

The Relationship Between Job Satisfaction and Turnover Intention for ICU and Inpatient Room Nursing Human Resource In Hermina Bogor Hospital

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ABSTRACT

Nonideal turnover is a frequent problem that happens in hospital management. The biggest contributor factor to turnover is dissatisfaction with human resources in hospitals. Therefore, this study aims to analyze nursing human resources' perceptions of job satisfaction and turnover intention and the relationship between job satisfaction and turnover intention of nursing human resources in ICU and in-patient rooms at Hermina Bogor Hospital by using descriptive analysis and Pearson correlation. This study was conducted from February 2023 to April 2023 at Hermina Bogor Hospital. The sampling method used was saturated sampling with 69 respondents. Based on the descriptive analysis, the perceptions of human resources for nursing both in the ICU and Inpatient Room regarding job satisfaction were satisfied and high turnover intention. Based on Pearson correlation analysis, there was a significant and strong relationship between job satisfaction and turnover intention in HR nursing ICU Hermina Bogor Hospital, while job satisfaction with turnover intention was not significantly related to HR nursing in Inpatient Room at Hermina Bogor Hospital.

Keywords: Relationship, Job satisfaction, Turnover intention

INTRODUCTION

The health aspect plays a crucial role in an individual's life because it is the most valuable thing and the basis for success and productivity in life. The Indonesian government also states that health is a fundamental human right which has been explained in the 1945 Constitution article 28H paragraph 1 that every individual has the right to live in physical and mental prosperity, to have a decent place to live, and to have a healthy living environment. In addition, every individual also has the right to obtain health services. The implementation of this right is also strengthened by the provisions of article 34 paragraph 3 of the 1945 Constitution which states that the state has the responsibility to ensure the availability of health service facilities and public services that meet the required standards.

The government provides hospital facilities as a form of health services in Indonesia. One of the institutions required to win the competition in providing quality health services for patients is a hospital (Taufiq et al., 2022). These services are of course supported by quality nursing human resources and the distribution of human resources in utilization in health facilities. Often, one of the obstacles faced by hospital management in terms of human resources is the turnover rate of nurses (Mayawati, 2021). However, turnover can be considered to be a normal occurrence in some circumstances. For businesses that require a high level of service, such as hospitals, the ideal turnover rate is in the range of 3% to 6% per year. So that within this range, turnover is not

considered a significant problem for the business (Holland et al., 2012).

The dominant factor that contributes to turnover events is dissatisfaction with hospital human resources. HR who experience dissatisfaction repeatedly, there will be a decrease in the productivity level of performance. One of the responses due to dissatisfaction in the work environment is Exit where this Exit leads to the behavior of leaving the workplace including looking for a new position or can be called resign (S. P. Robbins & Judge, 2013). This behavior certainly affects performance such as productivity, absenteeism, and turnover. Turnover rates that are not ideal and not suppressed immediately will worry the hospital in providing services to its patients.

The hospital has an important role in improving the welfare of its workforce, such as protecting and generating satisfaction at work for nurses through initiatives such as the annual exemplary employee program, accelerating career advancement, and organizing potential development training for nurses. Nursing staff who are satisfied with their work will provide more optimal service to be able to increase the positive dignity of the hospital and ensure the efficiency and effectiveness of hospital operations. In addition, nursing HR job satisfaction can reduce turnover rates in hospitals to save costs and time in the process of recruiting and training new nurses. therefore,

Hermina Bogor General Hospital is one of 45 members who are members of the Hermina Group and is the 6th branch located in Bogor City. Hermina Bogor General

Hospital is the 6th branch hospital out of 45 members of the Hermina Group Hospital located in Bogor City. The trust given by patients to Hermina Hospital has made this hospital one of the leading in Bogor City among other private hospitals. Hermina Hospital offers various service facilities and excellent products

which are their advantages. This is also supported by nursing human resources at Hermina Bogor Hospital who have high loyalty. But behind the mention of a leading hospital in the Bogor area, this hospital experiences an increase in nursing HR turnover every year.

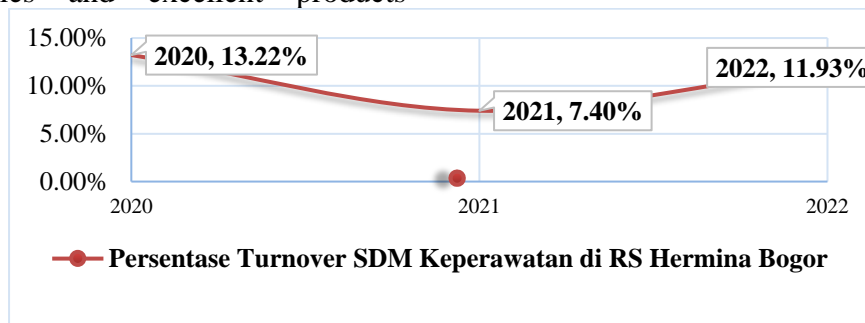


Figure 1. Percentage of nurse turnover at Hermina Bogor Hospital in 2020-2022

Source: Processed data (2022)

Figure 1 shows the percentage of nursing HR turnover varying from 2020 to 2022. The highest percentage was recorded in 2020 at 13.22%, while in 2021 the lowest percentage was recorded at 7.4%. The turnover

percentage from 2020 to 2022 is always above 6%, so it is declared not ideal. The proportion of nursing human resources leaving from 2020 to 2022 is shown in Table 1.

Table 1. Proportion of nursing human resources leaving in 2020 – 2022

Year	Inpatient	Number of Outgoing Nursing HR									
		I C U	ER	Head Nurse	Nurse Educator	Room Baby	Operating room	Hemodial ysis	Poly clinic	Poly tooth	Mid wife
2020	5	8	2	1	1	1	-	-	1	2	2
2021	6	1	3	-	-	-	1	-	-	3	-
2022	9	3	-	1	1	-	3	1	2	1	2

Source: Processed data (2022)

Based on Table 1, nursing human resources who are the largest contributor to turnover come from the ICU and hospitalization. The percentage each year which is not ideal makes the hospital must try to reduce this number by increasing job satisfaction in nursing human resources.

According to (Mangkunegara, 2017) job satisfaction correlates with employee turnover. This theory supports the findings of Alam's research (Alam & Asim, 2019) which

states that job satisfaction is correlated with turnover intention. However, there is an inconsistency in Melky's research (Melky, 2015) which shows job satisfaction is not related to turnover intention. Based on these theories and inconsistencies, it is important to further investigate the relationship between job satisfaction and HR turnover intention in the ICU and Inpatient Room at Hermina Bogor Hospital.

METHODS

According to Sugiyono (2022), research adopts a positivism approach to analyze samples or populations where the data is collected with research instruments and analyzed statistically to test predetermined presumptions, including quantitative research. Primary and secondary data are the data used in this study. Data collected directly by individuals or organizations on the object of research include the use of questionnaires, interviews and observations, all of which are useful for research purposes are called primary data, while secondary data are historical data and are collected by researchers from various references, such as company documentation and archives, which has been issued by various agencies (Siregar, 2013). Primary data collection was obtained through interviews and distribution of questionnaires aimed directly at the nurses at Hermina Bogor Hospital and internal data from those concerned. In addition to primary data, there is secondary data that comes from books, journals, the internet, and previous research or other literature studies.

The sampling technique used is a technique in which each member of the population that is sampled is not given the same opportunity or is called nonprobability sampling (Sugiyono, 2022). Then, the entire population in this study was used as a sample or it is called a saturated sampling technique. Nursing human resources placed in the ICU (Intensive Care Unit) and Inpatient Room totaling 69 nurses who are the population are also used as samples in this study.

The questionnaire used in this study will be tested first with validity and reliability tests with IBM SPSS Statistics 25.0 software. Provisions on the validity test, namely the value of r count obtained will be compared with r table where if r count is greater than r table then the instrument is said to be valid and vice versa. Meanwhile, decision making in the reliability test is based on the Cronbach's alpha coefficient where if it is greater than 0.7 then it is reliable and vice versa (Al Hakim et al., 2021).

Then, the research data will be processed and analyzed using descriptive statistical analysis, Pearson correlation, and the coefficient of determination test. Descriptive statistical analysis was used to describe the object of research through data that had been collected through a closed questionnaire with four Likert scales which were processed with Microsoft Excel software. The use of a Likert scale is with four scales, namely strongly agree, agree, disagree, and strongly disagree (Azwar, 1997). According to (Hadi, 1991), there are three reasons for modifying the Likert scale to four scales, namely:

1. An ambiguous understanding of meaning that is interpreted as not being able to decide or give a neutral opinion. This category also includes disagreement and disagreement. Therefore, this category is not wanted in the instrument because it can indicate doubt or ambiguity in the respondent's response.
2. The presence of a middle option in the answer can cause a centering effect, especially for respondents who are unsure or do not have a

strong tendency to express their agreement or disagreement.

3. If there is a middle answer option, this can reduce the amount of research data available and result in a lack of information that can be obtained from respondents.

Based on these considerations, the researcher chose to use four scales that allow respondents to express their opinion tendencies in the agree or disagree category.

Furthermore, bivariate analysis is used to identify the relationship between the two variables, this analysis requires data that is normally distributed and has an interval scale (Anggraini, 2022). The Pearson Product Moment correlation is a statistical method for measuring

bivariate relationships. The assumption underlying this type of correlation is that the distribution of the two data must be normally distributed (Prayitno, 2013). Then, there is a test of the coefficient of determination to evaluate how much the change in the independent variable will be followed by the dependent variable in the same proportion, which is reflected in the R Square value (Darma, 2021). Both the Pearson correlation analysis and the coefficient of determination test, the software used is IBM SPSS Statistics 25.0 software.

Based on the theory obtained, the formulation of the hypothesis in this study is shown in Figure 2.

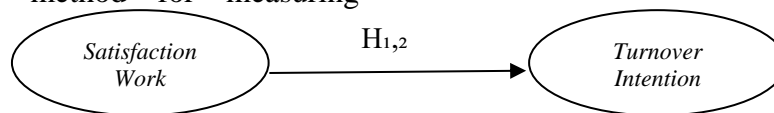


Figure 2. Hypothesis outline diagram

Source: Processed data (2023)

Based on Figure 2, the research model hypothesis is:

1. H_1 : Job satisfaction is significantly related to turnover intention in nursing HR in the ICU Hermina Bogor Hospital
2. H_2 : Job satisfaction is significantly related to turnover intention in nursing HR in the Inpatient Room of Hermina Bogor Hospital

RESULT

Overview of Hermina Bogor Hospital

Hermina Bogor Hospital is a private hospital located on Jl. Ringroad 1 Kav 23, 25, 27, Taman Yasmin Housing, Bogor under the auspices of PT Medikaloka Bogor with the owner named dr. Hasmoro. This hospital is the 6th branch out of

45 members of the Hermina Group Hospital which has a 6-storey building with 200 bed capacity. Hermina Bogor Hospital's motto is Prioritizing Service Quality and Patient Safety. Quality services provided by hospitals are services that are safe, rational, effective, efficient and provide comfort for patients. Thanks to this, Hermina Bogor Hospital was able to become one of the best private hospitals in the city of Bogor with various service facilities and excellent products.

Characteristics of Respondents

ICU nursing human resources are dominated by female sex by 87.5% with the majority married by 75%. According to (Rollinson & Kish, 2017) women are the majority gender because throughout the history

of nursing, women have traditionally played the role of caregivers in families and communities. Nursing human resources is a profession that requires both high sensitivity and patience. This is the basis for why the nursing profession is predominantly dominated by females. The age of ICU nursing HR is evenly distributed, namely 50% at the age of 22-30 years and 50% aged 31-39 years, so that it can be said that the age of ICU nursing HR is a productive age because it is in the range of 15-64 years. Then, 87.5% of ICU nursing human resources are studying D3 nursing with 50% of ICU nursing human resources having a working period of 5-10 years. Based on the leveling level, most nurses are level 1A nurses by 50%. The last characteristic is salary, where 50% of nursing HR in the ICU earn a monthly salary of IDR 5,000,001.00 – IDR 6,000,000.00.

Whereas in the inpatient room, there were 53 inpatient nursing human resources dominated by female sex at 84.91% with the majority unmarried at 60.38%. This is in line with the research by (Yanti & Warsito, 2013) where the nursing profession is more favored by women due to the fact that nursing is still associated with qualities traditionally attributed to women, such as patience, gentleness, and compassion. The age of inpatient nursing HR is dominated by the age of 22-30 years by 86.79%. Nursing Ward Human Resources is a young adulthood stage, where according to (S. Robbins, 2018), this stage represents the peak development of physical conditions in applying the knowledge and skills possessed. When viewed from the

characteristics of the latest education, 77.36% of nursing human resources in hospitalization took D3 nursing education, this is in line with the qualification requirements for nurses at Hermina Bogor Hospital in terms of recent education. Furthermore, 60.38% of nursing human resources in the Inpatient Room work for 1 - 5 years since this unit serves as the initial placement for nursing human resources. Then, 33.96% of nursing human resources in the Inpatient Room are dominated by nurses on the 4th floor of the Inpatient Room because on the 4th floor, there is a division of wings, so the nurse requirement is adjusted to the number of patients and the number of rooms available. The last characteristic is the salary, where 42% of nursing human resources in the Inpatient Room receive a monthly salary ranging from Rp4,000,000.00 to Rp5,000,000.00 in accordance with the salary scale of level 1A, which is the majority among nursing human resources in the Inpatient Room.

Validity and Reliability Test

The validity test was carried out to find out whether a questionnaire used in the study was valid or not. The basis for taking the validity test is when the r-count value is greater than the r-table then the questionnaire is declared valid and vice versa, if the r-count value is less than the r-table then the questionnaire is declared invalid. This study used 30 respondents in testing the validity and reliability of the questionnaire. The results of the validity test on the research questionnaire obtained the result that all statements on the questionnaire were declared valid where the r-count value was greater

than r-table of 0.361. Likewise with the results of the reliability test on the research questionnaire, where all statements on the questionnaire were declared reliable with a Cronbach alpha value for each statement of more than 0.7.

Descriptive Analysis

Descriptive analysis of job satisfaction and turnover intention in Nursing HR at Hermina Hospital was processed using Microsoft Excel software. In this study, the theory used to determine the perception of HR in the ICU on job satisfaction is Mangkunegara's theory (Mangkunegara, 2017) where there are two factors that influence job satisfaction, namely employee factors and job factors. Employee factors are factors that exist in the employees themselves, such as intelligence, special skills, age, physical condition, experience and years of service, education, and others. Meanwhile, job factors are factors related to the employee's activities such as type of work, organizational structure, work relations, promotion opportunities, and others. Whereas, The theory used to determine the perception of nursing human resources in the inpatient room is Supriadi's theory (Supriadi et

al., 2021) where there are 3 factors that influence turnover intention, namely internal, external, and personal factors. Internal factors are factors that come from within the company. Meanwhile, external factors are factors that refer to the environment outside the company, and the last is personal factors where these factors are owned by every human being and are definitely different from one human to another.

Job satisfaction and turnover intention in this study can be concluded through perceptions or respondents' answers to the job satisfaction variable in the form of an average score. The following are the results of a descriptive analysis of the variables of job satisfaction and turnover intention.

1. Perceptions of Nursing HR at Hermina Bogor Hospital on Job Satisfaction

Based on the results of the analysis of the factors that influence job satisfaction, it can be concluded that the average score of perceptions of human resources nursing ICU Hermina Bogor Hospital on job satisfaction can be seen in Table 2.

Table 2. Perceptions of nursing human resources in ICU RS Hermina Bogor on job satisfaction

No.	Factor	Means	Criteria
1	Employee Factor	3,17	Satisfied
2	Occupational Factors	3.06	Satisfied
Mean Score of Perceptions of Job Satisfaction in Nursing HR in the ICU Hermina Hospital, Bogor		3,12	Satisfied

Source: Processed data (2023)

Table 2 shows that the overall perception of nursing human resources in the ICU of Hermina Hospital Bogor is satisfied with their work, both in terms of nursing abilities and

support from Hermina Hospital Bogor (3.12). This is evident from the ICU nursing human resources who feel that their knowledge and skills contribute to their work. Additionally, their physical

condition allows them to provide the best service to all patients, achieving service excellence and zero complaints. The training programs provided by Hermina Hospital Bogor contribute to enhancing their knowledge and expertise in their role as nursing human resources.

A supportive working relationship among colleagues in the ICU creates a comfortable working environment, enabling nursing human resources to work professionally. Furthermore, the available career advancement opportunities aim to make ICU

nursing human resources achieve commendable accomplishments. The existence of human mapping values gives nursing human resources in the ICU a sense of purpose in their lives. Despite their job satisfaction, some nursing human resources in the ICU still feel unsatisfied due to excessive overtime demands and the need to be on-call or mobile at any given time.

Meanwhile, the perception of nursing human resources in the inpatient room of Hermina Bogor Hospital on job satisfaction can be seen in Table 3.

Table 3. Perceptions of nursing human resources in the inpatient room of Hermina Bogor Hospital on job satisfaction

No.	Factor	Means	Criteria
1	Employee Factor	3,21	Satisfied
2	Occupational Factors	3,11	Satisfied
Mean Score of Perceptions of Job Satisfaction in Nursing Human Resources in the Inpatient Room of Hermina Bogor Hospital		3,18	Satisfied

Source: Processed data (2023)

Table 3 indicates that the overall perception of nursing human resources in the Inpatient Room of Hermina Hospital Bogor shows a satisfaction score of 3.18. This is demonstrated by the nursing human resources in the Inpatient Room who are satisfied with the extensive career advancement opportunities available throughout Indonesia. Even those who are competent can receive rewards to be educated as clinical staff. With these open opportunities, nursing human resources in the Inpatient Room

carry out their profession wholeheartedly, demonstrating caring behavior towards all patients regardless of their social status.

2. Perception of Nursing HR at Hermina Bogor Hospital on Turnover Intention

Based on the results of the analysis of the three factors that influence turnover intention, it can be concluded that the average score of perceptions of HR nursing in the ICU on turnover intention can be seen in Table 4.

Table 4. Perceptions of nursing human resources in ICU RS Hermina Bogor on turnover intention

No.	Factor	Means	Criteria
1	Internal factors	3.3	Very High
2	External Factors	2.58	High
3	Personal Factors	2.57	High

Mean Perception of Turnover Intention of Nursing HR in the Inpatient Room of Hermina Bogor Hospital **2.81** **High**

Source: Processed data (2023)

Table 4 shows that the mean perception score of nursing human resources in the ICU of Hermina Hospital Bogor overall falls within the high category (2.81). This means that the perception of nursing human resources in the ICU of Hermina Hospital Bogor is high regarding factors influencing turnover intention. This is evident from the ICU nursing human resources who, if proven to engage in criminal activities, would be dismissed by Hermina Hospital without hesitation. Additionally, a more supportive work environment with reasonable overtime and better benefits

offered elsewhere is a consideration for ICU nursing human resources to leave Hermina Hospital Bogor.

Apart from these factors, the personal desire to venture into business becomes an option for ICU nursing human resources if they decide to leave the hospital. Furthermore, reaching the retirement age of 56 years also plays a role in their decision to conclude their profession as nursing human resources.

Meanwhile, the perception of nursing human resources in the inpatient room on turnover intention can be seen in Table 5.

Table 5. Perceptions of nursing human resources in the inpatient room of Hermina Bogor Hospital on turnover intention

No.	Factor	Means	Criteria
1	Internal factors	3,18	High
2	External Factors	2.61	High
3	Personal Factors	2.62	High
Mean Perceptions of HR Nursing Job Satisfaction in Inpatient Room at Hermina Bogor Hospital			2.8 High

Source: Processed data (2023)

Table 5 indicates that the mean perception score of nursing human resources in the Inpatient Room of Hermina Hospital Bogor falls within the high category (2.80). This means that the perception of nursing human resources in the Inpatient Room of Hermina Hospital Bogor is high regarding factors influencing turnover intention. This is evident from nursing human resources who, if proven to engage in sexual harassment towards patients, would be dismissed by Hermina Hospital Bogor without honor. The

hospital also provides legal representation for victims who wish to pursue legal action.

Furthermore, the consideration of higher benefits elsewhere becomes a factor for nursing human resources in the Inpatient Room to leave their current positions. In addition, the disruption of mental health due to high workloads leading to discomfort is also a factor that nursing human resources consider when contemplating leaving their jobs.

Pearson Correlation Analysis and Determination Coefficient Test

1. Results of Pearson Correlation Analysis on ICU Nursing HR at Hermina Bogor Hospital

Before carrying out Pearson correlation analysis, there is an assumption of normality that is fulfilled. After the Shapiro Wilk normality test was carried out, a

Table 6. Pearson correlation results of job satisfaction with turnover intention

		Job Satisfaction	Turnover Intention
Job Satisfaction	Pearson Correlation	1	0.539
	Sig. (2-tailed)		0.031
	N	16	16
Turnover Intention	Pearson Correlation	0.539	1
	Sig. (2-tailed)	0.031	
	N	16	16

Source: Processed data (2023)

Based on Table 6 it is shown that a significant value of 0.031 is obtained and a correlation coefficient of 0.539 is obtained. If interpreted, it can be understood that job satisfaction is significantly and strongly positively correlated with turnover intention. This means that the more satisfied nursing human resources in the ICU are with their abilities and their work, the higher their perception of turnover intention. In other words, the higher the job satisfaction, the less likely nursing human resources in the ICU are to consider leaving their positions. This is in line with research

significant value of 0.164 was obtained which was more than 0.05 so that the data was normally distributed. These assumptions have been fulfilled, so Pearson correlation analysis can be carried out. The following are the results of the Pearson correlation between the two variables in Table 6

conducted (Khotimah et al., 2019), (Ardianto & Bukhori, 2021) and (Rostandi & Senen, 2021) where job satisfaction has a positive effect, indicating that there are employees who feel dissatisfied with their jobs but still choose to stay to work at the company. As with the results of open questions,

Then to find out how much job satisfaction contributes to turnover intention in the HR nursing ICU at Hermina Bogor Hospital, a determinant coefficient test was carried out. The following are the results of the determinant coefficient test in Table 7.

Table 7. Determinant coefficient test results

Model	Summary models			
	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.54	0.29	0.24	9.65884

a. Predictors: (Constant), Job Satisfaction
 b. Dependent Variable: Turnover Intention

Source: Processed data (2023)

In Table 7, it can be seen in the R Square column of 0.290. According to (Riduwan & Sunarto, 2009), the coefficient of

determination is obtained from the product of R Square with 100%, so that the magnitude of the coefficient of determination is

29%, which means that the contribution of job satisfaction to turnover intention is 29%, while the other 71% is determined by other variables.

The results of the correlation

Table 8. Correlation results of job satisfaction factors with turnover intention factors

Job Satisfaction	Internal factors		Turnover Intention			
	Pearson Correlation	Sig. 2 Tailed	External Factors		Personal Factors	
			Pearson Correlation	Sig. 2 Tailed	Pearson Correlation	Sig. 2 Tailed
Employee Factor	0.854	0	0.204	0.449	0.358	0.17
Occupational Factors	0.800	0	0.059	0.829	0.354	0.18

Source: Processed data (2023)

Based on Table 8, there are two factors that have a significant relationship with turnover intention on internal factors. These two factors are employee factors and work factors. The following is an explanation of the correlation between the factors.

a. Employee factors with internal factors

Based on Table 8 it is shown that a significant value of 0.000 is obtained and a correlation coefficient of 0.854 so that employee factors are significantly related to internal factors which are included in the very strong category and have a positive direction. This implies that employees are content with their current attributes, such as their intelligence, enabling them to comprehend the factors that could lead to their dismissal due to internal reasons like criminal actions, sexual harassment, and others. This is reinforced by the characteristics of the respondents in the ICU, where

between the factors of the job satisfaction variable and the factors of the turnover intention variable in the ICU nursing HR at Hermina Bogor Hospital can be seen in Table 8.

50% of nursing human resources in the ICU are aged between 22-30 years, an age group generally associated with cognitive maturity, allowing for better understanding and knowledge.

Additionally, the results of the descriptive analysis indicate that the perception of nursing human resources in the ICU of Hermina Hospital Bogor regarding internal factors is classified as very high. This signifies that they are aware that engaging in any of these internal factors could lead to their expulsion from Hermina Hospital Bogor.

b. Employee factors with external factors

Based on Table 8 it is shown that a significant value of 0.449 is obtained so that employee factors are not significantly related to external factors. Based on the results of interviews and descriptive analysis, this happened because ICU nursing human resources

had never received external factors such as offers of benefits or better job vacancies so that external factors had no relationship with the employees themselves. Furthermore, due to their age exceeding the maximum age limit for job vacancies in other places, the nursing human resources in the ICU chose to continue working at Hermina Hospital Bogor.

c. Employee factors with personal factors

Based on Table 8 it is shown that a significant value of 0.173 is obtained so that employee factors are not significantly related to personal factors. Based on the results of interviews with nursing HR, this happened because ICU nursing HR did not feel that personal factors such as disputes with co-workers did not interfere with attitudes and job satisfaction because ICU nursing HR remained professional by putting aside personal matters with work.

d. Occupational factors with internal factors

Based on Table 8 it is shown that a significant value of 0.000 is obtained and a correlation coefficient of 0.800 so that occupational factors are significantly related to internal factors which are included in the very strong category and have a positive direction. This means that the ICU nursing human resources are satisfied with their work both in terms of rank and financial security, so they will maintain their rank or

position by trying not to take actions that make them expelled due to internal factors. This is in line with the descriptive analysis where nursing human resources have a very high understanding of criminal acts, sexual harassment, and drug abuse for personal gain so they will stay away from these actions to continue working at Hermina Bogor Hospital.

e. Occupational factor with external factors

Based on Table 8 it is shown that a significant value of 0.829 is obtained so that the work factor is not significantly related to external factors. This happened because the ICU nursing human resources were satisfied with the career path opportunities available at their jobs so that the offer of a career development program elsewhere was not related to the desire to leave their job.

f. Occupational factors with personal factors

Based on Table 8 it is shown that a significant value of 0.178 is obtained so that employee factors are not significantly related to personal factors. This happened because ICU nursing human resources were satisfied with the relationship between co-workers who helped each other which was seen during observations at Hermina Bogor Hospital where teaching nurses always gave directions to junior nurses in terms of work so that personal factors such as discomfort with co-workers

unrelated to their desire to leave their job.

2. Results of Pearson Correlation Analysis on Nursing HR Inpatient Room at Hermina Bogor Hospital

Before carrying out Pearson correlation analysis, there is an assumption of normality that is fulfilled. After the Kolmogorov Smirnov normality test was carried out, a significant value of 0.200

was obtained which was more than 0.05 so that the data was normally distributed. The assumption of normality has been met, so the next step is to perform a Pearson correlation analysis between job satisfaction and turnover intention. Following are the results of the Pearson correlation between the two in Table 9.

Table 9. Pearson correlation results of job satisfaction with turnover intention

		Job satisfaction	Turnover Intention
Job satisfaction	Pearson Correlation	1	0.233
	Sig. (2-tailed)		0.093
	N	53	53
Turnover Intention	Pearson Correlation	0.233	1
	Sig. (2-tailed)	0.093	
	N	53	53

Source: Processed data (2023)

Based on table 9, it is shown that a significant value of 0.093 is obtained, meaning that job satisfaction is not related to turnover intention in HR nursing in the Hermina Bogor inpatient room. This means that being more satisfied or dissatisfied with their abilities and work has nothing to do with their knowledge and understanding of the factors that cause turnover intention. So that job satisfaction in the inpatient room at Hermina Bogor Hospital has no relationship with the turnover intention that occurs in

that room. This is in line with research conducted by (Melky, 2015) where job satisfaction with the intention to change jobs has no relationship so that the intention to change jobs is more influenced by other things besides job satisfaction.

Then to find out how much job satisfaction contributes to turnover intention in nursing HR Inpatient Room at Hermina Bogor Hospital, a determinant coefficient test was carried out. The following are the results of the determinant coefficient test in Table 10.

Table 10. Determinant coefficient test results

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.23	0.054	0.036	9.99886

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Turnover Intention

Source: Processed data (2023)

In Table 10, look at the R Square column which is a coefficient of determination of 0.054. According to Riduwan and Sunarto (2009), the coefficient of

determination is obtained from the product of R Square with 100%, so that the magnitude of the coefficient of determination is 5.4%, which means that the

contribution of job satisfaction to turnover intention is 5.4%, while the other 94.6% determined by other variables. In other words, job satisfaction only has a small effect on turnover intention.

If examined more deeply, where each variable will be broken down into per factor, the correlation results are obtained in Table 11.

Table 11. Pearson correlation results of job satisfaction with turnover intention

Job Satisfaction	Turnover Intention					
	Internal factors		External Factors		Personal Factors	
	Pearson Correlation	Sig. 2 Tailed	Pearson Correlation	Sig. 2 Tailed	Pearson Correlation	Sig. 2 Tailed
Employee Factor	0.332**	0	0.063	0.654	0.074	0.6
Occupational Factors	0.331**	0	0.118	0.4	0.099	0.481

Source: Processed data (2023)

Based on Table 11, there are two factors that have a significant relationship with turnover intention on internal factors. These two factors are employee factors and occupational factors.

a. Employee factors with internal factors

Based on Table 11 it is shown that a significant value of 0.000 is obtained and a correlation coefficient of 0.332 so that there is a significant relationship which is included in the moderate category and has a positive direction. This means that the internal factors that can expel nursing human resources in the Inpatient Room from their work have a moderate relationship with their ability to work. However, nursing human resources in the Inpatient Room of Hermina Bogor Hospital try to apply their expertise and skills, especially in caring behavior to all patients without discriminating between the patients by not exaggerating and not going over the line such

as harassing the patient.

b. Employee factors with external factors

Based on Table 11 it is shown that a significant value of 0.654 is obtained so that there is no significant relationship between employee factors and external factors. From the results of the interviews, this revealed because the nursing human resources in the Inpatient Room had never received offers from outside the hospital, such as offers of higher salaries or more attractive promotions.

c. Employee factors with personal factors

Based on Table 11 it is shown that a significant value of 0.600 is obtained so that there is no significant relationship between employee factors and personal factors. This means that personal factors such as mental health disorders do not decrease or increase their job satisfaction and attitudes so that personal factors do not have a significant

relationship with the employee's own factors.

- d. Occupational factors with internal factors

Based on Table 11 it is shown that a significant value of 0.000 is obtained and a correlation coefficient of 0.331 so that there is a significant relationship which is included in the moderate category and has a positive direction. This means that nursing human resources are satisfied with job factors such as having a good career path so they will try their best not to be fired from their jobs because of these internal factors.

- e. Occupational factor with external factors

Based on Table 11 it is shown that a significant value of 0.829 is obtained so that there is no significant relationship between occupational factors and external factors. This means that the nursing human resources in the Inpatient Room have been satisfied as shown by those who are motivated to work because of the career paths and the level up system in Hermina Bogor Hospital has been able to fulfill the wishes of the nursing human resources in it, so that offers of promotion from outside do not reduce or increase their desire to leave their jobs because Hermina Hospital already has a career path program and a qualified level up system.

- f. Occupational factors with personal factors

Based on Table 11 it is shown that a significant value of 0.481 is obtained so that there is no significant relationship between employee factors and personal factors. This means that the nursing human resources in the Inpatient Room are satisfied as indicated by those who are motivated to work because of career paths and the level up system in Hermina Bogor Hospital has been able to fulfill the wishes of the nursing human resources in it, so that the desire to leave work due to factors personal like being uncomfortable has not exceeded their satisfaction with the existing career path and level increase.

Job satisfaction is significantly associated with turnover intention among nursing human resources in the ICU of Hermina Hospital Bogor, whereas job satisfaction does not have a significant relationship with turnover intention among nursing human resources in the Inpatient Room of Hermina Hospital Bogor. This can be attributed to differences in patient complaint intensity. The ICU handles patients with severe complaints requiring intensive medical care and strict supervision due to serious or life-threatening conditions like respiratory distress, post-surgery cases, serious injuries, severe infections like pneumonia, cardiovascular disorders like heart attacks and arrhythmias, and other severe illnesses. In contrast, patients in the Inpatient Room require facilities for a specific duration. For example, patients with general

medical conditions such as urinary tract infections or dehydration that require intensive care, or patients with stable systemic disorders like hypertension or stable kidney issues that need inpatient care for better treatment.

Job satisfaction is significantly and positively associated with turnover intention among nursing human resources in the ICU of Hermina Hospital Bogor. This is in line with research by (Khotimah et al., 2019), (Rostandi & Senen, 2021), and (Ardianto & Bukhori, 2021) which found that job satisfaction has a positive impact on turnover intention. This means that some employees might not be satisfied with their jobs but choose to continue working in the same organization. This also corresponds with the findings from open-ended questions, where some nursing human resources in the ICU expressed dissatisfaction due to excessive overtime yet still chose to work at Hermina Hospital Bogor. This choice might stem from various factors such as reaching the maximum age limit for finding new employment opportunities elsewhere or facing difficulty in finding new employment with higher pay.

On the other hand, a study by (Melky, 2015) found that job satisfaction is not related to turnover intention, indicating that the decision to change jobs is influenced more by factors external to job satisfaction. This notion is supported by (S. P. Robbins & Judge, 2003), who identified factors affecting turnover intention, such as the job market, alternative job opportunities, perceptions of organizational structure, job-related stress, job

design, performance evaluation systems, and length of service. Therefore, turnover intention among nursing human resources in the Inpatient Room of Hermina Hospital Bogor could be influenced by factors beyond job satisfaction for these nursing personnel.

CONCLUSSION

Based on the descriptive analysis, the results indicate that the perception of nursing human resources in the ICU and Inpatient Room of Hermina Hospital Bogor regarding job satisfaction falls within the satisfied category, with a mean score of 3.12 for the ICU and 3.18 for the Inpatient Room. This implies that nursing human resources feel content with their jobs in terms of both employee-related and job-related factors. Furthermore, the perception of nursing human resources in both the ICU and Inpatient Room of Hermina Hospital Bogor regarding turnover intention falls within the high category, with a mean score of 2.81 for the ICU and 2.80 for the Inpatient Room. This suggests that nursing human resources possess perceptions regarding turnover intention.

However, based on the correlation analysis results, it is evident that among nursing human resources in the ICU of Hermina Hospital Bogor, job satisfaction is significantly and positively correlated with a correlation coefficient of 0.352, which is considered a strong correlation. This indicates that the more satisfied nursing human resources in the ICU are with their abilities and their work, the higher their perception of turnover

intention. In contrast, for nursing human resources in the Inpatient Room of Hermina Hospital Bogor, job satisfaction is not significantly correlated with turnover intention. The significance level is greater than 0.05, indicating no significant correlation. This means that whether nursing human resources in the Inpatient Room are satisfied or dissatisfied with their abilities and work, there is no relationship with their perception of turnover intention.

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