



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

Abduh Rahmat Amri<sup>1)\*</sup>, Ribhan<sup>2)</sup>, Ayi Ahadiat<sup>3)</sup>

<sup>1</sup>Magister Manajemen, Faculty of Economic and Business, University of Lampung,

<sup>2</sup>Management Department, Faculty of Economic and Business, University of Lampung,

<sup>3</sup>Management Department, Faculty of Economic and Business, University of Lampung,

<sup>1</sup>Amri.satriaproduction@gmail.com

<sup>2</sup>ribhan8768@gmail.com

<sup>3</sup>ayi.ahadiat2017@gmail.com

### Info Artikel :

Diterima : 15 September 2021

Disetujui : 19 September 2021

Dipublikasikan : 13 Oktober 2021

### ABSTRAK

**Kata Kunci :**  
Psychological Wellbeing, Kepuasan Kerja, Turnover

Desentralisasi kesehatan memungkinkan Dinas Kesehatan Kota Bandar Lampung untuk merancang program-program dan kegiatan-kegiatan pelayanan yang sesuai dengan kondisi lokal. Berdasarkan data yang diperoleh dari bagian SDM Rumah Sakit swasta di Kota Bandar Lampung, jumlah pegawai di RS Swasta adalah 326 orang dan angka turnover mencapai lebih dari 10% pertahunnya. Tujuan dari penelitian ini untuk mengetahui hubungan antara psychological well-being dan kepuasan kerja dengan angka turnover di Rumah Sakit Swasta Kota Bandar Lampung. Hasil penelitian menemukan bahwa Kepuasan Kerja dan Psychological Wellbeing berpengaruh secara simultan terhadap Turnover karyawan. Hal ini dibuktikan dengan hasil statistik F hitung  $18,539 >$  nilai F tabel yaitu 3,07, dengan signifikansi sebesar 0,00; Kepuasan kerja berpengaruh signifikan terhadap Turnover karyawan dengan nilai t tabel 1,657 dan nilai t hitung sebesar 3,437; Psychological Wellbeing berpengaruh signifikan terhadap Turnover karyawan yaitu dengan t hitung sebesar 6,051 yang berarti nilai t hitung  $>$  t tabel ( $6,051 > 1,657$ ) dan sig  $0,00 < 0,05$ .

### ABSTRACT

**Keywords :**  
Psychological Wellbeing, Job Satisfaction, Turnover

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 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 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 value of 3.07, with a significance of 0.00; Job satisfaction has a significant effect on employee turnover with a t-table value of 1.657 and a t-count value of 3.437; Psychological Wellbeing has a significant effect on employee turnover, with t count of 6.051 which means t count  $>$  t table ( $6.051 > 1.657$ ) and sig  $0.00 < 0.05$ .

## 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 et al., 2017).

However, periodically, employees will leave the job or organization for various reasons. (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, 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 et al., 2020). In fact, (Ferreira & 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 et al., 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 et al., 2018).

In organizational science, job satisfaction is also one of the predictor variables of psychological well-being (PWB) (Isgor & 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 et al., 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, (Davidescu et al., 2020) 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

## **LITERATURE REVIEW**

### ***Effect of psychological well-being on job satisfaction***

Psychological well-being can affect job satisfaction (Brunetto et al., 2012), where the level of emotional intelligence has a positive relationship with job satisfaction and well-being which also has a positive relationship with engagement and organizational commitment. So, this can play a role in reducing a person's tendency to resign. (Dawson et al., 2014) in their study explained that there are significant differences in self-reported well-being between permanent employees and contract employees which is also explained by significant differences in job satisfaction and job security. After controlling for the difference between job satisfaction and job security, the results show an increase in PWB and life satisfaction in contract employees. This indicates that contract employees have lower PWB due to a high sense of job insecurity.

From the description above, it can be seen that several studies support a positive influence between PWB and job satisfaction, so that our first hypothesis is as follows.

**H1: Job satisfaction has a positive effect on psychological well-being.**

### ***Effect of job satisfaction of employee turnover***

(Zito et al., 2018) stated that the role of resources in fostering job satisfaction and in reducing turnover intention, as well as emotional dissonance revealed a negative relationship with job satisfaction and a positive relationship with turnover. In addition, job satisfaction is negatively related to turnover and mediates the relationship between job resources and turnover. Employees who are satisfied with their work will show better performance than employees who are not satisfied with their work. If allowed to drag on, job dissatisfaction can also lead someone to leave his job. This is supported by research conducted by (Otterbring et al., 2018) who found a negative relationship between the number of coworkers and job satisfaction. This relationship is mediated by interactions between coworkers and subjective well-being (SWB). Employees who work in small – medium workspaces show lower rates of job satisfaction and SWB compared to those who work in larger areas. From this description, a second hypothesis was built in this study as follows.

**H2: Job satisfaction has a negative effect on turnover rates**

### ***Effect of psychological well-being on turnover***

Psychological well-being has a direct or indirect effect on turnover. (Wright et al., 2007) his study of 112 managers in America found that psychological well-being moderated the relationship between job satisfaction and job termination. In addition, (Amin & Akbar, 2013) also found that psychological well-being has a direct impact on decreasing turnover intention and increasing performance. Then the third hypothesis can be drawn as:

**H3: Psychological well-being has a negative effect on 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

X<sub>1</sub> = Job Satisfaction

X<sub>2</sub> = Psychological Wellbeing

$\beta_1 - \beta_2$  = 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 <sub>1</sub>	.506	3.437	.001
X <sub>2</sub>	.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.

1. 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.

2. 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.
3. 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.

#### ***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., 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.

#### ***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  $\text{sig } 0.00 < 0.05$ . 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 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.

## REFERENCES

- Abelsen, B., Strasser, R., Heaney, D., Berggren, P., Sigurðsson, S., Brandstorp, H., Wakegijig, J., Forsling, N., Moody-Corbett, P., Akearok, G. H., Mason, A., Claire, S., & Pam, N. (2020). Plan, recruit, retain: a framework for local healthcare organizations to achieve a stable remote rural workforce. *Human Resources for Health, 18*, 63.
- Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A.-H. A., & Ibrahim, I. (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business and Management Research, 6*(3), 1–10. <https://doi.org/10.24018/ejbmr.2021.6.3.893>
- Alhamwan, M., & Mat., N. (2015). Antecedents of Turnover Intention Behavior among Nurses: A Theoretical Review. *Journal of Management and Sustainability, 5*(1), 84–89. <https://doi.org/10.5539/jms.v5n1p84>
- Amin, Z., & Akbar, K. P. (2013). Analysis of psychological well-being and turnover intentions of hotel employees: An empirical study. *International Journal of Innovation and Applied Studies, 3*(3), 662–671.
- Bashir, B., & Gani, A. (2020). Testing the effects of job satisfaction on organizational commitment. *Journal of Management Development, 39*(4), 525–542. <https://doi.org/10.1108/JMD-07-2018-0210>
- Berlin, C., & Adams, C. (2017). *Production Ergonomics: Designing Work Systems to Support*. Ubiquity Press.
- Brunetto, Y., Teo, S. T. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal, 22*(4), 428–441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>
- Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management. *Sustainability (Switzerland), 12*(15). <https://doi.org/10.3390/su12156086>
- Dawson, C., Veliziotis, M., & Hopkins, B. (2014). Temporary employment, job satisfaction and subjective well-being. *Economic and Industrial Democracy, 38*(1).
- Ferreira, L., & Almeida, C. (2015). Employee Turnover and Organizational



- Performance: a Study of the Brazilian Retail Sector. *Brazilian Business Review*, 12(4), 27–56. <https://doi.org/10.15728/bbr.2015.12.4.2>
- Harris, G. E., & Cameron, J. E. (2005). Multiple Dimensions of Organizational Identification and Commitment as Predictors of Turnover Intentions and Psychological Well-Being. *Canadian Journal of Behavioural Science*, 37(3), 159–169.
- Hee, O. C., Yan, L. H., Rizal, A. M., Kowang, T. O., & Fei, G. C. (2018). Factors Influencing Employee Job Satisfaction: A Conceptual Analysis. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 331–340. <https://doi.org/10.6007/ijarbss/v8-i6/4207>
- Irabor, I. E., & Okolie, U. C. (2019). A Review of Employees' Job Satisfaction and its Affect on their Retention. *Annals of Spiru Haret University. Economic Series*, 19(2), 93–114. <https://doi.org/10.26458/1924>
- Isgor, I. Y., & Haspolat, N. K. (2016). Investigating the Psychological Well-Being and Job Satisfaction Levels in Different Occupations. *International Education Studies*, 9(12), 194. <https://doi.org/10.5539/ies.v9n12p194>
- Otterbring, T., Pareigis, J., Wästlund, E., Makrygiannis, A., & Lindström, A. (2018). The relationship between office type and job satisfaction: Testing a multiple mediation model through ease of interaction and well-being. *Scandinavian Journal of Work, Environment and Health*, 44(3), 330–334. <https://doi.org/10.5271/sjweh.3707>
- Puteh, F. (2015). Determinants of turnover intention among employees. *Journal of Administrative Science*, 12(2), 1–15.
- Reyes, A. C. S. (2019). Why employees leave: Factors that stimulate resignation resulting in creative retention ideas. *A Multidisciplinary Research Review*, 14(October). <https://doi.org/10.13140/RG.2.2.17579.39203>
- Tasema, J. K. (2018). Hubungan antara Psychological Well Being dan Kepuasan Kerja pada Karyawan di Kantor X. *Jurnal Maneksi*, 7(1), 39. <https://doi.org/10.31959/jm.v7i1.84>
- Thomas, J., Larson, M., Solberg, V. S., & Martin, J. (2017). Providing Quality Career Development within Youth Development & Leadership Programs. *InfoBrief, National C*(45), 1–16.
- Uğural, M. N., Giritli, H., & Urbański, M. (2020). Determinants of the turnover intention of construction professionals: A mediation analysis. *Sustainability (Switzerland)*, 12(3). <https://doi.org/10.3390/su12030954>
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12(2), 93–104. <https://doi.org/10.1037/1076-8998.12.2.93>
- Yousef, D. A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an Arabic cultural perspective. *Journal of Managerial Psychology*, 17(4), 250–266. <https://doi.org/10.1108/02683940210428074>

Zito, M., Emanuel, F., Molino, M., Cortese, C. G., Ghislieri, C., & Colombo, L. (2018). Turnover intentions in a call center: The role of emotional dissonance, job resources, and job satisfaction. *PLoS ONE*, *13*(2), 1–16. <https://doi.org/10.1371/journal.pone.0192126>