabaya pada tahun 2023 di atas angka standar yang ditentukan yaitu sebesar 10,8%. Tingginya turnover karyawan penunjang medis dapat menyebabkan kerugian bagi rumah sakit karena harus mengeluarkan biaya untuk rekrutmen, orientasi, dan pelatihan. Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan kepuasan kerja terhadap turnover intention karyawan penunjang medis di Rumah Sakit X Surabaya. Jenis penelitian ini kuantitatif analitik dengan desain penelitian cross sectional. Populasi dalam penelitian ini adalah 65 karyawan penunjang medis RS X Surabaya. Perhitungan sampel menggunakan teknik simple random sampling yang didapatkan sampel sebanyak 40 karyawan. Penelitian ini menggunakan regresi logistik ordinal. Hasil penelitian menunjukkan bahwa lingkungan kerja dan kepuasan kerja memiliki pengaruh signifikan terhadap turnover intention karyawan penunjang medis di RS X Surabaya.

Kata Kunci: Lingkungan Kerja, Kepuasan Kerja, Turnover Intention.

ABSTRACT

The turnover of medical support employees at Hospital X Surabaya in 2023 was above the standard (10.8%). The high turnover of medical support employees can cause losses for the hospital because they have to spend money on recruitment, orientation, and training. This study aims to analyze the effect of the work environment and job satisfaction on the turnover intention of medical support employees at Hospital X Surabaya. This type of research is quantitative analytical with a cross-sectional research design. The population in this study was 65 medical support employees at Hospital X Surabaya. The sample calculation used a simple random sampling technique that obtained a sample of 40 employees. This study used ordinal logistic regression. The results of the study showed that the work environment and job satisfaction had a significant influence on the turnover intention of medical support employees at Hospital X Surabaya.

Keywords: Work Environment, Job Satisfaction, Turnover Intention.

INTRODUCTION

Hospitals are competing fiercely to maintain their survival in the face of current advancements. To survive, hospitals must be able to create competitive advantages, be able to adapt to the environment, and work effectively and efficiently. Because employee performance directly affects company operations, employees are the most important resource. Therefore, businesses must manage and care for their employees as well as possible to help them achieve their goals. Employees who experience job pressure, do not receive enough attention, and do not have their needs met are usually more likely to leave the company. Turnover intention is the term used to describe an employee's desire to depart the firm.

Turnover intention refers to an employee's desire or intent to leave the organization where they work. According to Robbins dan Judge (2008), turnover intention is a behavior based on an employee's desire to leave their company, either voluntarily or involuntarily. This is due to the lack

of appeal of their current job and the discovery of other job options. According to Mobley (2000), companies experience negative impacts from turnover, resulting in wasted costs such as initial recruitment of ready-to-work employees, employee motivation, and other resources. Employees who continue to work for a company without being given attention can have an impact on their morale and motivation. For example, employees who initially had no desire to look for a new job will begin to look for new jobs and eventually leave the company (Nasution, 2009).

The turnover at Hospital X Surabaya in 2023 for medical staff was 5.7%, for nursing staff 0%, for non-medical staff 1.58%, for other health personnel 0%, and for medical support staff 10.8%. Based on these data, the highest turnover is in the medical support staff section. This is in accordance with the theory according to Gillies (1994), average annual staff turnover rate is between 5% and 10%. However, a turnover beyond 10% is high. Factors influencing turnover intention include individual characteristics, work environment, job satisfaction, and organizational commitment (Mobley, 1986). According to Iskandar dan Rahadi (2021) include age, length of service, workload, environmental factors, job satisfaction, salary satisfaction, and organizational factors. This study uses the variables of work environment and job satisfaction in examining their influence on turnover intention. It supports the findings of other studies that turnover intention may be examined using these characteristics. Based on this, this study aim to proving that job satisfaction and the work environment influence the turnover intention of medical support staff at Hospital X Surabaya.

LITERATURE REVIEW

A. Job Satisfaction

Job satisfaction is a attitude toward one's job that indicates the difference between the amount of rewards workers receive and the amount they believe they should receive (Robbins, 2003). Furthermore, Robbins (2003) argues that job satisfaction refers to an individual's general attitude toward the work they do. A person with a high level of job satisfaction shows a positive attitude toward the job, while someone who is dissatisfied with their job shows a negative attitude toward the job. Job satisfaction is a state of happy emotions or positive emotions that come from the assessment of a person's work or work experience. Furthermore, it is said that job satisfaction reflects a person's feelings about their job, which can be seen from the worker's positive attitude toward their job and everything they face in the work environment (Luthans, 2006)

Job satisfaction according to Robbins (2003) is measured using five indicators: Satisfaction with promotion, Satisfaction with coworkers, Satisfaction with salary, Satisfaction with the job itself, Satisfaction with the attitude of superiors. Satisfaction with promotion, which is a person's opportunity to achieve or be promoted to a higher level in the organization. Satisfaction with coworkers, which is the extent to which coworkers are technically competent and socially supportive of the tasks of other coworkers. Satisfaction with salary, which is the wages earned by a person are commensurate with the effort put in and are equal to the wages received by others in the same job position. Satisfaction with the job itself, which is the extent to which the job provides a person with the opportunity to learn to take responsibility for a particular task and the challenge of interesting work. Satisfaction

with the attitude of the superior, which is the ability of the superior to provide technical assistance and support for the work that is the responsibility of subordinates.

B. Work Environment

The work environment is everything that is around the workers and that can influence the workers in carrying out the tasks assigned to them (Nitisemito, 1992). The work environment is the element of the organization as a social system that has a strong influence in the formation of individual behavior in the organization and affects the organization's performance (Rivai, 2004). The definition of the work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2009). Furthermore, Ahyari (1994) argues that the work environment is related to everything that is around the work and that can influence employees in carrying out their duties, such as employee services, working conditions, and employee relations within the company concerned.

Broadly speaking, the types of work environment according to (Sedarmayanti, 2009) are divided into two, namely the Physical Work Environment and the Non-Physical Work Environment. The physical work environment is all physical conditions that exist around the workplace that can influence employees either directly or indirectly. Physical work environment indicators consist of Work equipment, Lighting or light, Air temperature, Work safety. Non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. Non-physical work environment indicators consist of Relationships with superiors and Relationships with fellow co-workers.

C. Turnover Intention

Turnover intention is the intention or condition where an individual has the potential to leave an agency of his own accord or is forced due to a demand and aims to get a job at another company for certain reasons (Judge, T.A & Robbins, 2017). Ronald, S & Mikha (2014) stated that turnover intention is a tendency or intensity of an employee wanting to leave the company due to several considerations, one of which is the desire to have a more successful career. Turnover intention is the tendency or desire of employees to voluntarily quit their jobs or move from one place to another based on their own desires (Mobley, 2000). Furthermore, Mobley stated that in this case the individual has not realized his actions to leave the company. According to Tjahjono (2017) turnover intention is the desire to move and has not been realized by employees. From several opinions, it can be concluded that turnover intention is the mind or intention of employees to quit their current job voluntarily or not, because there is a better job or company

Turnover Intention Indicators According to Mobley (1986), turnover intention measurement can be done with the following indicators: Thinking of Quitting, Searching for Another Job, Intention to Quit. Several factors that cause the desire to change jobs (turnover intention) according to Mobley (1986) are as follows, Individual Characteristics, Work Environment, Job Satisfaction, Organizational Commitment. The impact of turnover will be divided into two, namely the visible impact and the visible impact. The visible impact of turnover includes advertising costs, agency fees, employees, incentives, travel costs, salary receipts, and costs incurred during the application process and candidate interviews, as well as placement costs for new employees (Aamodt, 2004). Intangible impacts include lost productivity related to employee turnover, other employees having to do more work, no productivity during the vacancy, lower productivity related to newly trained employees. In addition to the intangible impacts include longer work hours for employees replacing the vacancy and training costs when the replacement employee is hired (Aamodt, 2004).

METHODS

This research is analytical quantitative research with a cross-sectional study design. The research at Hospital X Surabaya from March to July 2024. The population in the study was 65 medical support staff at Hospital X Surabaya. The sample calculation use a simple random sampling technique formula, resulting in a sample of 40 employees. Data collection using a questionnaire instrument that had undergone validity and reliability testing. Secondary data obtained included employee entry and exit data for 2023, workforce distribution data for 2023, and turnover & mutation data for 2023. Data analysis used ordinal logistic regression testing. The research data show in tabular form accompanied by explanations. The research obtained ethical approval letter from the Health Research Ethics Committee of STIKES Yayasan Rumah Sakit Dr. Soetomo with Number: KEPK/YRSDS/030/V/2024.

RESULT AND DISCUSSION

The respondents of this study consisted of 40 medical support employees of Hospital X Surabaya. The following are the results of the characteristics of the respondents consisting of gender, age, length of service, level of education, and marital status.

Tabel 1. Frequency Distribution of Respondent Characteristics

No	Variable	Category	Total (n)	Percentage (%)
1	Sex	Man	21	53.0%
		Woman	19	48.0%
2	Age	<25 years old	2	5.0%
		25 - 35 years old	22	55.0%
		36 - 45 years old	11	28.0%
		>45 years old	5	13.0%
3	Tenure	<3 years	15	38.0%
		3 – 6 years	8	20.0%
		>6 years	17	43.0%
4	Education	Senior High School	7	18.0%
		Diploma	18	45.0%
		Bachelor	13	33.0%

		Profession	1	3.0%
		Master	1	3.0%
5	Marital status	Single	8	20.0%
		Married	32	80.0%
6	Woerk environment	Very low	0	0.0%
		Low	7	17.5%
		High	25	62.5%
7	Job Satisfaction	Very High	8	20.0%
		Very low	0	0.0%
		Low	6	15.0%
8	Turnover Intention	High	24	60.0%
		Very High	10	25.0%
		Very low	8	20.0%
		Low	27	67.5%
		High	5	12.5%
		Very High	0	0.0%

Based on Table 1, it we can see that the majority of respondents who are medical support staff are male, with 21 respondents or 53%. The remaining 19 medical support staff are female, or 48%. The gender distribution shows that males are more dominant among the medical support staff at Hospital X Surabaya compared to females. The age of most medical support staff is in the 25-35 year range, or what can be called productive age, which is 22 respondents or 55%. The 36-45 year age group is also significant. This age indicates experience and stability in work. The age groups > 45 years and < 25 years have smaller representation, indicating that the hospital has fewer employees in old age and very young age. The length of service of most medical support staff is in the >6 years range, which is 17 respondents or 43%, which means that there are still many employees who are committed to working at Hospital X Surabaya. The education level of most medical support staff is at the Diploma or D3 level, which is 18 respondents or 45%. Married employees dominate the marital status of medical support staff working at Hospital X Surabaya, which is 32 people with a percentage of 80%. While respondents with single status totaled 8 people with a percentage of 20%. Conclusion is that the majority of employees working at Hospital X Surabaya are married.

The majority of medical support staff at Hospital X have high scores for the work environment, both in terms of the physical work environment and the non-physical work environment, which is 25 respondents or 62.5%. However, there are still respondents who have low scores for the work environment, namely 7 people or 17.5%. The majority of medical support staff at Hospital X have high job satisfaction, which is 24 respondents or 60.0%. However, there are still respondents who have low satisfaction with job satisfaction, namely 6 people or 15.0%. The majority of medical support staff at Hospital X have low turnover intention, which is 27 respondents or 67.5%. However, there are still respondents who have high turnover intention, namely 5 people or 12.5%. The work environment variable in this study is everything around the worker that can affect the worker in completing their work, which can be in the form of a physical environment and a non-physical environment (Nitisemito, 1992). The following are the results of cross-tabulation of individual characteristics, work environment, and job satisfaction on turnover intention:

Tabel 2. Cross Tabulation of Individual Characteristics, Work Environment and Job Satisfaction on Turnover Intention

Variable	Category	Turnover Intention						Total	Sig	Exp.	
		Very Low		Low		High					
		n	%	n	%	n	%				
Sex	Man	4	19.0	16	76.2	1	4.8	21	100	0.452	No

	Woman	4	21.1	11	57.9	4	21.1	19	100		Effect
Age	<25 years old	0	0.0	2	100.0	0	0.0	2	100	0.163	No Effect
	25 - 35 years old	3	13.6	18	81.8	1	4.5	22	100		
	36 - 45 years old	5	45.5	3	27.3	3	27.3	11	100		
	>45 years old	0	0.0	4	80.0	1	20.0	5	100		
Tenure	<3 years	0	0.0	12	80.0	3	20.0	15	100	0.436	No Effect
	3 – 6 years	2	25.0	4	50.0	2	25.0	8	100		
	>6 years	6	35.2	11	64.7	0	0.0	17	100		
Education	Senior High School	1	14.3	5	71.4	1	14.3	7	100	0.000	Effect
	Diploma	4	22.2	11	61.1	3	16.6	18	100		
	Bachelor	2	15.4	10	76.9	1	7.7	13	100		
	Profession	0	0.0	1	100.0	0	0.0	1	100		
Marital status	Master	1	100.0	0	0.0	0	0.0	1	100	0.834	No Effect
	Single	4	19.0	16	76.2	1	4.8	21	100		
Work Environment	Married	4	21.1	11	57.9	4	21.1	19	100	0.006	Effect
	Low	0	0.0	3	42.9	4	57.1	7	100		
	High	6	24.0	18	72.0	1	4.0	25	100		
Job Satisfaction	Very High	2	25.0	6	75.0	0	0.0	8	100	0.002	Effect
	Low	0	0.0	2	33.3	4	66.7	6	100		
	High	5	20.8	18	75.0	1	4.2	24	100		
	Very High	3	30.0	7	70.0	0	0.0	10	100		

Based on Table 2, it show that for both male and female turnover intention is concentrated in the low category, with males at 76.2% and females at 21.1%. Turnover intention based on age is concentrated in the low category regardless of age. However, it show that employees aged 36-45 years tend to have no intention or thought of leaving. Turnover intention based on education level is concentrated in the low category at all education levels. Only at the Master's degree level do employees tend to be loyal to the hospital and have no intention of leaving. Turnover intention based on marital status is concentrated in the low category. This means that both married and unmarried individuals have the same intention. Turnover intention based on the work environment distribute in a pattern. Based on the table, it can be seen that the higher the work environment score, the lower the turnover intention. This means that the more comfortable the work environment, the lower the employee's intention to leave their job. Turnover intention based on job satisfaction is also distribute in a pattern. Based on the table, it can be seen that the higher the job satisfaction, the lower the turnover intention. This means that the more satisfied employees are with their jobs, the lower their intention to leave their job.

The results of the ordinal logistic regression analysis of the work environment variable on turnover intention show a significance value (0.006). This value is smaller than the alpha value (0.006 < 0.05), which means that partially the work environment variable has an influence on the turnover intention of medical support staff at Hospital X Surabaya. The results of the ordinal logistic regression analysis of the job satisfaction variable on turnover intention showed a significance value (0.002). This value is smaller than alpha (0.002 < 0.05), which means that partially the job satisfaction variable has an influence on the turnover intention of medical support staff at Hospital X Surabaya.

Discussion

The work environment variable in this study is everything around the worker that can affect the worker in completing their work. This work environment can be in the form of a physical environment and a non-physical environment. This is in line with Nitisemito's opinion that the work environment includes all things around the worker that can affect how they perform their tasks (Nitisemito, 2000). Mobley argues that the work environment can be physical or non-physical. The physical environment includes workplace conditions, such as temperature, weather, building

structure, and work location. The non-physical environment includes relationships with superiors, colleagues, and subordinates (Mobley, 1986). If there is a good work environment for medical support staff, it can help them become more comfortable in the Hospital. Employees who feel comfortable and satisfied in their workplace will be more dedicated and unwilling to leave their company. Conversely, if the medical support staff of Hospital X feel that the hospital's work environment is poor, it will create a desire to leave the company. Hanafiah's (2014) research found the same thing, which states a poor work environment, excessively low wages, excessive working hours, and a lack of social security that is primarily cause turnover intention.

The analysis results show that some employees feel less satisfied with the work environment variable, especially regarding the statement that the hospital provides security personnel in the work environment who are ready to maintain security at all times. This is likely due to the insufficient number of security personnel in the work environment at all times. To maintain the place and condition of the work environment in a safe state, the presence of security personnel needs to be considered. One effort to maintain security in the workplace is to utilize security guard personnel (Luthfan, 2011). According to Wening (2005), perceived security or insecurity in the job is known as one of the causes of the emergence of intention (desire) to leave a job. This is further added by Greenhalgh dan Rosenblatt (2006), Job insecurity is when someone feels they do not have the power to maintain desired job continuity in threatened working conditions. As a result, company managers will experience a decrease in their number of jobs, loss of job security, and a decrease in organizational commitment and morale. The decline in morale is shown by a decrease in employee morale after seeing their colleagues leave the company.

Employees feel very satisfied with the work environment variable, especially regarding the current relationship between employees and superiors. This can be seen from the respondents' answers to the statement that most employees agree and strongly agree that the current relationship between employees and superiors is very good. This is in line with the opinion of Robbins and Judge, who state that superiors who have good personal relationships with subordinates and are willing to understand the interests of subordinates and involve subordinates in decision-making will have a positive impact on satisfaction with the non-physical social work environment (Robbins dan Judge, 2008).

Based on the ordinal logistic regression test, a P Value < 0.05 ($P=0.006$) was obtained. Statistically, there is an influence between the work environment and the turnover intention of medical support staff at Hospital X Surabaya. This is in line with research conducted by Tsani (2016), which states that the work environment has a negative and significant effect on the desire to change jobs. This means that if employees have a high work environment score, the desire to leave the organization is lower. It can be concluded that the higher the employee's satisfaction with the work environment, both physically and non-physically, the lower the employee's turnover intention. Research conducted by Chairani (2014) proves that the work environment has a negative impact on employees' desire to resign. A poor work environment, such as a lack of facilities received by employees and the absence of rest areas, will encourage employees to resign. Research conducted by Joarder et al. (2011) also proves that working conditions or the work environment have a negative and significant impact on the desire to leave a job. It is very important for employees to have a safe workplace, such as adequate lighting and illumination.

Job satisfaction is defined as a feeling of pleasure or positive emotion that a person gets from work experience related to the individual, not the group (Andini, 2006). Job satisfaction in this study is all feelings or perceptions felt by employees during their work at Hospital X Surabaya. This is in line with the opinion expressed by Hasibuan, who states that work morale, discipline, and work performance are signs of job satisfaction (Hasibuan, 2016).

From the analysis that has been done, it was found that some employees feel less satisfied with the job satisfaction variable, especially regarding the statement "if I do a good job, I will be promoted." This may be due to the lack of promotion opportunities for some medical support staff.

Promotion is an opportunity to develop intellectually and expand expertise, which is a fundamental concern for advancing in an organization, thus creating satisfaction (Saputra, 2015). According to Fauzi et al. (2022), companies must create fair promotion policies and promotion opportunities. All employees who do a good job should have the same opportunity to get a job promotion. The opportunity to obtain a position promotion in the company will reduce the desire of employees to move or leave their jobs (Sari, 2015). Employees feel very satisfied with the support provided by superiors. This can be seen from the respondents' answers to the statement "the support provided by superiors." This is in line with the theory of Judge & Robbins (2017), which states that support from supervisors or superiors can affect a person's job satisfaction.

Based on the ordinal logistic regression test, a P Value < 0.05 (P=0.002) was obtained. Statistically, there is an influence of the job satisfaction variable on the turnover intention of medical support staff at Hospital X Surabaya. This is in line with research conducted by Tsani (2016), which states that job satisfaction has a negative and significant effect on the desire to change jobs. This means that the higher the job satisfaction, the lower the level of employee desire to leave the organization. Employees who feel satisfied with their jobs tend to stay in the organization, while employees who are less satisfied with their jobs will tend to leave the organization. Research conducted by Cahyono (2005), Narimawi (2006), Rohman (2009), Triyanto (2009) also links job satisfaction negatively with employee turnover. Likewise, the results of research conducted by Jang et al. (2012), Lai et al. (2012), dan Ucho et al. (2012) found that the job satisfaction variable has a negative and significant effect on turnover intention.

According to Mobley (1986), job satisfaction affects a person's desire to leave the organization. The process of a person leaving an organization begins with increasing job dissatisfaction of employees. The higher the employee's satisfaction with the salary received, the work given, the relationship with superiors and the relationship with colleagues and promotions offered, the lower the employee's turnover intention. The theory and research results that have been carried out by previous experts are in accordance with the research conducted at Hospital X that there is an influence of job satisfaction on the turnover intention of medical support staff at Hospital X Surabaya.

CONCLUSION

Based on research at Hospital X Surabaya, it was concluded that most of the medical support staff respondents are male and of productive age (under 35 years old). The majority of medical support staff at Hospital X Surabaya are married and have a final education level of Diploma. Most of the medical support staff at Hospital X Surabaya have worked for more than 6 years. The work environment level of employees in the medical support section is in the high category, indicating good environmental conditions, with the highest indicator value being the relationship with superiors, and the lowest indicator value being security. The job satisfaction level of employees in the medical support section is in the high category, indicating that the majority of employees feel satisfied with their job satisfaction, with the highest indicator value being support from superiors, and the lowest indicator value being the promotion aspect. The turnover intention level of employees in the medical support section is in the low category, indicating that the majority of medical support staff have no intention/thought of leaving the Hospital. It is proven that the work environment and job satisfaction variables affect the turnover intention of medical support staff at Hospital X Surabaya.

Our recommendations are regular scheduling of security personnel shifts, ensuring availability in critical areas, creating strategic post points, conducting monitoring and supervision, and providing training and awareness improvement to existing security personnel. The better the existing work environment security, it is expected to reduce the

level of turnover intention or the desire of employees to leave the Hospital. The second recommendation is to improve the existing promotion system with transparency and clear criteria, fair promotion policies, a fair reward system, system monitoring, and evaluation. These improvements are expected to reduce the employee's turnover intention or the desire of employees to leave the Hospital.

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