

Original Research Article

**THE EFFECT OF TURNOVER INTENTION ON EMPLOYEE PERFORMANCE
AT NAHDLATUL ULAMA HOSPITAL TUBAN**

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ABSTRACT

Introduction. The problem in this study is the employee turnover rate of at Nahdlatul Ulama Hospital Tuban which is still above the predetermined standard of 5%, while the turnover value in 2021 is an average of 7.44%. Turnover is often used by employees to get or look for better conditions, but this can cause losses for the organization they leave. The purpose of this study is to analyze the effect of Turnover Intention on the performance of honorary employees at at Nahdlatul Ulama Hospital Tuban. **Methods.** This type of research is analytic research, with a cross sectional design. Sampling technique using proportional random sampling obtained a sample of 71 employees. The analytical technique used is Kendall Tau correlation to determine the correlation between variables independent (turnover intention) and variables dependent (employee performance). **Results.** The results showed that the value of the Turnover Intention of honorary employees at the Tuban Hospital was included in the medium category and employee performance was also included in the medium category, while the T test showed that the value of sig 0.008 < 0.05, which means H₀ is rejected, which means that there is an effect of Turnover Intention on performance. honorary employees and Kendall's correlation value of 0.290 is said to have a weak relationship. **Conclusions and suggestions.** Based on the results of the study, it can be concluded that there is an effect of Turnover Intention on the performance of honorary employees at Nahdlatul Ulama Hospital Tuban Tuban, the advice given to at Nahdlatul Ulama Hospital Tuban is to give rewards to employees who excel, vacation bonuses, and appropriate compensation for employees.

Keywords: Honorary Employee, Performance and Turnover intention

INTRODUCTION

Hospital is a health service institution that provides complete individual health services including promotive, preventive, curative and rehabilitative services by providing inpatient, outpatient, and emergency services (Law RI No. 44 of 2009).

One of the problems for human resource management or that almost all organizations encounter is turnover. Turnover is an event where employees move from an organization and is usually a last resort. Turnover is often used by

employees to get or look for better conditions, but this can cause losses for the organization they leave (Rajaratnam, 2020).

A high turnover rate will have a negative impact on the organization, such as creating instability and uncertainty about labor conditions and increasing human resource costs, namely in the form of training costs that have been invested in employees to recruitment and retraining costs. High turnover also makes the organization ineffective because the company loses experienced employees and needs to retrain new employees.

According to Satyaningrum & Djastuti (2020), the turnover rate in a hospital normally ranges from 5% -10% per

year, it is said to be high if the turnover rate is more than 10% per year. The discharge of employees from the hospital can have an unfavorable impact, such as causing disruption of the health service process provided to patients. Where the exit of an employee means that there is a vacant position and must be filled immediately.

The occurrence of turnover begins with the emergence of a desire to change jobs (turnover intention) by employees. This desire arises when employees are still working at the company and is influenced by many factors. According to Mobley et al (1978) in Ridwan Suryo Pranowo (2016), the factors that influence the emergence of Turnover Intention are individual characteristics, work environment, job satisfaction, and organizational commitment.

According to research conducted by Alfatania Pandu Asmara with the title "The Effect of Turnover Intention on Employee Performance at Surgical Hospital Surabaya, the results of the study show that Turnover Intention has an effect on employee performance.

According to the research conducted by Murti Sumarni with the title "The Effect of Employee Retention on Turnover Intention and Employee Performance", the results of the research found that the first hypothesis was rejected, namely Employee Retention had no significant effect on Turnover Intention. Meanwhile, in the second hypothesis, Turnover Intention has no positive and significant effect on increasing performance. And the third

hypothesis there is a significant and positive relationship between Employee Retention and Performance.

Turnover which increases negatively has an impact on customer service, work production standards and profitability. The high value of Turnover Intention can have an impact on employee performance. Holzer, Stoll, and Wissoker (2004) in Alfatania Pandu Asmara (2017) state that employees reflect a high Turnover Intention by not fulfilling their duties and responsibilities at work. If the employee has committed to a certain behavior and forgets the main responsibility as an employee, it is certain that the employee's performance will be poor (Saeed et al., 2014) in Alfatania Pandu Asmara (2017). The higher the Turnover Intention, the worse the employee's performance (Jackofsky & Peter, 1983) in Alfatania Pandu Asmara (2017).

So from the above background, researchers are interested in conducting a study entitled "The Effect of Turnover Intention on Employee Performance at NU Tuban Hospital".

METHOD AND ANALYSIS

This type of analytical research is research that tries to explore how and why health phenomena occur. Then analyze the dynamics of the correlation between phenomena or between risk factors and effect factors. The effect factor is a result of the existence of a risk factor, while a risk factor is a phenomenon that results in an effect or influence (Notoatmodjo, 2012: 37).

This research design uses a cross sectional approach or can be called a cross-sectional study, which is a study to study the dynamics of the correlation between risk factors and effects, by approaching, observing or collecting data at one time. This type of research is analytic research, with a cross sectional design. Sampling technique using proportional random sampling obtained a sample of 71 employees. The analytical technique used is Kendall Tau correlation to determine the correlation between variables independent (turnover intention) and variables dependent (employee performance). This means that each research subject is only observed once and measurements are made on the status of the character or subject variable at the time of examination (Notoatmodjo, 2012: 37-38). The risk factors in this study are turnover intention, while the effect or risk in this study is the performance of honorary employees.

RESULT

1. Distribution of Turnover Intention Frequency Based on Thinking Of Quitting Indicator (Thinking of Quitting)

The results of the Turnover Intention frequency distribution based on the indicators of thinking about leaving the Tuban Hospital:

Table 1. Frequency distribution of respondents based on thinking about leaving

No	Thinking of leaving	Amount	Percentage (%)
1	Tall	17	23.9
2	Currently	35	49.3

3	Low	19	26.8
Total		71	100

Based on table 1 about the frequency distribution of respondents based on thinking about leaving, it shows that of the 71 respondents, respondents who thought about leaving the medium category occupied the highest proportion as much as 49.3% (35), and respondents who thought about leaving the high category occupied the low category as many as 23.9% (17). So it can be concluded that Turnover Intention based on the indicators of thinking to enter the medium category.

2. Distribution of Turnover Intention Frequency Based on Intention To Search For Alternatives Indicators (Looking for Alternative Jobs)

The results of the Turnover Intention frequency distribution based on the indicators of looking for alternative jobs at the Tuban Hospital:

Table 2 Distribution of Respondents Frequency Based on Looking for Alternative Jobs

No	Looking for Alternative Jobs	Amount	Percent age (%)
1	Tall	24	33.8
2	Currently	32	45.1
3	Low	15	21.1
Total		71	100

Based on table 2 about the frequency distribution of respondents based on looking for alternative jobs, it shows that of 71 respondents, respondents who are looking for alternative jobs in the medium category occupy a high proportion of 45.1% (32), and respondents who seek alternative jobs in low categories occupy a low proportion of 21.1% (15). So it can be concluded that

Turnover Intention based on indicators of looking for alternative jobs is in the medium category.

3. Distribution of Turnover Intention Frequency Based on Intention To Quit Indicator (Intention to Quit)

The results of the Turnover Intention frequency distribution based on the intention to leave the Tuban Hospital:

Table 3 Distribution of Respondents Frequency Based on Intention to Leave

No	Intention To Get Out	Amount	Percentage (%)
1	Tall	18	25.4
2	Currently	28	39.4
3	Low	25	35.2
Total		71	100

Based on table 3 on the frequency distribution of respondents based on their intention to leave, it shows that of the 71 respondents, respondents who intend to leave the medium category occupy the highest proportion of 39.4% (28), and respondents who intend to leave the high category occupy the lowest proportion of 25.4% (18). So it can be concluded that Turnover Intention based on the indicator of intention to enter and leave is in the medium category.

4. Results of the Frequency Distribution of Honorary Employee Performance Based on Quality Indicators

The results of the frequency distribution of the performance of honorary employees based on quality indicators at the Tuban Hospital:

Table 4 Distribution of Respondents Frequency Based on Quality

No	Quality	Amount	Percentage (%)
1	Low	9	12.7
2	Currently	55	77.5
3	Tall	7	9.9
Total		71	100

Based on table 4 about the frequency distribution of respondents based on quality, it shows that out of 71 respondents, respondents who have moderate work quality occupy the highest proportion as much as 77.5% (55), and respondents who have low work quality category occupy a low proportion of 9.9%. (7). So it can be concluded that the performance of honorary employees based on quality indicators is in the medium category.

5. Results of the Frequency Distribution of Honorary Employee Performance Based on Quantity Indicators

The results of the frequency distribution of the performance of honorary employees based on quantity indicators at the Tuban Hospital:

Table 5 Distribution of Respondents Frequency by Quantity

No	Quantity	Amount	Percentage (%)
1	Low	7	9.9
2	Currently	56	78.9
3	Tall	8	11.3
Total		71	100

Based on table 5 about the frequency distribution of respondents based on quantity, it shows that of 71 respondents, respondents who have a quantity in the medium category occupy the highest proportion of 78.9% (56), and respondents who have a quantity with a low category occupy a low proportion of 9.9% (7). So it

can be concluded that the performance of honorary employees based on quantity indicators is in the medium category.

6. Results of the Frequency Distribution of Honorary Employee Performance Based on Punctuality Indicators

The results of the frequency distribution of the performance of honorary employees based on punctuality indicators at the Tuban Hospital:

Table 6 Distribution of Respondents Frequency Based on Timeliness

No	Punctuality	Amount	Percentage (%)
1	Low	8	11.3
2	Currently	55	77.5
3	Tall	8	11.3
Total		71	100

Based on table 6 about the frequency distribution of respondents based on timeliness, it shows that of 71 respondents, respondents who have punctuality in the medium category occupy the highest proportion of 77.5% (55), and respondents who have timeliness in the low and high categories occupy the highest proportion. low as much as 11.3% (8). So it can be concluded that the performance of honorary employees based on punctuality indicators is in the medium category.

7. Results of the Frequency Distribution of Honorary Employee Performance Based on Effectiveness Indicators

The results of the frequency distribution of the performance of honorary employees based on effectiveness indicators at the Tuban Hospital:

Table 7 Distribution of Respondents Frequency Based on Effectiveness

No	Effectiveness	Amount	Percentage (%)
1	Low	9	12.7
2	Currently	57	73.2
3	Tall	10	14.1
Total		71	100

Based on table 7 on the frequency distribution of respondents based on effectiveness, it shows that of 71 respondents, respondents who have effectiveness in the medium category occupy the highest proportion as much as 73.2% (52), and respondents who have effectiveness in the low category occupy the lowest proportion as much as 12.7 % (9). So it can be concluded that the performance of honorary employees based on effectiveness indicators is in the medium category.

8. Results of the Frequency Distribution of Honorary Employee Performance Based on Independence Indicators

The results of the frequency distribution of the performance of honorary employees based on indicators of independence at RSNU Tuban:

Table 8 Distribution of Respondents Frequency Based on Independence

No	Independence	Amount	Percentage (%)
1	Low	10	14.1
2	Currently	56	78.9
3	Tall	5	7.0
Total		71	100

Based on table 8 about the frequency distribution of respondents based on independence, it shows that of the 71 respondents, respondents who have independence in the medium category occupy the highest proportion as much as

78.9% (56), and respondents who have independence in the high category occupy the low proportion as much as 7.0 % (5). So it can be concluded that the frequency distribution of the performance of honorary employees based on independence indicators is in the medium category.

9. Results of the Frequency Distribution of Honorary Employee Performance Based on Work Commitment Indicators

The results of the frequency distribution of the performance of honorary employees based on work commitment indicators at the Tuban Hospital:

Table 9 Distribution of Respondents Frequency Based on Work Commitments

No	Work Commitment	Amount	Percentage (%)
1	Low	5	7.0
2	Currently	54	76.1
3	Tall	12	16.9
Total		71	100

Based on table 9 on the frequency distribution of respondents based on work commitment, it shows that of the 71 respondents, respondents who have work commitments in the medium category occupy the highest proportion as much as 76.1% (54), and respondents who have work commitments in the low category occupy the lowest proportion as many as 7.0% (5). so it can be concluded that the frequency distribution of the performance of honorary employees based on work commitment indicators is in the medium category.

DISCUSSION

1. Turnover Intentionat RSNU Tuban

Based on research that has been carried out on temporary employees at the Tuban Hospital in 2021 regarding Turnover Intention by using 3 indicators, namely thinking about leaving, looking for alternative jobs, and intentions to leave, it shows that the Turnover Intention of honorary employees at RSNU Tuban is in the medium category. Of the 71 temporary employees there are 25.4% (18) employees with high Turnover Intention, 53.5% (38) employees with moderate Turnover Intention, 21.1% (15) employees with low Turnover Intention. So it can be concluded that the highest proportion of Turnover Intention is respondents with moderate Turnover Intention as many as 53.5% (38) employees.

The Turnover Intention value at RSNU Tuban shows a moderate average value, but will still have an impact on the organization. The impact that arises from the employee's Turnover Intention is in the form of positive and negative impacts. The negative impact due to Turnover Intention is the expenditure of costs for the employee re-recruitment process and if the employee who wants to leave the organization is a competent employee, the organization will lose assets in terms of human resources, while the positive impact is efficiency for the organization, namely if the organization benefits from increased performance. new employees which is greater than the recruitment costs borne by the organization (Abboud, 2021).

In addition, RSNU Tuban also obtained a high category turnover rate of

25.4% (18) employees due to several factors such as job satisfaction and other factors which were supported by the statement "I will leave this hospital if there is an offer from another company that pay more." This category is supported by the opinion of Mobley, Horner & Hollingsworth that job satisfaction affects a person's desire to leave the organization. Mobley et al's model explains that the process of leaving someone from a company begins with increasing job dissatisfaction from employees. This increases the desire to leave. This theory explains that the cognitive stage of an individual to quit begins with thinking about quitting.

According to Wiranti et al., (2021), Turnover Intention is the desire to change jobs or the desire to leave an organization in the form of quitting work or moving to another organization because they do not feel comfortable and want to get a better job. According to Harnoto (in Dharma, 2013) Turnover Intention is characterized by various things concerning employee behavior, including:

1. Increased absenteeism
2. Start lazy to work
3. Increase in violation of work rules
4. Increased protests against superiors

According to Mobley, turnover intention also affects several factors, including individual characteristics, work environment, job satisfaction and work commitment. While the factors that are influenced by Turnover Intention include workload, employee withdrawal costs, training costs, lost production during

employee turnover, a lot of waste due to new employees, triggering employee stress.

In the opinion of the researcher, employee turnover intention is influenced by many things. The most basic things are self or individual characteristics, job satisfaction, environmental conditions, organizational commitment and organizational culture. A high level of Turnover Intention can be indicated by the search for a new job, abuse of sick leave, and the use of long rest periods and also employees reflect a high level of Turnover Intention by not fulfilling their duties and responsibilities.

The researcher agrees with the theory proposed by Gruber & Mandriana (1994) in Alfania Pandu Asmara (2017). To retain employees and prevent the increase in Turnover Intention, several strategies are needed, including providing motivation, providing appropriate compensation for employees, the compensation provided is not only financial compensation, but also non-financial compensation. Extraordinary compensation that can be given to employees such as workplace safety and comfort, health insurance and vacation bonuses, improvement of the recruitment process can also be key in preventing employee turnover intentions and explaining real working conditions and recruiting employees with specifications that are in accordance with hospital wishes.

2. Performance of Honorary Employees at RSNU Tuban

Based on research that has been conducted on honorary employees at the Tuban Hospital in 2021 on the performance of honorary employees using 6 indicators, namely quality, quantity, timeliness, effectiveness, independence and work commitment, it shows that the performance of honorary employees at Tuban Hospital is in the medium category. Of the 71 temporary employees, there are 11.3% (8) employees with low performance, 73.2% (52) employees with moderate performance, 15.5% (11) employees with high performance. So it can be concluded that the frequency distribution of the performance of honorary employees with the highest proportion is respondents with moderate performance as many as 73.2% (52) employees.

In addition, RSNU Tuban also got the results of low category employee performance as many as 11.3% (8) employees due to several factors such as job satisfaction which was supported by the statement "My skills are not in accordance with my current job". Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important (Bwowe, 2020). Job satisfaction needs to motivate employees, with a clear division of tasks, praise for work, placement, treatment, equipment, and a good working environment.

According to Emeron Edison, performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements. The concept of performance basically can be seen from two aspects, namely employee performance and organizational performance. Employee performance is the result of individual work in an organization, while organizational performance is the totality of work achieved by an organization. the success of an organization is strongly influenced by employee performance (Kirana, 2022).

Performance is influenced by 11 factors, namely attitudes and mentality (work motivation, work discipline, and work ethic), education, skills, leadership management, income level, salary and health, social security, work climate, facilities and infrastructure, technology and achievement opportunities (Ali & Anwar, 2021). In addition, Simanjuntak (2005) in Suparno Eko Widodo (2015) also suggests that performance is influenced by 3 factors, namely the quality and ability of employees, supporting facilities, and super facilities.

In the opinion of researchers, performance is influenced by many things, the most basic thing is yourself, job satisfaction, work motivation and work environment. From the data obtained, performance problems, especially honorary employees, still have to improve performance because there are still those in the medium category and low category or the targets set by the hospital have not been met. Therefore it is necessary to have

attention or motivation and support from yourself, colleagues and superiors, in addition to the management of the Tk Hospital. IV can also provide rewards for outstanding employees as a form of appreciation to employees, rewards, improving working conditions so that employees feel safe and comfortable at work, so that performance can increase and the set performance targets can be achieved.

3. The Effect of Turnover Intention on the Performance of Honorary Employees at RSNU Tuban

Based on the results of the cross tabulation between Turnover Intention and performance of temporary employees, it is known that most of the respondents with moderate Turnover Intention also have moderate performance. This shows that the higher the Turnover Intention, the lower the employee's performance.

Based on research conducted at the Tuban Hospital in 2021, it is known that the magnitude of sig $0.008 < 0.05$, then H_0 is rejected, which means that there is an effect of Turnover Intention on the performance of honorary employees. The correlation coefficient of Kendall's Tau-b is 0.290. According to Sujarweni (2014) it means that the closeness between Turnover Intention to the performance of honorary employees is weak.

Performance plays an important role for hospitals. With high performance, the targets set by the hospital are met. Therefore, companies need to raise the

quality of employees to improve higher performance.

The influence of Turnover Intention on employee performance is supported by the statement of Holzer, Stoll, and Wissoker (2004) in Alfatania Pandu Asmara (2017), that the way employees reflect high Turnover Intention is by not doing the work and responsibilities they have at work. If the employee has committed to a certain behavior and forgets the main responsibility as an employee, it is certain that the employee's performance will be poor (Saeed et al., 2014) in Alfatania Pandu Asmara (2017).

The higher the Turnover Intention, the worse the employee's performance (Jackofsky & Peter, 1983) in Alfatania Pandu Asmara (2017). Whatever the reason for the employee to want to leave the organization will have consequences on employee performance. This is supported by several research results showing the effect of Turnover Intention on the performance of honorary employees, among others, based on research conducted by Alfatania Pandu Asmara in 2017 entitled "The Effect of Turnover Intention on Employee Performance at Surgical Hospital Surabaya" between Turnover Intention and employee performance is indicated by the value of sig. 0.03 and the value of Exp (B) is 4,

According to research conducted by Halimatus Sa'diyah S, Anugrahini Irawati, Faidal in 2017 entitled "The Effect of Employee Retention and Turnover Intention on Employee Performance Through Job

Satisfaction at Kospin Jasa East Java Branch" states that Turnover Intention partially influences employee performance, this is evidenced by the t-test of the Turnover Intention variable of 2,904 with a sig level of 0.005 <0.05. This t test proves that Turnover Intention has a positive and significant effect on employee performance.

Meanwhile, according to Dhini Puji Ridhowat's 2015 research entitled "The Influence of Work Motivation, Salary Satisfaction, Turnover Intention on Employee Performance at a Fabrication Company in Batam" shows Turnover Intention has a positive and significant effect on employee performance. Based on the statistical analysis of the t test for Turnover Intention obtained tcount of 2,768 where the sig value is 0.006, the sig value is below 0.05. This means that Turnover Intention affects employee performance, so they will look for a better job than their current job.

In the opinion of the researcher, the value of Turnover Intention at RSNU Tuban in the medium category brings a contribution to the decline in employee performance. The desire to leave work or the organization causes employees to do work that is not in accordance with existing procedures in the organization, thus automatically causing employee performance to decrease. The higher the employee's Turnover Intention value, the lower the performance.

CONCLUSION

Based on the research results that have been described, it can be concluded as

follows: *Turnover Intention* of the temporary employees at the Tuban Hospital, most of them stated the moderate category as many as 53.5% (38) respondents. The performance of temporary employees at RSNU Tuban mostly stated that it was in the moderate category as many as 73.2% (52) respondents. There is an effect of Turnover Intention on the performance of temporary employees at RSNU Tuban.

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