



The influence of job security, burnout and pay satisfaction on turnover intention mediated by job satisfaction in private hospital x (in 2023)

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ABSTRACT

Turnover intention is one of the parameters for assessing the effectiveness of human resource management, a high number has the implication that the organization's management system must be improved. A high level of turnover intention in hospitals can disrupt performance and service performance. Based on human resources data at Private Hospital X in West Jakarta, from 2020 - 2023 there is an average turnover rate of 20.43%. This figure is relatively high for turnover. Turnover intention can be influenced by several factors such as Job security, Burnout, and Pay Satisfaction. The cross-sectional method was used to obtain quantitative data from an online questionnaire that was modified based on questions contained in published literature. Data is collected from the entire population of medical personnel. SmartPLS software is used to process data. The research results show that there is a significant positive influence of job security on job satisfaction, a significant negative influence of job satisfaction on turnover intention. Job satisfaction has also been proven to mediate job security and burnout and turnover intention. The results of this research can be a guide for private hospital X which can reduce the turnover intention rate among health workers

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INTRODUCTION

Healthcare workers globally experienced a crisis during the COVID-19 pandemic, as the leading human resource, healthcare workers had to go through times of uncertainty throughout the COVID-19 era. At the beginning of the COVID-19 pandemic era, there were no guidelines for managing COVID-19 that were agreed upon by all parties and quite a few health workers in Indonesia were affected by COVID-19 and stopped working to protect themselves and their families. The phenomena of 'The Great Resignation' and 'Quiet Quitting' are two types of worker characteristics observed in the United States during and after the COVID-19 pandemic. 'The Great Resignation' is the phenomenon of waves of workers quitting their jobs on a large scale, while

'Quiet Quitting' is the opposite of 'The Great Resignation', where the subtle disengagement of workers from their roles and working the bare minimum have led to decreased productivity and poor outcomes. Quiet Quitting is most often observed in young workers and is most associated with millennial and Generation Z employees. Dissatisfaction towards financial and non-financial compensation, lack of leadership/management (such as uncaring leaders), and meaningless work leads to both work related phenomena.

In workplaces where mobile work is available during the COVID-19 era, a return to the office presents a problem. Previously 'work from anywhere' employees can benefit from a flexible and balanced lifestyle, however, strict hours and commute presents as an unavoidable problem for returning workers. Both phenomena have had a negative impact on all industries, including the health industry.

The American Hospital Association report (AHA, 2021) states that as many as 20% of health workers in the United States have stopped working in the health sector.

Employee turnover, by definition, is the activity of changing employees in a company which is caused by the determining factors in the employee's transfer, whether voluntary or not. Employee turnover is normal for companies, but high turnover rates are a problem and can be a big loss for hospitals. Turnover intention is an employee's desire to leave their job within a certain period (Cao et al., 2020). Since 2021, health service facilities (hospitals, clinics, palliative care centers) in the United States have experienced the phenomenon of 'The Great Resignation'. Based on the 2023 NSI National Health Care Retention & RN Staffing Report, in 2021 the average hospital loss due to high employee turnover in hospitals was worth \$7.1 million (equivalent to IDR 109 billion) with a turnover of 22.7%.

According to Minister of Health Regulation number 340, hospitals are classified into general and special hospitals based on the health services provided at the hospital. General hospitals are hospitals that provide health services for all types of diseases, while special hospitals are health facilities that provide services for certain types of diseases. Apart from that, there are also classifications based on ownership and management, namely central government, regional government, and private hospitals (Ministry of Health of the Republic of Indonesia, 2022).

The turnover rate for private hospitals in Indonesia is similar to the turnover rate for health workers on an international scale, namely between 13-35% (Dewanto & Wardhani, 2018). Limited research from Indonesian journals shows that there is a trend of increasing turnover rates in general in private hospitals in Indonesia; the turnover rate for surgical hospitals in Surabaya increased over the 3 years from 2014-2016 (Asmara, 2017), the turnover rate for nurses at Awal Bros Batam Hospital tended to increase from 2015-2017 (Christiani et Ilyas, 2018), a five year study of hospital X in Bali observed turnover rates reaching 20.61% per year (Dewi et al., 2020). Rindu et al. (2022) observed work commitment as the variable with the greatest influence on turnover intention when compared with job satisfaction. A high employee turnover value can have a negative impact on employee performance, plus high turnover intention reflects employees who do not fulfill their duties and responsibilities at work.

Based on previous phenomena and research, there are many studies on the factors that influence turnover intention, but not much research has discussed turnover intention among medical personnel at Private Hospital X, which is a type C private hospital in West Jakarta. Job satisfaction is one of the factors that influences turnover intention and is most often cited in previous literature. Apart from job satisfaction, there are also other contributing factors such as job security, pay satisfaction, and burnout.

From 2020 - 2023, private hospital X recorded turnover percentages that can be categorized as high turnover rate (>10%), especially because they get better offers from other hospitals, often have responsibilities outside their job description, and feel too tired from their work (RS X, 2023). Based on previous studies of Indonesian hospitals, the turnover rate at Private Hospital X is like other private hospitals, namely 13 - 35% (Dewanto, 2018).

However, Private Hospital X provides several non-financial incentives in the form of paid healthcare with a maximum limit regulated in the board of directors' policy. This benefit is not limited to the employees themselves; it also applies to the immediate family if the employee has been employed for at least 3 months. Costs that are covered by the hospital include consultation fees with doctors and administration fees, while medication costs, material costs and supporting examination costs are 15% free. Employees are not provided with private insurance. Other than medical treatment benefits, employees also benefit from housing/dormitory facilities located close to the hospital.

There are several studies that have been conducted in Indonesia regarding turnover in medical professionals (Dewanto & Wardhani, 2018; Dewi et al., 2020; Rindu et al., 2020), however literature discussing the influence of job security, pay satisfaction and burnout on turnover intention with job satisfaction as a mediating variable is still minimal. This study aims to analyze the influence of job security, pay satisfaction, and burnout on turnover intention with job satisfaction as a mediating variable, which will be used as an objective reference in reducing the turnover rate of medical personnel at X private hospital in West Jakarta in 2023.

RESEARCH METHOD

This research is a cross-sectional study (Suliyanto, 2018), quantitative research using an electronic-based self-reported questionnaire. The study uses data analysis techniques in the form of Quantitative Descriptive Analysis, PLS-SEM quantitative analysis, data processing is done by using SmartPLS software. Primary data is obtained from healthcare workers who have worked at Private Hospital X in West Jakarta in 2023, through distribution of questionnaires created in Google Form directly via Whatsapp. The research intended to determine the factors that caused increased turnover intention at this hospital, and thus the dependent variable is Turnover Intention. The research analyzes 3 dependent variables, Job Security, Pay Satisfaction, and Burnout, with a mediating variable, Job Satisfaction.

The mandatory criteria met by respondents in this study are medical personnel who have worked for at least one year at private hospital X, and are willing to be respondents. The total population of medical professionals working in Private Hospital X that have fulfilled the criteria amounts to 136 employees. We selected 106 employees as a main sample, and 30 employees as a subsidiary sample for our preliminary study to test the validity and reliability of our research model. The questionnaire uses the Likert Scale (1 - 'strong disagree', 2 - 'disagree', 3 - 'neither agree nor disagree', 4 - 'agree', 5 - 'strong agree'). A research model is constructed to represent the relationship between variables in Figure 1:

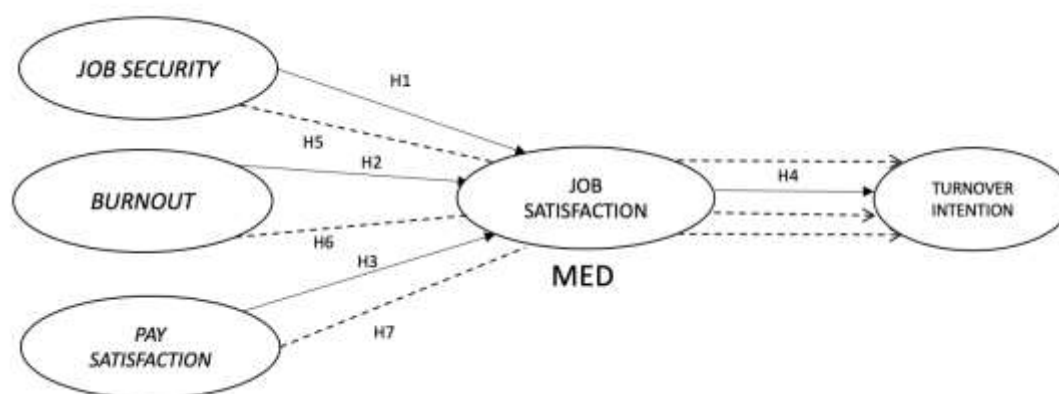


Figure 1. Illustration of the Research Model

Figure 1 is an illustration of the research model, the hypotheses which will be tested:

H1: Job Security has a positive and significant impact on Job Satisfaction

H2: Burnout has a negative and significant impact on Job Satisfaction

H3: Pay satisfaction has a positive and significant impact on Job Satisfaction

H4: Job Satisfaction has a negative and significant impact on Turnover Intention

H5: Job Satisfaction mediates the relationship between Job Security and Turnover Intention

H6: Job Satisfaction mediates the relationship between Burnout and Turnover Intention

H7: Job Satisfaction mediates the relationship between Pay Satisfaction and Turnover Intention

RESULTS AND DISCUSSIONS

The total number of respondents for this study amounted to 106. respondents. Information regarding the respondents' profile is compiled in Table 1.

Table 1. Characteristics of Respondents

Description	Category	Total Amount	Percentage
Gender	Male	25	23,6%
	Female	81	76,4%
Age	21 - 30 years old	59	55,7%
	31 - 40 years old	32	30,2%
	41 - 50 years old	13	12,3%
	>50 years old	2	1,9%
Educational Background	Diploma	40	37,7%
	S1/Undergraduate	59	55,7%
	S2/Postgraduate	5	4,7%
	Nursing Specialist	2	1,9%
Marriage Status	Single	44	41,5%
	Married	60	56,6%
	Divorce	1	0,9%
Duration of Work	1 - 4 years	41	39,2%
	> 4 year	65	61,3%

The questionnaire results were analyzed using Smart PLS and the following are the results of the analysis:

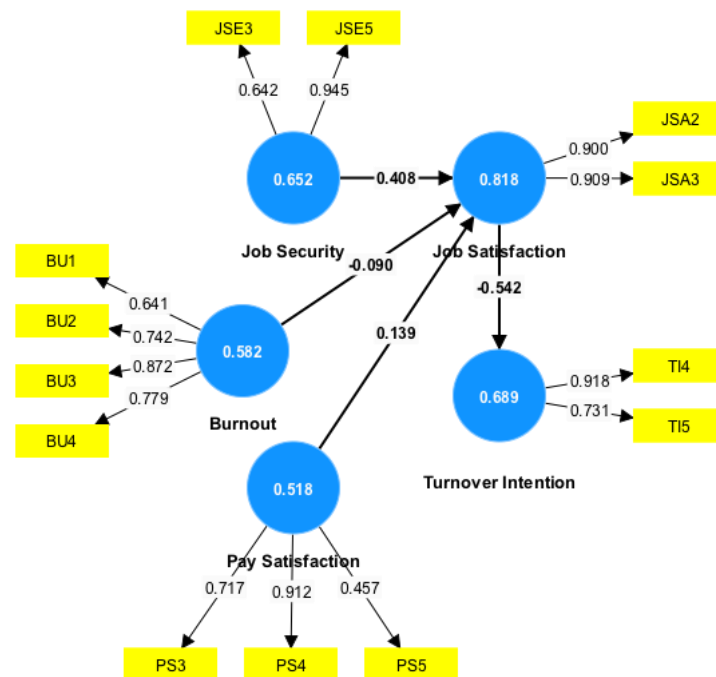


Figure 2. Measurement model

Table 2. Validity Test Results

Item-Total Statistics				
Variable	Indicator	Loading (>0.40)	AVE (>0.50)	Result
Job Security	JSE 3	0.642	0.652	Valid
	JSE 5	0.945		Valid
Burnout	BU1	0.641	0.582	Valid
	BU2	0.742		Valid
	BU3	0.872		Valid
	BU4	0.779		Valid
Pay Satisfaction	PS3	0.717	0.592	Valid
	PS4	0.912		Valid
	PS5	0.457		Valid
Turnover Intention	TI4	0.818	0.818	Valid
	TI5	0.822		Valid
Job Satisfaction	JSA2	0.900	0.689	Valid
	JSA3	0.909		Valid

Based on Table 2, each indicator has a loading factor of greater than 0.40, with an AVE of greater than 0.50. Thus the variables are said to be valid (Hair et al., 2021). Next discriminant validity testing was carried out using the Fornell-Larcker Criterion, the results are as shown in Table 3:

Table 3. Discriminant Validity

Variable	Burnout	Job Satisfaction	Job Security	Pay Satisfaction	Turnover Intention
Burnout	0.711				
Job Satisfaction	-0.435	0.776			
Job Security	-0.325	0.646	0.806		
Pay Satisfaction	-0.428	0.249	0.219	0.772	

Turnover Intention	0.243	-0.722	-0.349	-0.220	0.858
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The Fornell-Larcker Criterion measures discriminant validity for the entire population for each indicator, the values produced are valid (Hair et al., 2022).

In this outer model analysis, a reliability test was also carried out by assessing Cronbach's Alpha and Composite Reliability.

Table 4. Reliability Test

Variable	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)	Result
Job Security (X1)	0.526	0.781	Reliable
Burnout (X2)	0.749	0.793	Reliable
Pay Satisfaction (X3)	0.679	0.804	Reliable
Turnover Intention (Y)	0.648	0.849	Reliable
Job Satisfaction (Z)	0.655	0.807	Reliable

Table 4 shows that variables Job Security, Pay Satisfaction, Turnover Intention, and Job Satisfaction do not have a Cronbach's Alpha value of >0.70 and that all variables have a composite reliability of greater than 0.70. Thus the variables are said to be reliable (Hair et al., 2022). Next, the Predictive Relevance Values (Q^2) are tested.

Table 5. Predictive Relevance Values (Q^2)

Dependent Variable	Q^2
Job Satisfaction	0.113
Turnover Intention	0.118

Table 5 shows Q^2 values within the range of 0 - 0.25 for the two dependent variables, this means that there is low predictive ability for both variables in predicting Turnover Intention.

After the measurement model analysis meets the requirements, the data is bootstrapped to determine the direction and significance of the relationship for each latent variable.

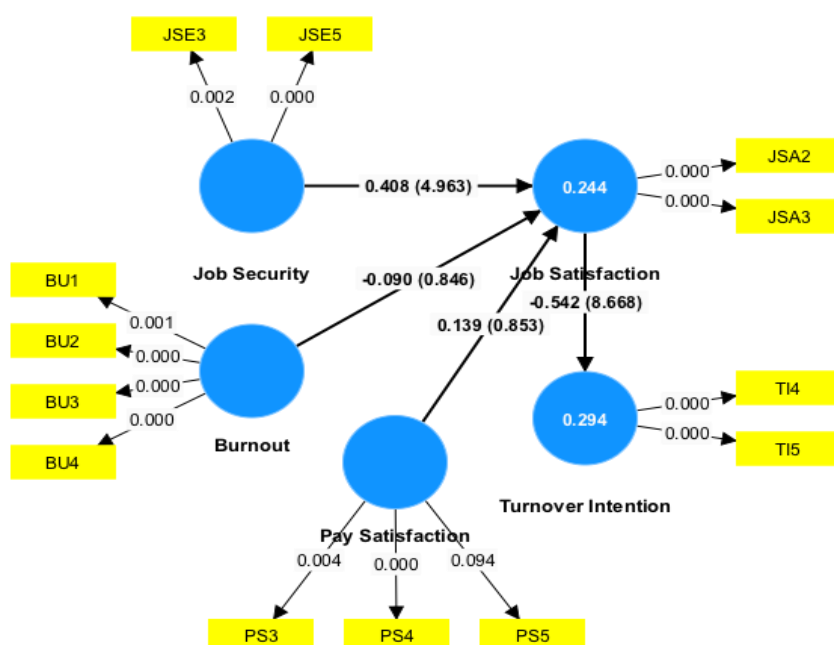


Figure 3. Path diagram t-statistics structural model

Table 6. Hypothesis Testing

Hipotesis	Path Coefficient	T Statistics	P-value	Result
H1: Job Security has a positive and significant impact on Job Satisfaction	0.408	4.963	0.000	Supported, Positive
H2: Burnout has a negative and significant impact on Job Satisfaction	-0.090	0.846	0.199	Unsupported, Negative
H3: Pay satisfaction has a positive and significant impact on Job Satisfaction	0.139	0.853	0.197	Unsupported, Positive
H4: Job Satisfaction has a negative and significant impact on Turnover Intention	-0.542	8.668	0.000	Supported, Negative
H5: Job Satisfaction mediates the relationship between Job Security and Turnover Intention	-0.197	2.500	0.006	Supported, Mediating
H6: Job Satisfaction mediates the relationship between Burnout and Turnover Intention	-0.198	2.559	0.005	Supported, Mediating
H7: Job Satisfaction mediates the relationship between Pay Satisfaction and Turnover Intention	0.019	0.268	0.394	Not Supported, Positive

Based on the hypotheses testing results elaborated in Table 6, we can conclude that: Accept H1, reject H0: Job Security has a positive and significant impact on Job Satisfaction. The results of this research align with previous literature conducted by Omar et al., (2020). Their research findings state that Job Security has a positive impact on Job Satisfaction, additionally Aman-Ullat et al., (2022) concluded the same findings in 100 hospital workers. Their research observed job satisfaction in workers in response to a secure job guaranteed by managers of the hospital. Concurrently, the same phenomenon is observed in private hospital X where hospital executives can give a guaranteed job security to hospital workers. Accept H0, reject H2: Burnout has a negative and significant impact on Job Satisfaction. Aldoghan (2022) concluded that burnout negatively influences job satisfaction. Their research states that burnout in workers is constantly monitored by the company, and as such workers do not experience a decrease in job satisfaction. This aligns with this paper's research findings where fatigue and burnout are monitored constantly. Managers can gauge the burnout levels of workers and instruct them to rest to ensure job satisfaction. In this case employees that value care and attention from their employers may experience less burnout despite long working hours. Accept H0, reject H3: Pay satisfaction has a positive and significant impact on Job Satisfaction. A study conducted by Nugroho & Tanuwijaya (2022) stated that pay satisfaction positively influences job satisfaction. Coudounaris, D.N. et al., (2020) states that all dimensions of pay satisfaction (benefits, salary increases, and stucture/administration) have a significant effect on job satisfaction. However, there are other variables other than compensation itself that can increase job satifaction, this comes in the form of awards and non-monetary incentives. The workers at private hospital X receive non-monetary incentives in the form of paid healthcare and housing. Accept H4, reject H0: Job Satisfaction has a negative and significant impact on Turnover Intention. Studies conducted by Asriani & Riyanto

(2020); Devyanti & Satriya (2020); and Kurniawaty et al., (2019) stated that job satisfaction has a negative impact on worker's turnover intention. Each worker has their own motivational needs, by exploring the factors that increase job satisfaction such as incentives, job satisfaction, job security, and welfare. The findings align with the results of our study; medical workers at private hospital X experience high levels of job satisfaction, thus lowering levels of turnover intention. Accept H5, reject H0: Job Satisfaction mediates the relationship between Job Security and Turnover Intention. Atiq & Usmani (2023); Falatah et al., (2021); Khawrin & Sahibzada (2023) stated that job satisfaction mediates the relationship between job security and turnover intention. Flaatah et al., (2021) states that job satisfaction is a more significant variable of turnover intention compared with job security. Atiq & Usmani (2023); Khawrin & Sahibzada (2023) stated that job satisfaction is a critical predictor of turnover as it mediates the relationship between job security and turnover intention. Workers who experience guaranteed job security feel at ease when working thus increasing job satisfaction and decreasing turnover intention.

These findings align with the results of our study in Private Hospital X where workers experience job security, thus promoting job satisfaction and affecting turnover intention negatively. Accept H6, reject H0: Job Satisfaction mediates the relationship between Burnout and Turnover Intention. Based on previously published articles by Zhang et al., (2022); Li et al., (2021), and Ran et al., (2020); job satisfaction mediates the relationship between burnout and turnover intention. Zhang et al., (2022) observed that burnout has a significant and positive impact on turnover intention, and job satisfaction influences turnover intention negatively, with job satisfaction mediating both. Job satisfaction refers to an individual's feelings or attitudes about their work and other aspects related to work, job satisfaction itself has positive factors and negative factors. Positive factors such as salary, benefits, interpersonal relationships increase job satisfaction, whereas negative factors such as burnout can decrease job satisfaction. These findings align with the results of our study in Private Hospital X where managers can control stress levels and reduce turnover intention. Accept H0, reject H7: Job Satisfaction mediates the relationship between Pay Satisfaction and Turnover Intention. Based on previously published literature, Hayati et al., (2015) stated that pay satisfaction has an indirect negative effect on turnover intention mediated by job satisfaction. Turnover can be classified into voluntary and non-voluntary types. Pay satisfaction positively influences job satisfaction based on Nugroho & Tanuwijaya (2022). Turnover, often, starts with the intention to stop working and can be observed from several behaviors such as abdication of work. Financial rewards can increase job satisfaction and reduce turnover intention, however Kristanti et al., (2021) observed no significant effect between financial rewards on turnover intention. these findings emphasize that financial rewards do not solely predict turnover intention. Organizations need to ensure that compensations can fulfil the employee's needs. Other non-financial incentives that might drive job satisfaction can include providing challenging jobs, developing a positive employer-employee relationship, creating a harmonious work environment, and a clear career development program. These non-financial aspects reflect a concern for further employee improvement and contributions

. CONCLUSION

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion).

This research aims to identify the influence of job security, pay satisfaction, and burnout on turnover intention mediated by job satisfaction in 106 healthcare workers employed at Private Hospital X. In this research, 4 hypotheses were made connecting the variables directly and 3 hypotheses with the mediating variable job satisfaction. The results showed that there was a

significant positive influence by Job Security on Job Satisfaction, a significant negative influence by Job Satisfaction on Turnover Intention. Job Satisfaction has also been proven to mediate the relationship between job security and turnover intention, and burnout and turnover intention. This research model has weak predictive ability ($Q^2 = 0,113$ for job satisfaction and $Q^2 = 0,118$ for turnover intention).

The results of this research can provide theoretical and managerial implications. Theoretically, the research provides contributions from an educational aspect by providing novel knowledge regarding positive and negative factors of job satisfaction and turnover intention in private hospitals, specifically regarding the influence of job security, pay satisfaction, burnout on turnover intention mediated by job satisfaction. From a managerial standpoint, this research contributes to management strategies of private hospitals with regards to factors that can increase or decrease the intention to leave. By increasing positive factors and decreasing negative factors of job satisfaction, the managerial team can control turnover intention. Despite the weak predictive ability of this research model, hospital management teams can still pinpoint the individual factors leading up to turnover. The results of this research are applicable for hospitals that are of similar characteristics to private hospital X, hospital X is a type C private hospital located in West Jakarta. Management level executives can prioritize improving positive variables such as job security and compensation while reducing burnout in their own healthcare facilities. Additionally considering the results of this research that shows job security's significant influence on job satisfaction, management teams may decrease turnover by establishing contracts that equally as profitable for workers, and by creating a working environment in which these medical professionals can thrive and feel valued and respected by their peers and superiors.

This research has several limitations. The Cronbach's Alpha value for job security is <0.70 , this suggests that the constructs included in the variable job security may not be representative of job security, it is recommended that future research modify the constructs that have been used to achieve greater validity and reliability results. Secondly, the questionnaire used for this research has been distributed electronically, therefore the researchers are unable to ascertain the credibility of the respondents. It is recommended for future researches to conduct a direct interview of the respondents. The theoretical literature available that is used to support the hypotheses is relatively minimal, specifically regarding the topic of job satisfaction as a mediating variable for the influence of pay satisfaction and burnout on turnover intention. Different positive variables such as work commitment and negative variables such as conflict at work can be further explored in future research paper. Additionally, research papers on the mediating effect of job satisfaction on job security, pay satisfaction, and burnout on turnover intention specifically in private hospital X is still minimal and it is suggested that further in depth research is recommended to improve the knowledge regarding the role of hospital management in turnover intention.

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