

THE INFLUENCE OF JOB SATISFACTION AND PSYCHOLOGICAL WELL-BEING ON TURNOVER ON HOSPITAL EMPLOYEES

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Abstract

Health decentralization allows the Bandar Lampung City Health Office to design programs and service activities that are appropriate to local conditions. Based on data obtained from the HR department of private hospitals in Bandar Lampung City, the number of employees in private hospitals is 326 people and the rate of turnover reaches more than 10% per year. The purpose of this study was to determine the relationship between psychological well-being and job satisfaction with the rate of turnover at the Bandar Lampung City Private Hospital. The results of the study found that Job Satisfaction and Psychological Wellbeing had a simultaneous effect on employee turnover. This is evidenced by the statistical results of $F_{count} 18,539 > F_{table} \text{ value of } 3.07$, with a significance of 0.00; Job satisfaction has a significant effect on employee turnover with a $t\text{-table value of } 1.657$ and a $t\text{-count value of } 3.437$; Psychological Wellbeing has a significant effect on employee turnover, with $t \text{ count of } 6.051$ which means $t \text{ count} > t \text{ table } (6.051 > 1.657)$ and $sig 0.00 < 0.05$.

Keywords: *Psychological Wellbeing; Job Satisfaction; Turnover*

Introduction

Health decentralization allows local governments to design health service programs and activities that are appropriate to local conditions. In Bandar Lampung City, after a decade of implementing regional autonomy, the public health condition of Bandar Lampung City has not shown significant improvement. One of the reasons is the lack of number and quality of professional health workers that are not commensurate with population growth in Indonesia. Therefore, in order to increase productivity, hospital organizations need to invest substantial resources in recruiting high-quality employees (Abelsen et al., 2020), designing optimal work plans (Berlin & Adams, 2017), and providing development opportunities (Thomas, Larson, Solberg, & Martin, 2017).

However, periodically, employees will leave the job or organization for various reasons. (Arshad & Puteh, 2015) explained that there are three main determinants of

turnover, namely global economic conditions, work-related factors, and individual factors. The decision to leave the company has a considerable impact on individual employees and the company (Reyes, Aquino, & Bueno, 2019). There are three main components that are taken into account when estimating costs for turnover employee, namely layoff costs, employee turnover costs, and training costs (Uğural, Giritli, & Urbański, 2020). In fact, (de Mesquita Ferreira & de Aquino Almeida, 2015) mentioned that the costs incurred when there is a turnover range from 1.5 to 2.5 times the employee's salary, depending on the position. Based on the Global Workforce survey, in Indonesia alone the employee turnover rate reaches 21-24% per year.

Several studies have stated that job satisfaction is one of the causes of turnover employee (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021). When job satisfaction is low, employees tend to start looking for other jobs (Irabor & Okolie, 2019). On the other hand, when job satisfaction is high, employees tend to stay in their current position (Hee, Yan, Rizal, Kowang, & Fei, 2018).

In organizational science, job satisfaction is also one of the predictor variables of psychological well-being (PWB) (Isgör & Haspolat, 2016). (Tasema, 2018) explained that there is a significant relationship between job satisfaction and PWB. This means that the higher the level of a person's PWB, the higher the level of job satisfaction (Bashir & Gani, 2020). (Wright, Cropanzano, & Bonett, 2007) in their research on job satisfaction, PWB and turnover, found that there is a bivariate relationship between PWB, job satisfaction, and work performance with voluntary turnover. They stated that there is a significant relationship between PWB and job satisfaction which can predict turnover employee rates.

Based on data obtained from the HR department of a hospital in Bandar Lampung City, the number of employees at the hospital is 326 people, and the turnover rate reaches more than 10% per year. On the other hand, (Berlin & Adams, 2017) stated that employees tend to leave their jobs when PWB rates and job satisfaction are low. The probability of a high tendency turnover for employees indicates a low PWB number, regardless of the level of job satisfaction.

Based on this theory, it can be seen that PWB has a relationship with job satisfaction and is an indirect predictor of turnover employee rates. If it is withdrawn in the case of the Bandar Lampung City Hospital, where the turnover rate increases every year, employees show signs of dissatisfaction with their work. The researcher wants to see further whether this dissatisfaction is a manifestation of the psychological well-being of the employees at the hospital.

Therefore, the purpose of this study was to determine the relationship between psychological well-being and job satisfaction with turnover rates at Bandar Lampung Hospital, so as to provide a specific description of the relationship between psychological well-being and job satisfaction with turnover rates

Methods

The data collection method in this study used a questionnaire as a tool to obtain information from respondents. The respondents in this study were health workers in Bandar Lampung as the research population, and 120 cluster sampling as the research sample. The scoring and assessment in the questionnaire will use a Likert scale with indicators from one to five.

In this study the correlational method was used to see the effect of Psychological Well-Being and job satisfaction on turnover intention of health workers in Bandar Lampung. This effect can be seen through the correlation coefficient which will indicate the degree of direction of the relationship.

Processing of data from the measurement results of variables in this study using simple regression analysis, which is based on a causal relationship of one independent variable with one dependent variable. This regression analysis can measure the influence of job satisfaction and psychological well-being on turnover intention. Statistical data processing using SPSS 20 for windows program.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Turnover

a = Constant

X₁ = Job Satisfaction

X₂ = Psychological Wellbeing

β₁ – β₂ = Regression Coefficients

e = Error term

Result And Discussion

Prior to the data was analyzed, the data had been tested for normality of the data. Based on the results of the normality test, it was found that the data were normally distributed. The results of linear regression analysis on research variables show the following results in the following table.

Tabel 1

Multiple Linear Regression Results			
Variable	Coefficient	t-Statistic	Sig.
(Constant)	2.145	4.717	.000
X ₁	.506	3.437	.001
X ₂	.838	6.051	.000

Source: data analysed (2021)

Thereby, based on the results of the analysis using the SPSS program, multiple linear regression equations can be presented as follows:

$$Y = 2.145 + 0.506X_1 + 0.838X_2$$

Based on these equations, it can be explained as follows.

- a. Constant coefficient of 2.145 means in a state of job satisfaction, and Psychological Wellbeing is equal to zero then the employee turnover value is 2.145.
- b. The regression coefficient of the job satisfaction variable is 0.506 in a positive direction, meaning that every increase in job satisfaction is 1 point and other variables are fixed, then employee turnover will increase by 0.506.
- c. Psychological Wellbeing variable regression coefficient is 0.838 in a positive direction, meaning that every increase in Psychological Wellbeing is 1 point and other variables are fixed, then employee turnover will increase by 0.838.

1. Result for Effect of Job Satisfaction on Employee Turnover

The results showed that the variable job satisfaction has a significant effect on employee turnover, where it is known that the value of t count $>$ t table ($3.437 > 1.657$) and $\text{sig } 0.01 < 0.05$, which means H_a is accepted. In this study, job satisfaction has a significant and positive effect on employee turnover. This shows that the variable job satisfaction partially has a significant effect on the employee turnover variable.

Many factors affect the level of job satisfaction. The most important factor is that high wages are the main motivating factor for employees and are the main impetus for employees to stay in the organization (Alhamwan, Mat, & Muala, 2015). Basically, there is no hospital that can avoid employee turnover, but if there is a high turnover and it is not immediately suppressed, it is feared that it can disrupt service to patients, and become a problem for the hospital as a whole. Many factors influence the occurrence of employee turnover, but generally the factors that contribute to high employee turnover rates are employee dissatisfaction factors. The emergence of turnover generally begins with turnover intentions (intentions to leave) from employees. Job satisfaction is the factor that most influences the tendency and decision of employees to leave the workplace. As the results of research by (Yousef, 2002) which stated that job satisfaction has a greater impact on turnover intentions, compared to job performance or organizational commitment.

2. Result for Effect of Psychological Wellbeing on Employee Turnover

The results showed that the Psychological Wellbeing variable had a positive and significant effect on employee turnover with a t -table value of 1.657 and a t -count value of 6.051 and $\text{sig } 0.00$. Then it is known that the value of t count $>$ t table ($6.051 > 1.657$) and $\text{sig } 0.00 < 0.05$, which means H_a is accepted. In this study Psychological Wellbeing has a significant and positive effect on employee turnover. This means that Psychological Wellbeing has a strong influence on employee turnover. This shows that the Psychological Wellbeing variable partially has a significant effect on the employee turnover variable.

(Amin & Akbar, 2013) suggested that employees who have a good level of psychological well-being will tend to have less intention to leave the organization

The Influence of Job Satisfaction and Psychological Well-Being On Turnover On Hospital Employees

where they work (turnover intentions). (Harris & Cameron, 2005) suggested that the psychological well-being of an individual can reduce turnover intention, increase the role of individuals in the organization and can also reduce job dissatisfaction. Employees who have good psychological well-being will choose to stay at work and are less likely to make a turnover

Conclusion

In Bandar Lampung City, after a decade of implementing regional autonomy, the public health condition of Bandar Lampung City has not shown significant improvement. This study aims to determine the effect of job satisfaction (X1) and Psychological Wellbeing (X2) on employee turnover (Y) in hospitals in Bandar Lampung City. The results of the study indicate that job satisfaction and Psychological Wellbeing have a simultaneous effect on employee turnover; Job satisfaction has a significant effect on employee turnover; and Psychological Wellbeing have a significant effect on Turnover.

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The Influence of Job Satisfaction and Psychological Well-Being On Turnover On
Hospital Employees

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