

INTISARI

Latar belakang: *Turnover rate* di rumah sakit masih menjadi permasalahan global. Dalam tingkat internal RS X terdapat permasalahan yang berdampak dalam hal kepegawaian: RS baru 2 tahun berdiri sehingga sistem pengelolaan pegawai belum terlaksana baik,, jumlah pegawai *resign* sejumlah 64 orang (sejak tahun 2018 hingga Maret 2019), biaya yang telah dikeluarkan bagi pegawai cukup banyak, proses rekrutmen pegawai baru terbentur regulasi pemerintah sedangkan lowongan CPNS bagi RS pesaing terbuka lebar, serta tidak adanya pinalti bagi pegawai *resign*.

Tujuan: Mengeksplorasi *job satisfaction* dan *turnover intention* pegawai RS X serta mengukur hubungan antara *job satisfaction* dengan *turnover intention* pegawai RS X

Metode: Jenis penelitian merupakan penelitian analitik dengan rancangan studi kasus. Penelitian dilakukan pada Juni 2019 sejumlah 198 responden. Metode *stratified random sampling* dilakukan berdasarkan tingkat pendidikan dengan kriteria inklusi yaitu pegawai yang terikat perjanjian kerja untuk minimal 1 tahun dengan masa kerja minimal 9 bulan serta kriteria eksklusi yaitu pegawai yang memiliki jabatan struktural tingkat direksi hingga kepala seksi dan pegawai yang sedang cuti atau sakit. Instrumen penelitian berupa kuesioner *Job Satisfaction Survey* (JSS) ¹ dan *Turnover Intention Scale-6* (TIS-6) ².

Hasil dan Pembahasan: Gambaran *job satisfaction* pegawai RS X terbagi menjadi *dissatisfaction* 5%, *satisfaction* 44%, serta *ambivalent* 51%. Proporsi *dissatisfaction* pegawai RS X paling banyak berada pada *facet operating conditions* (36,9%), *pay* (30,3%), dan *communication* (25,8%). Persentase pegawai RS X dengan *high turnover intention* adalah sebesar 26% dan *low turnover intention* 84%. Uji *Spearman's Rank Correlation* pada *job satisfaction* dan *turnover intention* menunjukkan hasil koefisien - 0,440 dengan *p value* 0,000 (<0,05).

Kesimpulan dan Saran: Terdapat hubungan antara *job satisfaction* beserta tiap *facet*-nya dan *turnover intention*. Namun, didapati bahwa rasa puas dalam pekerjaan tidak menjamin pegawai tidak akan *resign*. Terdapat faktor-faktor lain yang menjadi kunci keputusan pegawai untuk menetap ataupun meninggalkan pekerjaan, dapat berupa faktor eksternal yang tidak dapat dikendalikan ataupun faktor lain seperti kepastian status kepegawaian. Saran: RS X menelaah lebih lanjut mengenai aspek *operating conditions*, *pay*, dan *communication*; menyederhanakan administratif dengan tanpa melanggar regulasi; mengevaluasi sistem pembayaran pegawai; menyusun regulasi RS dengan sebaik-baiknya; berkomunikasi lebih baik lagi pada pegawai perihal visi, misi, tujuan RS, serta hal lain yang perlu untuk diketahui pegawai; memberikan status kepegawaian yang lebih pasti bagi pegawai, dalam hal ini pengangkatan menjadi ASN.

Kata kunci: retensi pegawai, *job satisfaction*, *turnover intention*, *Job Satisfaction Survey*, JSS, *Turnover Intention Scale*, TIS-6, *Spearman's Rank Correlation*

ABSTRACT

Background: Hospital turnover rate still becomes global issue nowadays. In X Hospital internal, there are many complications which brings impact to employee: the hospital is now still 2 years old, so that the employee system is still under development, as of today, the resigning employees are 64 people (since 2018 to March 2019), the cost for employee is quite a lot, the recruitment process itself is under government rules, while the vacancy of competitor hospital is wide open, and no penalty for resigning employee.

Objective: Exploring job satisfaction and turnover retention of X Hospital employee and measuring relationship between job satisfaction and turnover intention X Hospital employee.

Methods: The research design is analytical with case study design. The research was done on June 2019 with 198 respondents. Stratified random sampling method was done based on education background with inclusion criteria: employees who are under minimum 1-year agreement with at least 9 months of service and exclusion criteria: structural position such as directors up to section head and employees on leave. Research instrument is a Job Satisfaction Survey (JSS)¹ and Turnover Intention Scale-6 (TIS-6)².

Results and Discussion: Job satisfaction X Hospital employee is divided into 5% dissatisfaction, 44% satisfaction, and 51% ambivalent. The dissatisfaction proportion of X Hospital employees is in facet operating conditions (36,9%), pay (30,3%), and communications (25,8%). The X Hospital employee percentage with high turnover intention is 26% and low turnover intention is 84%. The result of Spearman's Rank Correlation for job satisfaction and turnover intention is -0,440 with *p value* 0,000 (<0,05).

Conclusion and Recommendation: There is correlation between job satisfaction and its facets and turnover intention. Nevertheless, there is challenge for the hospital that satisfaction in job doesn't guarantee that employee won't resign. There are many other factors which might be decisive for the employees to stay or leave, such as uncontrolled external factors or other factors such as employee status. Recommendation: X Hospital analyze further about operating conditions, pay, and communication; simplifying administration without violating the regulations; evaluating employee payment system; establishing hospital regulation well; communicating better with employees about hospital vision, mission, objective, and any other things the employees need to know; giving more guaranteed employee status such as designation become government employees.

Keywords: employee retention, job satisfaction, turnover intention, job satisfaction survey, JSS, turnover intention scale, TIS-6, Spearman's Rank Correlation