

Perceived Organizational Support and Turnover Intention

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Abstract—This study becomes important to know the root cause of employee turnover intention in the hospital. The Study Focuses on Finding analyzing whether Perceived Organization Support Affect Turnover Intention through the Job Satisfaction. In this study there are four variables, Perceived Organizational Support, Job Satisfaction, Turnover Intention. The Research method used descriptive Quantitative where for sampling using purposive conducted to test the indicator of the used. Data were Collected by survey, namely questionnaire. Population amounted to only 330 people; hence level of sample base on Slovin theory have qty 146 people, but actually have 206 People. Research used smart PLS Ver. 2.0 for data analysis from questionnaire. The tests result show that perceived Organization support has negative effect and significant for Turnover Intention, Perceived Organizational Support has positive effect and significant for Job Satisfaction, but the Job Satisfaction is not optimal as a mediating effect Organizational Support Perception of Intention Substitution. This research has limitations of space, only in the largest hospital in the city of Bekasi, with 3 variables of the study. Research result very important to hospitals for make reduce turnover intention, Hospitals must be giving attention and appreciation to their employees with Open Communication, Family Gathering, and create make Clear system reward to Employee.

Keywords—*perceived organizational support, job satisfaction and turnover intention*

I. INTRODUCTION

In the health news published in Radar Bekasi [1] there was an increase in the number of hospitals to 64 hospitals. the challenge of quality service in Indonesian Hospitals is in line with the development of the business world in the current service sector. Making the sixth Indonesian Non-Government Hospital Association (ARSSI) hold a series of annual agendas in the form of a national seminar VI, this time carrying the theme "Challenges of Indonesian Hospitals in the Industrial Age 4.0 and Universal Health Coverage". Rapid changes in industry 4.0 triggered creative ideas of technology and services that made disruption or fundamental changes in the future

survival of the nation's children [2]. The management of Rawalumbu hospital is encouraged to create improvements in all areas of service so that it can quickly respond to the needs of modern society and in accordance with the demands of the current era. The hospital has become a place for smart and safe treatment services in overcoming disruptive situations (disruption) and running global health coverage or Universal Health Coverage (UHC) which is a boost in the future. in this case, financial difficulties are not an excuse for not being able to seek treatment.

This is helped by providing quality health services and easy access for those seeking treatment. Various efforts that must be made are starting from improving professional and appropriate services, safety with quality control and expenditure of funds and adequate facility support. The management system must be changed so as to reduce the use of natural resources and personal wealth (environmentally friendly), the method of carrying out the work of the hospital in accordance with the target of the business being carried out. Management of human resources (HR) who are capable and easily adjust to the circumstances and information systems where medical treatment changes in function towards changes in electronic information. Noe et al [3], said that human resources (HR) are very influential in order to realize competition and overall business performance.

Because, HR is one of the centers of attention in the business world, namely ensuring the existence and implementation of all organizational desires. The Ministry of Health has informed through Law 44 of 2009 [4], that hospitals are health care institutions for the people with their own characteristics that are influenced by the advancement of health science, technological developments, and social and economic life of the people who are certainly still able to provide quality services that are affordable and affordable for the people to ensure optimal health levels. Quality services will be realized in hospitals if the human resources experience scientific progress in accordance with the times. Quality services will be realized if management and employees make the best contribution.

In line with the results of our interview with a hospital employee who stressed the need for clear appreciation and attention to be able to encourage the efforts of employees to be able to give their best performance. One of them is the management of Turnover Intention which has become a polemic in almost all hospitals. We chose Rawalumbu Hospital as a research site because it is in Bekasi and is the largest hospital in the Rawalumbu sub-district of Bekasi City, so that it can represent the population of private hospitals in Bekasi City. The Gillies method [5] explains that labor turnover is considered standard at 5 -10% per year, if it exceeds 10% it is declared high. The following is the data on the admission and turnover of hospital health personnel for the period of 2016 to 2019 at Rawalumbu hospital:

TABLE I. NUMBER OF EMPLOYEES TURNOVER DURING 2016 – 2019

Year	Total Employees	Employees		Percentage (%)
		in	out	
2016	264	60	74	29
2017	262	39	41	15
2018	225	36	73	22
2019	230	45	41	19

Source: Head of Bekasi Private Hospital HR Department (2019)

Figure in table 1, shows the range of high employee turnover developments from 2016 to 2019 (until September). Employee turnover has led to an increase over the past three years. The highest turnover index number occurred in January 2016 with a total of 74 people, then the number of two in 2018 which amounted to 73 people. Hospitals that have employees with high Turnover Intention can result in performance decreasing, due to the low ability to carry out tasks properly. So that the resulting task can damage the image of the hospital and finally the hospital management does not have competent paramedics to their duties and need to hold new training again [6]. The work left by paramedics is a loss that must be borne by the policy bearers in the hospital [7].

This research is very important in order to find out the causes of the number of Turnover Intention in hospitals and to reduce spending, as well as the negative impact on hospital management. Turnover Intention (IT) has many factors, including Perceived Organization Support (POS), but lack of focus in analyzing [8]. Organizational support theory is the way employees look at how hospital management provides valuable use and Job Satisfaction commitments and a slight effect on them leaving the organization [8]. Eisenberger and Huntington [9], said Perceived Organization Support described employees as forming global trusts related to how much organizations care about the welfare and values they contribute. According to the results of Ahmed Imran Hunjra [10] research, it is revealed that Perceived Organization Support indirectly helps satisfied employees to remain with the organization. Ahmed Imran Hunjra [10] has conducted research and successfully presented evidence that Perceived Organization Support and Job Satisfaction have a negative and significant correlation with Turnover Intention. Meanwhile, Perceived

Organization Support has a positive and significant effect on employee job satisfaction. Job Satisfaction is a subject that is widely studied in organizational behavior, HR management and organization [11]. An unfavorable psychological climate can cause low employee Job Satisfaction [12]. Job Satisfaction results of research experts find and develop, but there are differences in perception from the results of individual Job Satisfaction assessment [13]. Then Handoko [14] suggested that Job Satisfaction is a condition of touching pleasant or disappointed feelings in employees regarding their work activities. Job Satisfaction often proves to be one of the reasons employees terminate employment [7].

Salleh et al [15] and Salleh et al [16] found Job Satisfaction to have a negative and significant effect on Turnover Intention. The results of Mahdi et al [7] also stated that there was a negative influence between Job Satisfaction and Turnover Intention, where employees who achieved Job Satisfaction would try to remain in the company. So, in this research the writer will look at the extent of the effect of Perceived Organizational Support on Turnover Intention with Job Satisfaction as a mediating variable, which is different from the research of Liu et al [17] which observes how the effect of workplace violence on Turnover Intention with Perceived Organizational Support, Job Satisfaction as a mediating variable.

A description of the results of research by Simone et al [18] about observing the role of Job Satisfaction in Turnover Intention in nurses and patients, while the results of research conducted by Zhang et al [19] only see the influence of Professionals Identity towards Turnover Intention with Job Satisfaction as a mediating variable. This research involves employees as respondents who will be conducted at Rawalumbu Hospital in Rawalumbu Sub-district, Bekasi City.

II. LITERATURE REVIEW

A. Perceived Organization Support (POS)

In exploring employee relations with organizations, many studies have focused their attention on Perceived Organizational Support which is defined as the general impression of health workers about the extent to which their organizations value their contributions and care for their well-being [20]. The study found that employees with high Perceived Organizational Support, suffered less stress at work and were more likely to return to work recovered more quickly [21]. High Perceived Organizational Support is positively related to performance [22].

B. Job Satisfaction (JS)

According to Locke [23] Job Satisfaction is a pleasant emotional state that results from evaluating one's work as an achievement or facilitating the achievement of one's work values. The results of employees' impressions of the extent to which their profession gave rise to something that was valuable was Job Satisfaction [24].

C. Turnover Intention

Malna et al [25] explain the willingness to move as an individual's tendency to actually leave an organization. According to Noe et al [3] avoiding work situations by unsatisfied individuals is a series of attitudes taken to withdraw from work responsibilities. So Turnover Intention is described as a voluntary willingness to stop working from one work place to another at their own choice [26].

According to Agung et al. [27] states Turnover Intention refers to the conscious and deliberate desire to leave the organization. Human resources expert [3] argues that turnover is formed from a level of dissatisfaction that occurs continuously which is then triggered by disruptive events in the workplace that encourage employees not to get along with others (e.g. disputes with superiors or coworkers) or who encourage employees to engage in unhelpful activities outside of work because they eliminate an unpleasant atmosphere (alternative to coming home from work).

D. Hypothesis Development Research

According to Liu et al [17] conducted a study that Perceived Organizational Support had a significant negative impact on turnover intentions. Hospitals must understand the importance of Perceived Organizational Support and establish a reasonable incentive system to reduce Turnover Intention. The contribution of Perceived Organizational Support will greatly reduce the willingness of health workers to leave the hospital [28].

H1: There is a negative and significant effect of Perceive Organization Support on Turnover Intentions.

Isnan [29] Stated Job Satisfaction is one important factor that can motivate employees. Loyalty can be felt if health workers have satisfaction at work. The research results of Sheela [30] showed that Perceived Organizational Support had a positive and significant effect on the Job Satisfaction of health workers.

H2: There is a positive and significant effect of Perceive Organization Support on Job Satisfaction.

Emotional responses that lead to various aspects of one's career are a description of Job satisfaction according to Friberg and Creasia [31]. Anderson and Swaminathan [32]. Achievement of hospital targets is a good effect of the increase in Job Satisfaction of health workers which affects performance in working in hospitals.

H3: There is a negative and significant effect Job Satisfaction on Turnover Intention.

Job Satisfaction is an emotional behavior in loving and feeling pleasure towards work, according to Sutanto and Gunawan [33], all of this is reflected in work ethic behavior, discipline, and work performance. While Robbins and Judge [34] and Pratiwi [35], Said that Job Satisfaction is a personal attitude towards personal work. Where in the work it is certain to interact with superiors and coworkers, and of course follow

the work rules and hospital policies attached to a health worker. Research conducted by William [36] says Perceived Organizational Support has a direct effect on Turnover Intention.

H4: There is a negative and significant effect of Perceive Organization Support on Turnover Intention mediated by Job Satisfaction.

III. METHODS

Population in this study conducted in September to December at the Private Hospital located in Bekasi is a health worker, consisting of: doctors, nurses, midwives, operators, pharmacy staff, admin / and others. Sampling itself is carried out using the Slovin method, after being entered into the Slovin formula, so that the minimum number of samples is 146 (one hundred forty-six) [37]. The number of questionnaires distributed was 300. The questionnaires returned were incomplete by prospective respondents as many as 9 (nine) and 15 (fifteen) returned but were not filled in, so that the questionnaires that had been returned to the author and filled out were 206 (two hundred and six).

IV. RESULTS AND DISCUSSION

A. Results

1) *Hypothesis testing*: The results of data processing are carried out to test the hypothesis, as described in Table 2 below:

TABLE II. PATH COEFFICIENTS (MEAN, ST.DEV, T-VALUES)

Hypothesis	Original Sample (O)	t-statistics	Decision
H1: There is a negative and significant effect of Perceive Organization Support on Turnover Intentions.	-0.270575	1.986809	Negative and significant
H2: There is a positive and significant effect of Perceive Organization Support on Job Satisfaction.	0.355793	3.385045	Positive and Significant
H3: There is a negative and significant effect Job Satisfaction on Turnover Intention.	-0.178568	1.150593	Negative and significant
H4: There is a negative and significant effect of Perceive Organization Support on Turnover Intention mediated by Job Satisfaction.	-0.9439	0.08	Negative and significant

[Source: Results of data processing with Smart PLS 2.0, Dec 2019]

B. Discussion

Hypothesis Testing 1: Effect of Perceived Organizational Support on Turnover Intention. Based on the results of data processing for testing the effect obtained negative original

sample value = -0.27 and a significance value (t-statistic value) of 1.98. So that shows that Perceived Organizational Support has a negative and significant effect on Turnover Intention. Thus, the first hypothesis is accepted.

Hypothesis Testing 2: The Effect of Perceived Organizational Support on Job Satisfaction. Based on the results of data processing for testing the effect obtained positive original sample value = 0.355 and the significance value (t-statistic value) of 3.38. So that shows that Perceived Organizational Support has a positive and significant effect on Job Satisfaction. Thus, the second hypothesis is accepted.

Hypothesis 3 Testing: Effect of Job Satisfaction on Turnover Intention. Based on the results of data processing for testing the effect obtained positive original sample value = 0.17 but the significance value (t-statistic value) of 1.15 (smaller than z-table 1.96). So that shows that Job Satisfaction has a negative but not significant effect on Turnover Intention. Thus, the third hypothesis is rejected.

Hypothesis Testing 4: The Effect of Perceived Organizational Support on Turnover Intention through Job Satisfaction. Based on the results of data processing for testing the effect of mediation from Job Satisfaction, the z-calculated value = -0.943 (greater than z-table = 1.96) with a positive coefficient = 0.08. So that shows that Job Satisfaction mediates a positive but insignificant influence Perceived Organizational Support on Turnover Intention. Thus, the fourth hypothesis is rejected.

V. CONCLUSION

Based on the findings and testing of hypotheses that have been explained, several conclusions can be drawn from the results of this study: (1) There is a negative and significant effect of Perceived Organizational Support on Turnover Intention. (2) There is a positive and significant effect Perceived Organizational Support on Job Satisfaction (3) There is a negative but not significant effect of Job Satisfaction on Turnover Intention. (4) And there is a negative and not significant influence of Perceived Organizational Support on Turnover Intention through Job Satisfaction.

The results of this study helps management to determine the direction of policy towards the management of human resources, especially in the field of health services to reduce Turnover Intention and provide attention and care through Perceived Organizational Support to employees who provide health services such as Hospitals, which is it become a major factor of moving forward in fierce business competition.

Suggestions that can be given to future researchers to add more supporting variables that form the Solid Organization, so that it enriches the findings about the factors that influence the Turnover Intention, for example with the variable Organization Commitment, Job Satisfaction [7] and Organizational Justice. This research was conducted only on health services industry such as hospitals, perhaps future researchers could further

develop other research on other service industries, manufacturing industries, and others.

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