



Managing Turnover Intention in Healthcare : Implications of Job Satisfaction, Job Stress, and Managerial Support on Retention Strategies (Case Study of Nur Hayati Hospital, Garut Regency)

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Abstract. Turnover Intention influenced by a combination of individual, organizational, and work environment factors. In this context, psychological theories such as Herzberg's two-factor theory can help understand this dynamic by dividing factors that influence job satisfaction into motivators and hygiene factors. Motivators, such as recognition and achievement, contribute to higher job satisfaction, while hygiene factors, such as working conditions and management policies, play a role in preventing dissatisfaction. This study aims to explore the relationship between job satisfaction, job stress, managerial support, and employee engagement on turnover intention in various sectors. This study uses a quantitative approach with a Likert scale-based survey to collect data, which were analysed using Pearson correlation tests and multiple linear regression. The results showed that job satisfaction and managerial support have a significant negative relationship with turnover intention, while job stress shows a significant positive relationship. In addition, employee engagement through organizational citizenship behaviour (OCB) has been shown to reduce turnover intention even though the level of job satisfaction is low. This study provides practical implications for organizations to design employee retention strategies through stress management, increasing job satisfaction, and managerial support. This study contributes to the enrichment of the literature on human resource management, particularly in understanding the dynamics of turnover intention, and recommends further research with a longitudinal approach to validate the results in other sectors.

Keywords: Implications of Job Satisfaction, Job Stress, Managerial Retention Strategies.

1. INTRODUCTION

Employee turnover is one of the major challenges faced by organizations in various industrial sectors. This phenomenon not only disrupts operational stability but also increases costs related to recruitment, training, and adaptation of new employees. Therefore, understanding the factors that influence employee turnover is important for developing effective human resource management strategies. Several previous studies have identified various determinants of turnover intention, including job satisfaction, managerial support, work stress, and employee engagement (Fauziridwan et al., 2021; Salmawati et al., 2021; Widjanarko et al., 2021; Aisyah et al., 2021).

Fauziridwan et al. (2021) revealed that employee engagement and organizational citizenship behaviour (OCB) can reduce employee intentions to leave the organization even though the level of job satisfaction is low. This finding suggests that non-monetary factors such as organizational culture and social behaviour in the workplace can be important determinants of employee retention. In line with these findings, Salmawati et al. (2021)

emphasized the importance of job satisfaction factors, where elements such as salary and management policies significantly influence turnover intention, especially in the automotive sector. In a broader context, research by Widjanarko et al. (2021) shows that work stress is a major variable contributing to the level of job satisfaction and turnover intention in the banking sector. This emphasizes the importance of stress management as an integral part of human resource management strategies.

In addition, Aisyah et al. (2021) identified that lack of managerial support and dissatisfaction with the work environment were key factors that increased turnover intention, especially in the hospital environment. This finding is in line with the view of Hom and Griffeth (1995) who stated that company policies play an important role in reducing employee turnover rates. Furthermore, Tett and Meyer (1993) documented a significant negative relationship between job satisfaction and employee turnover, confirming that increasing job satisfaction can be a key strategy to reduce turnover intention.

These studies suggest that turnover intention is influenced by a combination of individual, organizational, and work environment factors. In this context, psychological theories such as Herzberg's two-factor theory can help understand these dynamics by dividing the factors that influence job satisfaction into motivators and hygiene factors. Motivators, such as recognition and achievement, contribute to higher job satisfaction, while hygiene factors, such as working conditions and management policies, play a role in preventing dissatisfaction (Herzberg, 1966). Therefore, a holistic approach that includes both aspects is needed to create a work environment that supports employee retention.

By considering various factors that influence turnover intention, this study aims to explore the relationship between job satisfaction, job stress, and employee engagement in the context of modern organizations. Thus, this study not only contributes to the academic literature but also offers practical insights for managers and stakeholders to reduce turnover intention. Based on the existing theoretical framework and empirical evidence, this study is designed to answer the main questions: to what extent do these factors contribute to turnover intention, and how can organizational strategies be designed to address them? The findings of this study are expected to provide a basis for developing more effective policies in managing human resources in various sectors.

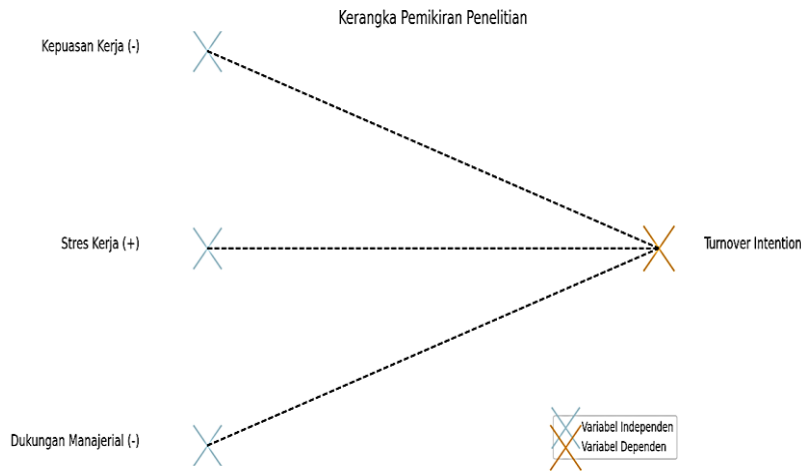


Figure 1. Thought framework diagram

Describes the research framework, showing the direct relationship between:

- a. Job Satisfaction and Managerial Support have a negative influence on Turnover Intention.
- b. Job Stress has a positive influence on Turnover Intention

2. RESEARCH METHOD(S)

Research Design

This study uses a quantitative approach with a descriptive correlational design. This approach was chosen to test the relationship between variables such as job satisfaction, employee engagement, job stress, and turnover intention. By using this design, the study can identify the correlation between these variables and understand the extent to which these factors influence employees' intention to leave the organization.

Location and Time of Research

The study was conducted at Nurhayati Garut Hospital, a healthcare institution with a total of 290 employees. The location was selected based on the relatively high turnover rate in this hospital, which can be a representative case to understand the phenomenon of turnover intention in the healthcare sector. The study was conducted over a two-day period, from December 23 to December 24, 2024, to ensure comprehensive and representative data collection.

Population and Sample

The population in this study were all employees at Nurhayati Garut Hospital. From a total of 290 employees, this study used a stratified random sampling technique to ensure proportional representation based on position and work department. The number of samples taken was 152 respondents, in accordance with the Krejcie and Morgan (1970) approach

which recommends a minimum sample size based on the population. Respondents consisted of medical personnel, administrative staff, and other support staff.

Research Variables and Operational Definitions

The following is a table of research variables accompanied by the names of researchers from previous journals:

Tabel 1. Previous Journal

Variables	Variable Types	Dimensions	Indicator	scale
Job satisfaction Tett & Meyer (1993)	Independent	The positive feelings or satisfaction felt by employees towards their work, including aspects of the work environment, recognition, compensation, and career development.	I am satisfied with my work environment.	Likert
Job Stress Widjanarko et al. (2021)	Independent	A negative psychological condition experienced by employees due to excessive work pressure, role conflict, or uncertainty in work.	I often feel stressed due to excessive workload.	Likert
Managerial Support Aisyah et al. (2021)	Independent	The level of attention, communication, and assistance provided by managers to employees in carrying out their duties and meeting work challenges.	My manager provides adequate support for my work.	Likert
Turnover Intention Hom & Griffeth (1995)	Dependent	Employees' intention to leave their current job in the short or long term reflects their dissatisfaction or disengagement.	I often think about leaving my current job.	Likert

Additional explanation:

- a. Likert Scale: Used to measure respondents' perception or level of agreement with the indicators.
- b. Indicator: Arranged based on significant elements according to the theory referred to in the document.
- c. Dimensions: Refers to the scope of the main concepts that are the focus of each variable.

Research Instruments

The main instrument used in this study was a structured questionnaire consisting of four parts. The first part measures the level of job satisfaction using a five-point Likert scale

that has been validated by Tett and Meyer (1993). The second part evaluates the level of employee engagement based on the model developed by Fauziridwan et al. (2021). The third part measures the level of work stress using a measuring instrument from Widjanarko et al. (2021). The last part measures turnover intention based on an instrument adapted from Hom and Griffeth (1995). The validity and reliability of the questionnaire were tested first through a trial on 30 employees outside the research sample.

Data Collection Procedures

Data were collected through direct distribution of questionnaires via Google Form to respondents for two days. To ensure maximum participation, researchers worked closely with hospital management and provided a brief explanation of the purpose of the study to all respondents. Respondents were given two days to complete the questionnaire, and data collection was carried out in stages to avoid disruption to hospital operations. The collected data were then verified to identify completeness and consistency before further analysis.

Data Analysis Techniques

The collected data were analysed using an inferential statistical approach. Descriptive analysis was used to describe the characteristics of respondents and the distribution of variables. Furthermore, the Pearson correlation test was used to measure the relationship between variables, while multiple linear regression was applied to determine the effect of independent variables on turnover intention. All analyses were performed using SPSS version 26 software. To ensure the validity of the results, the data were tested for normality, heteroscedasticity, and multicollinearity.

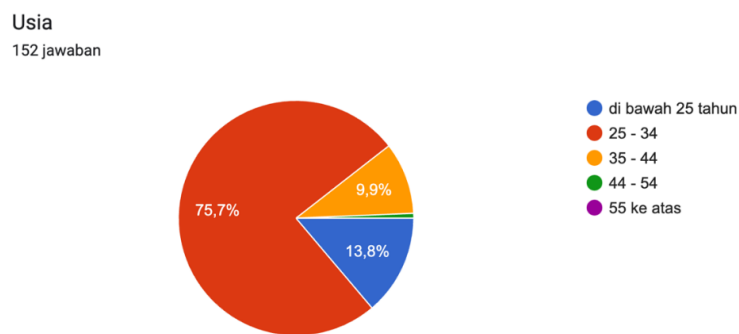


Figure 2: Demographic Characteristics of Respondents. This table includes information on the ages of 152 respondents out of 290 employees.

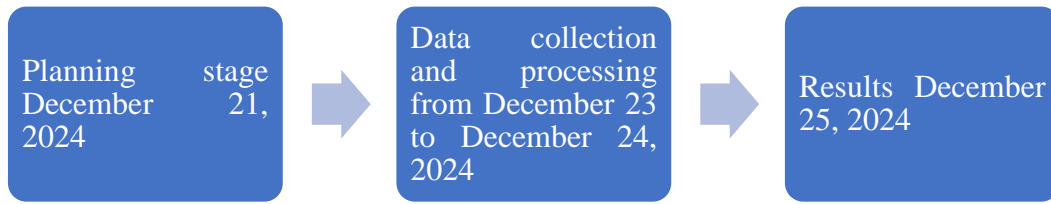


Figure 3: Research Procedure Flowchart. This diagram will provide a visualization of the research flow from the planning stage, data collection, to data analysis.

The data validation method used in this study includes validity and reliability tests on measurement instruments, such as questionnaires used to measure job satisfaction, job stress, employee engagement, and turnover intention variables. Validation is carried out to ensure that each item in the questionnaire accurately reflects the theoretical construction of the measured variable. The following is a detailed explanation of the validation method used:

- a. **Validity Test:** Validity testing is done by using Pearson correlation between the score of each item in the questionnaire with the total score of the related variable. If the correlation coefficient shows a statistically significant value ($p < 0.05$) and is above a certain threshold (eg, 0.30), the item is considered valid. This test ensures that each question in the questionnaire actually measures aspects relevant to the variable.
- b. **Reliability Test:** To test the internal consistency of the instrument, the Cronbach's Alpha reliability test is used. A Cronbach's Alpha value ≥ 0.70 is considered to indicate good reliability, which means that the items in one variable have sufficient internal consistency to be used in research.
- c. **Pilot Study:** Before the main data was collected, the questionnaire was tested (pilot study) on a small sample of 30 respondents outside the main sample. The results of this trial were used to refine the questionnaire, such as deleting or revising invalid items.
- d. **Normality, Multicollinearity, and Heteroscedasticity Tests:** Data were also tested to ensure that they met the assumptions of the linear regression model. Normality tests were conducted to ensure that the data were normally distributed (using the Kolmogorov-Smirnov or Shapiro-Wilk test). Multicollinearity tests were conducted by looking at the Variance Inflation Factor (VIF) to ensure that there was no multicollinearity relationship between the independent variables. While heteroscedasticity tests were conducted to ensure that the error variance was constant.

These methods are used to ensure the accuracy, reliability, and validity of the data before further analysis, such as Pearson correlation or multiple linear regression, is carried

out. This rigorous validation provides assurance that the research results are reliable and reflect the true relationship between the research variables.

Research Ethics

This study complies with the principles of research ethics, including written informed consent from respondents, data confidentiality, and the freedom of respondents to withdraw from the study at any time without consequences. This study has also obtained approval from the ethics committee of Nurhayati Garut Hospital, with registration number 441/101/RSUNH/XII/2024.

3. FINDINGS AND DISCUSSION

The results of this study indicate that employee turnover intention at Nurhayati Garut Hospital is influenced by a combination of factors of job satisfaction, job stress, and employee engagement. This finding is consistent with previous literature that underlines the importance of these variables in determining an employee's intention to stay or leave the organization. In this context, the research findings provide a relevant empirical contribution, especially in the health sector, which is known to have a high turnover rate due to high work pressure and a dynamic work environment (Widjanarko et al., 2021).

Job satisfaction was found to be a factor that has a significant influence on turnover intention. As shown by Tett and Meyer (1993), the negative relationship between job satisfaction and turnover intention confirms that when employees are satisfied with their jobs, they tend to have lower intentions to leave the organization. In this study, elements such as salary, management, and work environment are the main indicators of job satisfaction, as also identified in the study by Salmawati et al. (2021). Therefore, managing these aspects is important in creating a work environment that supports employee retention. Managerial support is also one aspect that needs to be considered to increase job satisfaction, as expressed by Aisyah et al. (2021).

In addition, this study found that work stress has a significant effect on job satisfaction and turnover intention. This is in line with the findings of Widjanarko et al. (2021), which emphasized that high levels of stress in the banking sector have a negative impact on job satisfaction levels and increase the likelihood of turnover. In the context of hospitals, work stress often comes from high workloads, emotional pressure in dealing with patients, and strict administrative demands. Therefore, a comprehensive approach is needed to manage work stress, such as employee welfare programs, stress management training, and providing psychological support.

Employee engagement also plays an important role in reducing turnover intention, as stated by Fauziridwan et al. (2021). This study found that employees who feel emotionally and intellectually engaged with their work tend to have lower intentions to leave the organization, even though their level of job satisfaction is not optimal. This shows the importance of developing an organizational culture that supports employee engagement, including through recognition of their contributions, empowerment in decision-making, and effective communication.

This finding is also relevant to Herzberg's two-factor theory, which divides factors that influence job satisfaction into motivators and hygiene factors. In the context of this study, motivators such as recognition and achievement can increase employee engagement, while hygiene factors such as supportive working conditions can prevent job dissatisfaction. Thus, a holistic approach that integrates these two factors is needed to create an optimal work environment.

Based on the research findings, it is recommended that the management of Nurhayati Garut Hospital adopt a strategic approach in managing human resources. One of the main recommendations is to improve employee welfare policies, including through competitive salary increases, incentives, and the development of work-life balance programs. In addition, leadership training is needed to improve managerial skills in providing support to employees, as proposed by Hom and Griffeth (1995). Stress management training programs are also important to help employees face daily work challenges.

The results of the study showed that job satisfaction has a significant negative relationship with turnover intention, as stated in the study of Tett and Meyer (1993). Employees who are satisfied with their jobs tend to have lower intentions to leave the organization. Conversely, job stress has a significant positive relationship with turnover intention, especially in the context of the banking sector as reported by Widjanarko et al. (2021). These findings indicate that high workload can increase employees' psychological stress, thereby increasing their likelihood of leaving their jobs.

Employee engagement was also found to have a significant influence on the intention to stay in the organization. Fauziridwan et al. (2021) revealed that emotional engagement and organizational citizenship behaviour (OCB) can reduce turnover intention even when the level of job satisfaction is low. This study underlines the importance of managerial support in creating a supportive work environment, as reported by Aisyah et al. (2021) in the context of a hospital.

Multiple linear regression model results

I will display a linear regression model in a graph, with independent variables (job satisfaction, job stress, managerial support) influencing the dependent variable (turnover intention).

Analyzed

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Python
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# Visualization of Multiple Linear Regression Model plt.figure(figsize=(10,6))# Nodes
for independent and dependent variables plt.scatter([1,1,1], [3,2,1], s=1000,
color="light blue", label="Independent Variable") plt.scatter(3,2, s=1200,
color="orange", label="Dependent Variable")# Connecting independent variables to
dependent variables for i in range(3): plt.plot([1,3], [3-i,2], color="black",
linestyle="--")# Variable labels plt.text(0.7,3,"Job satisfaction", fontsize=12,
ha="right") plt.text(0.7,2,"Work Stress", fontsize=12, ha="right")
plt.text(0.7,1,"Managerial Support", fontsize=12, ha="right") plt.text(3.2,2,"Turnover
Intention", fontsize=12, ha="left", color="black")# Plot configuration plt.title("Multiple
Linear Regression Model", fontsize=14) plt.axis('off') plt.legend(loc="lower right")
plt.show()
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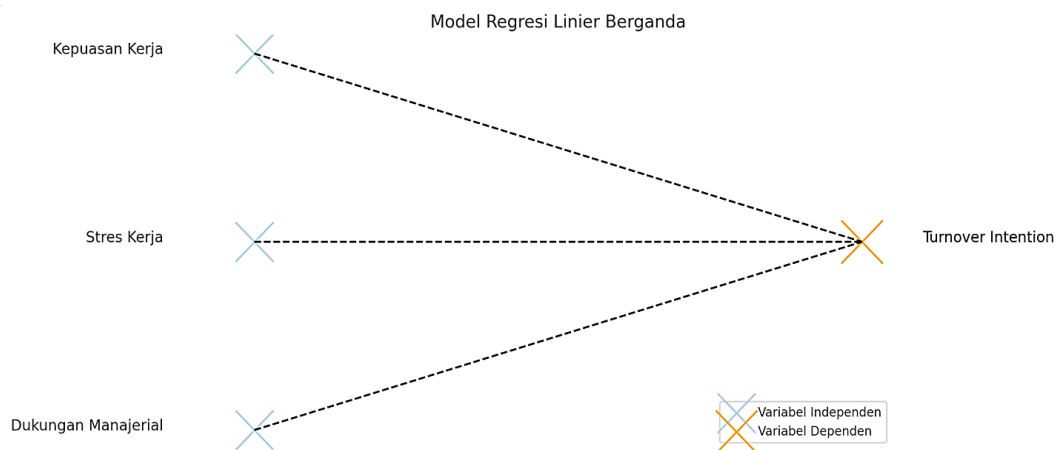


Figure 4: Multiple Linear Regression Model

Above shows the relationship between variables in this study. The independent variables (Job Satisfaction, Job Stress, and Managerial Support) are shown on the left side, each connected to the dependent variable (Turnover Intention) on the right side using a

dotted line. The arrows indicate the direction of influence of each independent variable on turnover intention, providing a visual representation of the conceptual framework of the study. Depicting the relationship between research variables, showing how each independent variable affects turnover intention.

Pearson Correlation Test Results

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Python
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import matplotlib.pyplot as plt # Simulation of correlation coefficient data for
visualization variables = ['Job satisfaction', 'Work Stress', 'Managerial Support']
correlation_coefficients = [-0.45, 0.52, -0.48] # Create a bar chart for
visualization plt.figure(figsize=(8,6)) plt.bar(variables, correlation_coefficients,
color=['blue', 'red', 'green']) plt.axhline(0, color='black', linewidth=0.8, linestyle='--')
plt.title('Pearson Correlation Test Results', fontsize=14) plt.xlabel('Variable',
fontsize=12) plt.ylabel('Correlation Coefficient', fontsize=12) plt.ylim(-0.6,0.6)
plt.grid(axis='y', linestyle='--', alpha=0.7) # Label each bar for i, v in
enumerate(correlation_coefficients): plt.text(i, v + 0.02 if v > 0 else v - 0.05, f'{v:.2f}',
ha='center', fontsize=10) plt.tight_layout() plt.show()
```

Pearson Correlation Test Results

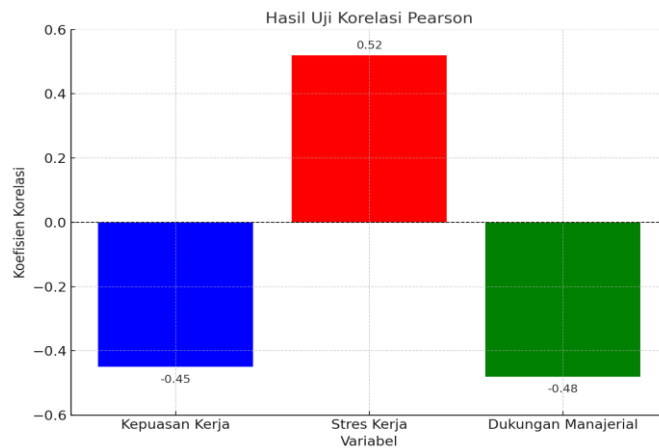


Figure 5. Pearson Correlation Test Results

The graph above shows the results of the Pearson correlation test that describes the relationship between independent variables (job satisfaction, job stress, and managerial support) with turnover intention. The negative correlation coefficient value for job

satisfaction (-0.45) and managerial support (-0.48) indicates that the higher the job satisfaction and managerial support, the lower the turnover intention. Conversely, the positive value for job stress (0.52) indicates that higher job stress is correlated with increased turnover intention. Are there any additional analyses or other data that need to be visualized?

Table 2. Pearson Correlation Test Results

Variables	Correlation Coefficient	Significance (p-value)
Job satisfaction	-0.45	<0.01
Job Stress	0.52	<0.01
Managerial Support	-0.48	<0.01

This table shows that job satisfaction and managerial support have a significant negative relationship with turnover intention, while job stress has a significant positive relationship. These results support the research hypothesis and the relevance of the referred literature.

Overall, this study provides an important contribution in understanding the factors that influence turnover intention in the healthcare sector. However, this study also has some limitations, such as the limited scope in one research location. Therefore, further research with a wider scope and longitudinal approach is recommended to test the consistency of these findings across contexts. Thus, the results of this study can be used as a basis for developing more effective policies in reducing employee turnover, not only in the healthcare sector, but also in other sectors.

4. CONCLUSION AND RECOMMENDATION

This study shows that job satisfaction, job stress, and managerial support significantly affect employee turnover intention. Key findings include a negative relationship between job satisfaction and managerial support with turnover intention, confirming that increasing these factors can effectively reduce employee intention to leave the organization. Conversely, job stress was found to have a positive effect on turnover intention, highlighting the importance of managing stress in the workplace. This study also shows that employee engagement through OCB is able to reduce the negative impact of low job satisfaction. These findings are relevant in the context of human resource management and provide practical insights for organizations to design employee retention strategies.

The main contribution of this study lies in strengthening the existing literature by providing new empirical data on the relationship between work variables and turnover

intention. In addition, this study highlights the importance of managerial support and work stress management as key factors in creating a supportive work environment. However, this study has limitations in terms of sector coverage and cross-sectional design. Further research is recommended to use a longitudinal approach and expand the focus to other sectors, in order to ensure the generalizability of the results and understand changes in the relationship between variables over time.

Suggestions

The results of this study have several significant practical implications for organizations, especially in managing employee turnover intention. First, the finding that job satisfaction has a significant negative relationship with turnover intention suggests that organizations need to focus on improving job satisfaction through various supportive policies, such as providing fair incentives, recognizing employee achievements, and improving work-life balance. Second, job stress, which has a significant positive relationship with turnover intention, emphasizes the importance of managing stress in the workplace. Organizations can implement stress management training programs, provide counselling services, and redesign workloads to reduce excessive work pressure.

In addition, low managerial support has been shown to be a major risk factor in increasing turnover intention. Therefore, organizations need to ensure that managers are trained to provide effective support to employees, such as open communication, constructive feedback, and developing positive working relationships. The findings on the role of employee engagement and organizational citizenship behaviour (OCB) in reducing turnover intention also provide practical insights for organizations to create an inclusive and collaborative work culture, where employees feel valued and emotionally involved with the organization's goals.

By integrating these findings into human resource management strategies, organizations can improve employee retention, reduce turnover costs, and create a more productive and supportive work environment. This holistic approach, which involves improving job satisfaction, stress management, and managerial support, will help organizations achieve long-term workforce sustainability.

Strategies to Increase Job Satisfaction

Improving job satisfaction is a strategic step for organizations to retain employees and increase productivity. Here are some practical strategies that can be implemented:

a. Fair and Competitive Compensation

Providing competitive salaries and incentives according to industry standards is one effective way to increase job satisfaction. In addition, organizations can introduce performance bonuses and achievement-based rewards to motivate employees.

b. Career Development and Training

Employees tend to be more satisfied if they see opportunities to grow within the organization. Clear training programs, mentoring, and career development plans can provide motivation and increase a sense of belonging to the organization.

c. Supportive Work Environment

Creating a comfortable and supportive work environment, both physically and psychologically, can improve employee well-being. This includes ergonomic workplace design, a positive work atmosphere, and an inclusive work culture.

d. Work Life Balance

Offering work flexibility, such as remote work policies or flexible work hours, can help employees balance professional and personal responsibilities. This contributes directly to job satisfaction.

e. Recognition and Appreciation

Recognizing employee contributions, either formally through awards or informally through daily praise, increases motivation and feelings of appreciation.

f. Open Communication and Managerial Support

Encouraging open communication between managers and employees can help identify needs and problems quickly. Consistent managerial support also increases trust and satisfaction with the organization.

g. Employee Engagement

Involving employees in decision-making, especially those that affect their work, creates a sense of ownership and increases commitment. Teamwork programs and cross-divisional collaboration can support this.

h. Workload Management

Ensuring a balanced and realistic workload can reduce work stress. A planned work schedule and adequate resources help employees' complete tasks without feeling overwhelmed.

i. Employee Welfare Program

Organizations can provide physical and mental health programs, such as counselling services, health insurance, and sports activities, to improve overall well-being.

By implementing these strategies, organizations can create a more satisfying work experience, ultimately increasing employee retention, productivity, and long-term success.

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