



Preserving the Pillars of Healthcare: Unearthing the Dynamics of Job Satisfaction, Compensation, and Career Progression in Combatting Turnover

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Abstract. Mobley (2011) declared three turnover intention indicators: thoughts of quitting, desire to go (choice to finish), and desire to find another job. This theory said work environment and job satisfaction can also affect turnover intention. Employee turnover at Rampal Celaket Public Primary Healthcare exceeded expectations in 2019 and 2020. This study examined the relationship between the work environment, job satisfaction, and the intention to leave the organization in the healthcare field. It was a cross-sectional study and used questionnaires for the health workers. A referent multivariate analysis was performed on all 35 respondents. Bivariate analysis showed no correlation between work environment and employee turnover intention, while job satisfaction had a significant negative correlation ($\beta -0.3$, $p 0.001$). In multivariate analysis, employee turnover intention was negatively correlated with salary ($\beta -0.407$, $p 0.003$) and career path ($\beta -0.384$, $p 0.005$). Higher job satisfaction reduces health workers' turnover intentions at Rampal Celaket Public Primary Healthcare. Salary is the job satisfaction sub-variable that most predict workers' turnover intentions. Thus, higher pay and career paths reduce health workers' turnover intentions. Gender is most associated with turnover intention among respondents.

Keywords: job satisfaction, salary, career path, turnover intention, health workers

1. Introduction

According to the World Health Organization, there is a projected deficit of 15 million healthcare professionals by 2030. The issue of insufficient licensed professionals is a recurring problem that has garnered significant attention on a global scale, prompting thorough investigation and analysis. The achievement of strategic objectives that seek to promote employment, enhance working conditions, and retain nurses is contingent upon identifying factors contributing to their turnover. Recently, during the COVID-19 pandemic, health workers face unusual stressors such as massive responsibility, illness exposure, moral issues, work rudeness, hopelessness, distancing from family, and isolation. They play a vital role throughout the pandemics of acute infectious diseases in health services (1). As a result, this study aimed to determine perceived occupational turnover intention among health workers. Human resources have been proven to help companies succeed. Managing good human resources and quality human resources affects a health organization. Information on employee turnover can be a good indicator of how well a company works its human resources (2).

The Indonesian government provides Puskesmas, or public primary healthcare, in all sub-districts, including Rampal Celaket Public Primary Healthcare. The Puskesmas works to improve community health in its working area. All Puskesmas must perform Individual Health Efforts (UKP) and Community Health Efforts (UKM) to achieve this function (3). Puskesmas, a health facility offering community healthcare services, should be shielded from Human Resources (HR) intervention. The organization of human resources is a crucial aspect of human resource management, particularly in the context of Puskesmas, an institution dedicated to providing health services (4).

Indonesia has the third-highest turnover rate in the world at 25%. Healthcare is one of the top two high-turnover industries. Health workers at Puskesmas facilities in Indonesia have high turnover. Coordination of reviews in several Indonesian regions showed that Puskesmas turnover increased from 20% to 35%. This exceeds the typical 5-10% annual health worker turnover rate (5). Rampal Celaket Public Primary Healthcare had a high 17 and 20 percent turnover rate in 2019 and 2020. According to a study, for every departing or retiring healthcare worker, the industry must spend up to \$2.7 million (6). Discuss turnover, which is a behavior that has already occurred. Work environment factors and job satisfaction are two factors that can impact turnover intention (7). This study was conceptually grounded in Mobley's theory of turnover intent.

TABLE I. Health Workers Turnover Data in Rampal Celaket Public Primary Healthcare

Year	Number of Health Workers				Turnover Rate
	In	Out	Early of the Year	End of the Year	
2019	6	6	35	35	17%
2020	7	7	35	35	20%

2. Method

This was a cross-sectional quantitative study. The study ran from May to July 2021 at Rampal Celaket Public Primary Healthcare. Within this study's population were 35 health workers, including 27 government health workers and eight private health workers. This study used total sampling to determine research respondents because Rampal Celaket Primary Healthcare has 35 health workers or a population of less than 100.

The turnover intention scale by Mobley (2011) was adapted for this study. Rampal Celaket, a Public Primary Healthcare employee, filled out questionnaires with a dependent variable (work environment and job satisfaction) and an independent variable (intention to leave the job). This research hypothesizes that work environment and job satisfaction influence Rampal Celaket Public Primary Healthcare employee turnover intention. The presented questionnaire consists of 42 questions, 12 of which pertain to the work environment (X1), 20 to job satisfaction (X2), and 10 to turnover intent (Y). The State Polytechnic of Health Malang approved this study to proceed with a register number of 149/KEPK-POLKESMA/2021 on May 18, 2021.

3. Statistical Analysis

The researcher helped each respondent fill out the questionnaire to reduce bias toward each question's meaning. This study used univariate, bivariate, and multivariate data analysis. Univariate analysis determined variable frequency distributions—Xn-Y correlation analysis using bivariate analysis and a simple linear regression test. Simple linear regression analysis predicts X-Y correlation. $Y = \alpha + bX$ is the formula for simple linear regression. After the reversal, calculate r_{YXn} as a t-test and compare it to 5% t tables to determine correlation strength. The t count must exceed the t table to determine alpha n% correlation power.

In this study, multiple linear regression predicts the dependent variable (Y) value with two X variables. The equation for multiple linear regression is $Y = \alpha + b_1 X_1 + b_2 X_2$. Before performing the multiple linear regression test, the data must pass the classical assumption tests: normality, multicollinearity, heteroscedasticity, and autocorrelation (time series data) (9). Once the regression is done, find the value of R^2 . Then, do the F test and compare it to the 5% F table. If the calculated F is larger than the F table, the correlation is significant at the 5% alpha level. (10).

4. Result

In Malang City, one of the health care centers is at Simpang Kasembon Street, Number 05, Rampal Celaket Village, Klojen District. It is called Rampal Celaket Public Primary Healthcare. The land that makes up Rampal Celaket Primary Healthcare is 19.41 km². As of 2020, estimates place the total population of the working area at 20,541; this includes 9,046 males and 11,495 females. The functional scope of Rampal Celaket Primary Healthcare includes Samaan, Rampal Celaket, and Klojen villages.

This study's participants are all Rampal Celaket Public Primary Healthcare health workers with any characteristics based on age, gender, education, marital status, employment status, and employment experience. Characteristics of participants will be described in the following table.

TABLE II. Characteristics of Study Participant in Rampal Celaket Public Primary Healthcare

Characteristics	N	%	P
Age			0.01
< 40 years	22	62.86	
≥ 40 years	13	37.14	
Gender			0.00
Male	11	31.43	
Female	24	68.57	
Education			0.00
Senior High School	2	5.71	
Diploma	19	54.29	
Bachelor	13	37.14	
Master	1	2.86	
Marital Status			0.117
Married	27	77.14	
Not married	8	22.86	
Employment Status			0.529
Government health workers	27	77.14	
Private health worker's	8	22.86	
Employment Experience			0.00
< 1 years	6	17.14	
1–5 years	7	20	
> 5 year	22	62.86	

Table II above shows Rampal Celaket Public Primary Healthcare study participants' characteristics and turnover intention correlation at 95% significance. Most participants are aged < 40 (62.86%), with significant turnover intention. In the study, 24 women (68.57%) had high turnover intentions. Diplomas (54.29%) dominate health workers' final education, with high turnover intention. Marriage and low turnover intention characterize most health workers (77.14%). Government employees with low turnover intention comprise 77,14% of Rampal Celaket Public Primary Healthcare health workers. The table shows 21 health workers (62,86%) have worked there for over five years, with significant turnover intention.

A. Correlation Between Work Environment (X1) and Health Workers Turnover Intention (Y) in Rampal Celaket Public Primary Healthcare

As per the analysis results through the frequency distribution regarding the work environment variables, the obtained minimum score is ten, and the maximum score is 50, with a mean of 30 and a standard deviation of 6.67. There are ten questions on work environment, and each number has a score of 5, 4, 3, 2, and 1; also, three work environment categories include low, medium, and high. The work environment has three non-physical sub-variables: the physical environment and facilities. No physical environment describes the conditions of convenience, communication, cooperation, supervision, and leadership among health workers. Humidity, noise, sanitary, and hygiene are the subjects of the physical environment sub-variable. The last component of facilities as work environment sub-variable is that all the stuff and hardware can be used to support their daily job. 54.3% of respondents felt that the facilities and working atmosphere at the Rampal Celaket Public Primary Healthcare were supportive but not entirely appropriate. In comparison, 45.7% thought the facilities and working atmosphere at the Rampal Celaket Public Primary Healthcare were to their needs. So,

As shown in Table 1.4, it is known that there is no correlation between non-physical work environment (X1.1), physical work environment (X1.2), and work facilities (X1.3) toward turnover intention (Y) at a significance value of 95%, because the t-value is more minor than 2.035.

B. Correlation Between Job Satisfaction (X2) and Health Workers Turnover Intention (Y) in Rampal Celaket Public Primary Healthcare

According to the results of the analysis of job satisfaction, the obtained minimum score is 17, and the maximum score is 85, with a mean of 51 and a standard deviation of 11.33. There are 17 job satisfaction questions, each with a score of 5, 4, 3, 2, and 1. Also, one and the three categories of job satisfaction include low, medium, and high. Job satisfaction is increased when job description, salary, interpersonal relationship, and career path are met. The majority of respondents, 60%, felt that all aspects of satisfaction could be met, in this case, the elements of satisfaction with the work, salary, co-workers, superiors, and promotions. The remaining 40% still needed to be satisfied with the job satisfaction aspect. So, most health workers (60%) feel all aspects are fulfilled.

The correlation between job satisfaction (X2) and health worker turnover intention (Y) at the Rampal Celaket Public Primary Healthcare is presented in the following table.

TABEL V. Result Test of Correlation Between Job Satisfaction and Health Workers Turnover Intention

Variable	T	Sig.	a	b	t table ($\alpha = 5\%$)	rYX _i
Job satisfaction (X _i)	-3.478	.001	37.80	-0.30	2.035	-0.518
Dependent variable: <i>turnover intention</i> (Y)						

Table V above shows that the regression equation of the job satisfaction variable (X2) with turnover intention (Y) is $Y = 37.80 - 0.30X_2$. The regression coefficient of 0.30 indicates that for every one-unit increase in X2, the predicted average Y will increase by 0.30 units. So, if the job satisfaction score (X2) increases by 1 point, it will increase the expected X2 score of 0.30. Furthermore, because the regression coefficient value is minus (-), it can be said that the direction of the correlation between X2 and Y is negative, which means that the higher the job satisfaction (X2), the lower the turnover intention (Y), and vice versa.

Meanwhile, to see the strength of the correlation between X2 and Y, the value of rYX2 is sought, and then a t-test is performed. Furthermore, as per the output above, it is known that the t-count value is -3.478. Since the t-count weight has been found, the next step is to find the t-table value. The formula for finding the value of the t-table is as follows.

$$\text{Value} / 2 \text{ (95\%)} = 0.05 / 2 = 0.025$$

$$\text{Degrees of freedom (df)} = N - 2 = 35 - 2 = 33$$

The value 0.025; 33 is then seen in the distribution of the t-table values; the t-table values obtained are 2,035 ($\alpha = 5\%$). Because the t-count value is 3.478, more significant than 2.035, there is a correlation between job satisfaction (X2) and turnover intention

(Y) at a significance value of 95%. The correlation strength between X2 and Y is expressed in $r_{YX2} = 0.518$.

Referring to the test results and interpretations above, it can be concluded that there is a correlation between job satisfaction (X2) and turnover intention (Y) of health workers at the Rampal Celaket Primary Healthcare with the form of correlation $Y = 37.80 - 0.30X2$ and the strength of correlation on the significance value of 95% and the condition of correlation is negative which means the higher the perceived job satisfaction, the lower the employee turnover intention. Meanwhile, job satisfaction has a sub-variable that correlates to turnover intention, including job description, salary, interpersonal relationship, career path, and supervisor, as presented in Table 1.6. This table describes that there is a significant correlation between salary (X2.2) and career path (X2.4) toward turnover intention (Y) at a significance value of 95% because the t-value is more remarkable than 2.035.

TABEL VI. Result Test of Correlation Between Sub-Variable of Job Satisfaction and Health Workers Turnover Intention

Variable	T	Sig.	a	b	t table ($\alpha = 5\%$)	$r_{YX_{2.1}}$
Job description (X _{2.1})	-.939	.355	24.39	-0.39	2.035	-.161
Salary (X _{2.2})	-4.230	.000	31.43	-1.73	2.035	-.593
Interpersonal relationship (X _{2.3})	-1.623	.114	27.02	-0.51	2.035	-.272
Career path (X _{2.4})	-3.041	.005	26.80	-0.59	2.035	-.468
Supervision (X _{2.5})	-1.419	.165	24.32	-0.52	2.035	-.240

Dependent variable: *turnover intention* (Y)

The correlation is negative, which means the higher the salary and career path, the lower the health worker's turnover intention. Meanwhile, job description (X2.1), interpersonal relationship (X2.3), and supervision (X2.5) do not have a significant correlation toward turnover intention (Y) at a significance value of 95% because the t-value is more minor than 2.035.

According to the results of the salary analysis, the obtained minimum score is two, and the maximum score is 10, with a mean of 6 and a standard deviation of 1.33. Meanwhile, the career path analysis results obtained a minimum score of 3 and a maximum score of 15, with a mean of 9 and a standard deviation of 2. There are three salary and career path categories: low, medium, and high. On compensation, 83% of respondents are in the high class, and 17% are in the medium category. The salary of private health workers is the same as minimum wage, as much as Rp2.970.502,73. However, meanwhile, government health workers adjusted to their class. On career path, 86% of respondents were in the high category, and 14% were in the medium category.

C. Health Workers Turnover Intention (Y) in Rampal Celaket Public Primary Healthcare

The analysis of turnover intention obtained a minimum score of 7 and a maximum score of 35, with a mean of 21 and a standard deviation of 4.67 in this study. There are seven turnover intention questions, each with a 5, 4, 3, 2, 1 score. The turnover intention

category includes low, medium, and high—the majority of respondents, 65.70%, are in the medium category and 31.40% in the low sort. Only 2.9% of respondents are of the ordinary kind. A high class, which means if health workers want to change jobs, is higher. If they want to change jobs, the medium category is high enough. Meanwhile, low class means it is small if health workers want to change careers. So, most health workers (65.7%) in the Rampal Celaket Public Primary Healthcare have a medium turnover intention. The multivariate analysis of health workers based on significant characteristics of respondents (age, gender, education, and employment experience) and significant sub-variables of job satisfaction (salary and career path) toward turnover intention is presented in Table VII.

TABEL VII. The Multivariate Analysis Between Significant Sub-Variable and Health Workers Turnover Intention

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.641	3.441		12.391	.000
	Age	-.640	.900	-.092	-.712	.483
	Gender	-3.225	.866	-.445	-3.725	.001
	Education	-.034	.639	-.006	-.053	.958
	Employment experience	-.847	.585	-.193	-1.449	.158
	Salary (X _{2.2})	-1.185	.359	-.407	-3.306	.003
	Career path (X _{2.4})	-.487	.161	-.384	-3.032	.005
Dependent variable: turnover intention (Y)						

Based on the table, it is known that there is a most significant correlation between gender as a characteristic of respondents and salary (X_{2.2}) as a sub-variable of job satisfaction toward turnover intention (Y) at a significance value of 95%.

5. Discussion

Mobley's theory of turnover intention states that turnover intention is influenced by four factors: individual characteristics, work environment, job satisfaction, and organizational commitment. Supervisor support is an integral component of the work environment and is critical in promoting workplace health. This may improve employee health and well-being (Hämmig, 2017). However, according to research conducted by Anderson, Fitri, and Marhadi (2017) and Widayati, Widjaja, and D (2019), the work environment has a significantly negative effect on turnover intention, which means that the more satisfied the work environment, the reduced the employee turnover intention. Employees who feel a comfortable work environment will have a good impact on the organization itself and cause the turnover intention to be lower (13). This finding is supported by Lee et al. (2016), who found that the work environment variable positively relates to employee turnover intention.

The work environment is a work plan in which the atmosphere interacts in a predictable pattern; each has specific characteristics and values about the organization that cannot be split from the environment in which the organization is located, with the human being at the center point of everything (15). Maglalang found that workplace flexibility was important in lowering burnout, leading to higher stated intention to leave rates. Especially amid a pandemic, it is crucial to evaluate healthcare workers' attitudes toward and experiences with workplace flexibility to enhance patient care and their health (Maglalang, et al., 2021). In this case, the work environment is everything around health workers, including a supportive work atmosphere and complete facilities obtained by health workers of the Rampal Celaket Public Primary Healthcare that affect health workers directly or indirectly.

Low, medium, and high categories were used to classify the work environment variables in this study. If Rampa Celaket Public Primary Healthcare's facilities and working atmosphere are conducive to meeting patients' needs, they deserve a high rating. Supportive facilities and an appropriate work environment fall into the moderate category. If they feel the facilities and work atmosphere could be improved or better suit their needs, they should give it a low rating. Most health workers (54.30%) at Rampal Celaket Public Primary Healthcare believed that the workplace environment and facilities were supportive but needed to be improved. This demonstrates the importance of enhancing the working conditions and workplace flexibility at Rampal Celaket needed to improve Primary Healthcare and reduce the likelihood of future employee turnover.

Mobley's theory of turnover intention states that several factors, including job satisfaction, influence turnover intention. This theory is supported by Mosadeghrad's research, in which employee job satisfaction can impact the choice to change jobs (16). It is similar to the study conducted by Yamazakia and Petchdee (2015) in Thailand and Mahdi et al. (2012) in Malaysia, which found a negative relationship between job satisfaction and turnover intention, implying that the higher the level of job satisfaction, the lesser the willingness of job-quitting purpose.

Employee perceptions of how well their work provides things that are considered necessary define job satisfaction (19). Job satisfaction here is the work achievement that affects whether or not someone has worked in the company for a long time. The indicators used to measure job satisfaction are the job description, salary, opportunities or promotions, supervisors, and co-workers.

The job satisfaction variables in this study were categorized into 3: low, medium, and high. The job satisfaction category is increased if the fulfillment of all aspects of pleasure can be met, in this case, the elements of satisfaction with the work, salary, co-workers, superiors, and promotions. Low category if the fulfillment of job satisfaction could be better. The type of moderate satisfaction can be interpreted as the respondent still needs to be fully satisfied with the element of job satisfaction. Based on the research results, the majority (60%) of employees in this study felt that all aspects of job satisfaction (the job description, salary, co-workers, superiors, and promotions) had been fulfilled.

The categorization of the turnover intention variable in this study was divided into 3, namely low, medium, and high. The turnover intention category is increased if the respondents strongly desire to change jobs or units. The medium type is if the respondents have moderate or high enough desires to change employment or units. The low class is if the respondents have a standard or little desire to change jobs or units. Based on the study results, it can be concluded that the turnover intention of health workers at the Rampal Celaket Public Primary Healthcare is included in the medium category (65.7%).

We performed a simple linear regression test between job satisfaction and health worker turnover intention at the Rampal Celaket Public Primary Healthcare. The statistical results showed a significantly negative correlation between job satisfaction and employee turnover intention. The development of the study is consistent with similar findings (12,20–24) researches.

Regarding the relationship between the socio-demography factors and health workers' turnover intention, the multivariate result showed that gender was most related to turnover intention at Rampal Celaket Public Primary Healthcare, even though there are fewer male employees at Rampal Celaket Public Primary Healthcare than female employees. Their TOI eigenvalue (1.984) is higher than that of female health workers (0.016). According to Oh and Kim (2019), one factor influencing turnover intention in Korean physicians is gender, with male health workers having 46.2 % more potential turnover than female health workers. He et al. (2020) revealed a related study, which explained that male primary health workers, younger, more educated, unmarried, and worked in rural areas, had high employee turnover tendencies.

Furthermore, the analysis of the sub-variable of job satisfaction on health workers' turnover intention at the Rampal Celaket Public Primary Healthcare showed that there was a significant negative correlation between salary and employee turnover intention, which means the higher the salary, the lower the turnover intention of the employees at Rampal Celaket Public Primary Healthcare.

According to Maslow's Hierarchy of Human Needs Davison et al. (2021), salary falls into the first (lower) level, often referred to as deficiency needs, compared to the top level, known as growth needs. Higher wages became a determinant of the lower turnover intention of the employees, which might imply unsteady organizational management; even those healthcare human resources are under licensed protection and are relatively easy to find jobs to practice elsewhere. Maglalang published a study in 2021 that confirmed a correlation between wage and workers' job turnover. He found that the healthcare industry has a high turnover rate, especially for low-wage workers (129.1%). This is much higher than the 33.5% turnover rate among high-wage workers, such as nurses, within two years due to burnout and exhaustion. (Maglalang, et al., 2021). Another significant factor in Table 1.7, career path, may point out a feasible solution to retain employees at Rampal Celaket Public Primary Healthcare.

According to Herzberg's Motivation Two-Factor Theory (28), career path planning was classified as a motivation factor, which could increase job satisfaction while the presence of hygiene factors such as salary prevents job dissatisfaction. The research of Anggara et al. (2020) also pointed out that organizational factors such as

leadership style, compensation, working partner, and career planning influence turnover intention among health workers at SM Banyumas Public Hospital. Most respondents said they left the SM Banyumas Public Hospital due to more exciting and beneficial job opportunities. These findings follow Hidayah and Ananda's (2021) study at a private hospital in Yogyakarta, which discovered that compensation and professional growth significantly affected nurses' intention to leave. As mentioned above, turnover intention will emerge due to the organization's various environmental representations. Lack of income, work stress, job dissatisfaction, burnout, career path, organizational unfair commitment, and unequal rewards are all factors that influence and motivate this will (31).

In addition, Nguyen and Tran (2021) did a study in Vietnam on job satisfaction and turnover intention among preventive medicine workers. According to the study, the demographic factors influencing turnover intention are age, marital status, education level, professional degree, and length of employment at the current center. Furthermore, according to this study, job satisfaction is the most powerful predictor. Resolving the aspects of job satisfaction that received the lowest ratings may aid employee retention in the preventive medicine system. Thus, Rampal Celaket Public Primary Healthcare researchers can support the assertion that job satisfaction, salary, and career path are factors managers of healthcare facilities should consider to reduce the prevalence of turnover intention in health workers.

6. Conclusion

There is an association between job satisfaction and health workers' turnover intention at Rampal Celaket Public Primary Healthcare; the higher the perceived job satisfaction, the lower the health workers' turnover intention. The salary correlates most with health worker turnover intention, especially regarding job satisfaction. So, the higher the pay and career path, the lower the health worker's turnover intention. Based on the characteristics of respondents, gender is most related to turnover intention.

The analysis results on the work environment variable remain in the moderate range; in this case, it is expected to improve the employee working conditions. It can be accomplished by providing comprehensive other facilities to assist employees in their duties. This aims to increase worker comfort so that community services can be delivered optimally and their goal of creating the highest level of public health can be realized.

There are two limitations to this study. First, the study was limited to the Rampal Celaket Public Primary Healthcare, resulting in limited generalizability. Second, the study only gathered data on turnover intention based on two variables: work environment and job satisfaction. Despite the study's findings that turnover intention remains in the moderate range, the researchers expected that, in this case, Rampal Celaket Public Primary Healthcare's management could reduce employee turnover intention while maintaining job satisfaction and providing a comfortable environment to each employee.

7. Conflict of Interest

The author(s) declared no conflict of interest.

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