

Turnover Intention in Healthcare Workers: An Investigation of Work Environment, Employee Performance, and Work Satisfaction as Mediating Role

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Abstract

Every company, including in the health industry, needs quality human resources (employees) in carrying out its operational activities. Employees are the organization's main asset and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities. We investigated the turnover rate of healthcare workers in terms of the work environment, employee performance, and job satisfaction as a mediating role. We tested our hypothesis using SEM/PLS on 75 respondents who worked in healthcare companies and found that the work environment, employee performance, and job satisfaction influence the turnover intention of employees who work in the health sector.

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INTRODUCTION

The role of employees is needed to achieve the targets set by the company. Employees in every company, of course, have different views and different characteristics from one individual to another. In achieving maximum performance, of course, every employee must have high morale supported by a good work environment and good performance which will later support their job satisfaction in a company or organization. Even though every individual or employee has a different work spirit, the company always expects every employee to have high enthusiasm at work. Therefore, to increase employee morale, it is necessary to have a good work environment.

Lewa and Subowo (2005) explain that the work environment is an environment created so that workers can work in it so that workers feel a feeling of working in an environment. A good work environment is a work environment that can create a safe, healthy and comfortable condition which later this work environment can support a process of work activities carried out by employees. A good work environment will cause an employee or individual to feel at home and comfortable doing or currently doing work. A good work environment is also able to increase the motivation and desire of

employees to work even better so that they can fulfill what the company needs. A good work environment can also lead to increased employee job satisfaction with an organization or a company where an employee works. By having a good work environment, an employee will feel at home doing his job and feel comfortable when working with a company or organization. Working environment conditions are said to be good or appropriate if employees can carry out activities optimally, healthy, safe and comfortable. The work environment is one of the factors in the human resource management function, specifically the planning function. The planning function is directly related to employees who work in the organizational environment. Thus, the work environment in an organization will affect all organizational activities. To create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that they will make a positive contribution to organizational development. In addition, organizations need to pay attention to various factors that can affect employee motivation.

In addition, work environment as an aspect that is seen in the process of work activities carried out in an organization or company, another aspect that can be explored is the performance of the employee itself. According to Mangkunegara (2006) performance is a result issued by employees to the company as a way of showing the quality and quantity of things achieved by employees in carrying out their duties in accordance with the work and responsibilities given by the company to an individual employee itself. A good employee performance will certainly have a positive impact on the sustainability and performance of the company itself so that it will create good output from the side of the company itself. Alexandra Hajdukova et al. (2015) showed in her research entitled "The job satisfaction as a regulator of the working behavior" showing that the work environment has a positive effect on job satisfaction of employees. Juan Meng and Bruce K. Berger (2019) in their research entitled "The impact of organizational culture and leadership performance on PR professional job satisfaction: Testing the joint mediating effects of engagement and trust" shows that the work environment has no effect on employee job satisfaction at an organization or company.

M. Ghokan Bitmiz and Azize Ergenelli (2016) in their research entitled "The Role of Psychological Capital and Trust in Individual Performance and Job Satisfaction Relationship: A Test of Multiple Mediation Model" shows that performance has no effect on employee job satisfaction. Meanwhile, research conducted by Kwak, Andersona, and Bonifield (2019) in their research entitled "Impact of salesperson macro-adaptive selling strategy on job performance and satisfaction" in his research found a result where employee performance has a positive effect on employee job satisfaction itself. Research conducted by Lia et. al. (2019) in their research entitled "The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses" shows that employee job satisfaction has a negative effect on employee resignation decisions. Then research conducted by Simone, Planta, and Cicotto (2018) in his research entitled "The role of job satisfaction, work

engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction” showed different results where job satisfaction has a positive effect on employee resignation decisions. Based on the explanation of the results of the studies above, a table of the research gap is presented as follows:

Table 1. Research gaps

Researcher	Research Title	Research result
Alexandra Hajdukova, Jarmila Klementova, Jarmila Klementova jr (2015)	The job satisfaction as a regulator of the working behavior	work environment has a positive effect on job satisfaction of employees
Juan Meng and Bruce K. Berger (2019)	The impact of organizational culture and leadership performance on PR professional job satisfaction	work environment has no effect on employee job satisfaction in an organization or company
M. Ghokan Bitmiz and Azize Ergenelli (2016)	The Role of Psychological Capital and Trust in Individual Performance and Job Satisfaction Relationship: A Test of Multiple Mediation Models	performance has no effect on employee job satisfaction
Hyokjin Kwak, Rolph E. Andersona, Thomas W. Leigh, Scott D. Bonifield (2019)	Impact of salesperson macro-adaptive selling strategy on job performance and satisfaction	Employee performance has a positive effect on employee job satisfaction itself.
Na Lia, Lichuan Zhang, Guangqing Xiao, Jie Chen, Qian Lu (2019)	The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses	Employee job satisfaction has a negative effect on employee resignation decisions.
Silvia De Simone, Anna Planta, Gianfranco Cicotto (2018)	The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction	Job satisfaction has a positive effect on employee resignation decisions.

Against this background, the authors are interested in studying more about the turnover intention of healthcare employees in terms of work environment factors, employee performance, and job satisfaction as intervening variables.

Resignation is the speed with which employees leave the company which varies markedly between industries (Dessler, 2013), Turnover intention is defined as the degree which the respondent intends to leave or stay at their organization (Green et al. 2011). Turnover intentions are the tendency of employees' intentions to leave the organization. This intention is owned by the employee himself. This employee decision or employee intention is important research that must be known by the organization or company (Mahdi et al., 2012). So based on this definition it can be concluded that turnover intention is the desire or intention of employees to quit or leave the company for several reasons related to the company. According to Kasmir (2016) turnover is the entry and exit of employees in a company within a certain period. This means that there are employees who enter through recruitment and who leave, for various reasons that cause changes in the number of employees.

According to Harnoto at all (2011) turnover intention is characterized by various things related to employee behavior, including: i) increased absenteeism; ii) Be lazy to work; iii) increase in violation of work rules; iv) Increased protests against superiors; v) Positive behavior that is very different from usual.

The influence of the work environment on Turnover Intention

Sedarmayanti (2017) defines that the work environment is all the tools and materials encountered, the environment in which employees work, work methods, and work arrangements either as individuals or groups. According to Sihombing (2014) states that the work environment are factors outside of humans, both physical and non-physical in an organization. Based on the above understanding, it can be concluded that the work environment is everything that exists around employees that can influence the organization and activities in carrying out work to obtain maximum work results.

The work environment has a negative influence on turnover intention, where when the work environment in a company is not conducive to work such as sufficient lighting and guaranteed workplace safety, it is certain that employees will not last long in the company and it can be said that turnover intention will be higher (Joarder et al, 2011) The work environment has a negative influence on turnover intention, a bad work environment, such as few facilities received by employees, no place for employees to rest, will encourage employee intentions to resign, this is in accordance with research conducted by Halimah and Fantoni (2016) who say there is a negative and significant influence between the work environment on employee resignation. Based on the description above formulated:

H1: There is a negative and significant effect of the work environment on turnover intention.

Effect of Employee Performance on Turnover Intention

Performance is the achievement of results at the level or unit of organizational analysis. Performance at this level or level of the organization is related to organizational goals, organizational design and organizational management, performance in the process is performance in the process stages in producing products and services. While individual performance is achievement or effectiveness at the employee or job level. Performance appraisal is a function of motivation and ability (ability) to complete a task or job. Someone should have the skills of a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it.

According to Saeed (2014) the relationship between performance and *turnover intention* employees significantly negative. If the job performance is better, the employee will not leave the organization because he is satisfied with his job. If the employee's job performance is not good, it will increase the employee's intention to leave the organization and dissatisfaction decreases. Higher

performance leads to benefits and rewards, in line with Zhang et. al. (2019) in his research stated that there is a negative and significant effect between employee performance on turnover intention employee. Based on the description above it is formulated:

H2: There is a negative and significant effect of employee performance on turnover intention.

The Influence of the Work Environment on Job Satisfaction

A comfortable and adequate physical work environment, in this case good lighting, makes employees happy. A good work environment can evoke a sense of job satisfaction because employees feel supported to give their best work results. This is in line with Vania's research (2019) which states that the work environment can affect employee emotions. If employees feel happy with their work environment, then these employees will feel at home in their workplace for activities so that work time is used effectively and employees will feel satisfied with their work results. Based on the description above, it is formulated:

H3: There is a positive and significant effect of the work environment on job satisfaction.

Effect of Employee Performance on Job Satisfaction

According to Suwatno and Priansa (2011) Performance is performance or performance. Performance can also be interpreted as work performance or work performance or performance results. Meanwhile, according to August W. Smith in Suwatno and Priansa (2011) Performance is Performance is the result of a process carried out by humans. Meanwhile, according to As'ad in Suwatno (2011) states assessment or work performance as a success produced by someone in carrying out work according to Mangkunegara (2015) performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties according to with the responsibilities assigned to him. Performance is the achievement of results at the level or unit of organizational analysis. Performance at this level or level of the organization is related to organizational goals, organizational design and organizational management, performance in the process is performance in the process stages in producing products and services. While individual performance is achievement or effectiveness at the employee or job level.

H4: There is a positive and significant effect of employee performance on job satisfaction.

The Effect of Job Satisfaction on Turnover Intention

Sutrisno (2016) suggests job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. According to Hamali (2018) defines job satisfaction as a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount workers believe they should receive. Meanwhile, according to Siagian (2015) job satisfaction is a person's perspective, both positive and negative about his job. From the several definitions above, it can be concluded that job satisfaction is the way employees feel about the work

being done and is related to the work situation and the rewards received by employees. Employees who have high job satisfaction will tend to do their job well because they feel happy doing their job. Support provided by colleagues. The support provided by fellow co-workers can make employees enthusiastic at work and not feel pressured to be in the company. Such support can create a comfortable working atmosphere and make employees feel at home working in the company. In accordance with research conducted by Wikansari (2012) which states that job satisfaction has a negative and significant effect. Based on the description above it is formulated:

H5: There is a negative and significant effect of job satisfaction on turnover intention.

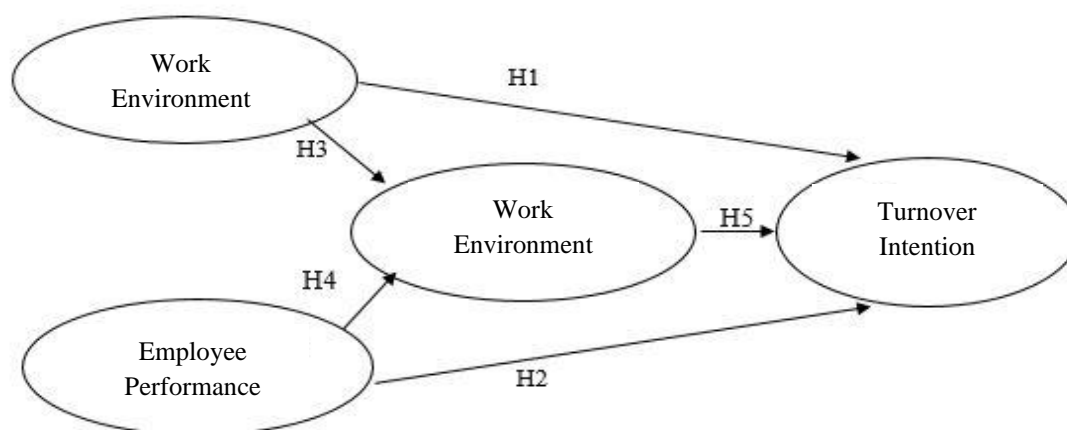


Figure 1. Research Conceptual Framework Model

METHOD

The design of this research is to use a quantitative approach. In compiling this study, the authors used the method of causal analysis. Causal analysis is research to find out about the effect of one or more independent variables (exogenous variables) on the dependent variable (endogenous variables). Independent variables or exogenous variables are variables that influence or cause changes or the emergence of the dependent (dependent) variable. The dependent variable or endogenous variable is the variable that is affected or becomes the result because of the independent variable (Sugiyono, 2013). The variables to be measured are translated into variable indicators on the Likert scale. This indicator is used as a starting point in compiling instrument items which can be in the form of statements or questions. With a Likert scale, each instrument has a gradation from very positive to very negative. Research instruments that use a Likert scale can be made in the form of a checklist or multiple choice. The population in this study are employees who work in health companies. The sample used in this study is 5x the number of indicators based on the type of data analysis used which is SEM/PLS (Hair, 2017).

Instruments

The questionnaire used in this study uses a five-point scale which is distributed in digital form. The researcher submitted a questionnaire containing a list of statements to employees and the respondent could only answer one of the several answer choices provided by the researcher.

Table 2. Variable Definition Operational

Variable	Definition	Indicator
<i>Work Environment</i> <i>X1</i>	The work environment is the overall tools and materials encountered, the surrounding environment where employees work, work methods, and work arrangements either as individuals or groups.	<ol style="list-style-type: none"> 1. Lighting or lighting in the workplace 2. Air circulation in the workplace 3. Workplace noise 4. Bad smell at work 5. Workplace safety 6. Relations with colleagues
<i>Employee Performance</i> <i>X2</i>	Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	<ol style="list-style-type: none"> 1. Quantity 2. Quality 3. Reliability 4. Presence 5. Ability to work together
<i>Job Satisfaction</i> <i>Z</i>	Emotional states that are pleasant or unpleasant for employees view their work.	<ol style="list-style-type: none"> 1. The job itself 2. Supervision supervision quality 3. Salary or wages 4. Promotional opportunity 5. Work colleague
<i>Turnover Intentions</i> <i>Y</i>	The tendency of the employee's intention to leave the organization, the intention is owned by the employee himself.	<ol style="list-style-type: none"> 1. There is a desire to leave the job. 2. There is a desire to find a new job. 3. Often compare jobs. 4. Often looking for information about other jobs

RESULTS AND DISCUSSION

There were 75 respondents that were given a questionnaire by the researcher and then input the data that had been obtained from each respondent. Analysis of the research data used Partial Least Square (PLS) software to test the structural equation model. Respondents' interest in a study is as a source of information and at the same time as an answer to questions posed by researchers for research purposes. Before going further into the discussion, it is necessary to get to know the characteristics of each respondent, namely gender, age of the respondent, level of education and years of service of the respondent which will be presented as follows.

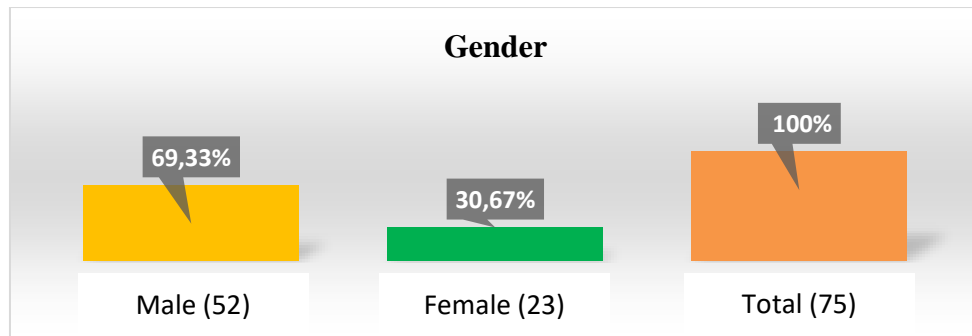


Figure 2. Characteristics of Respondents Based on Gender

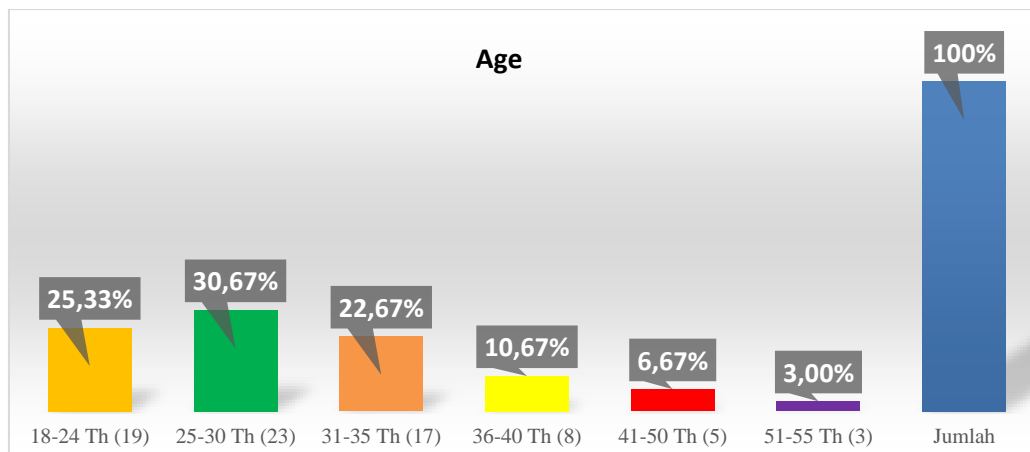


Figure 3. Characteristics of Respondents by Age

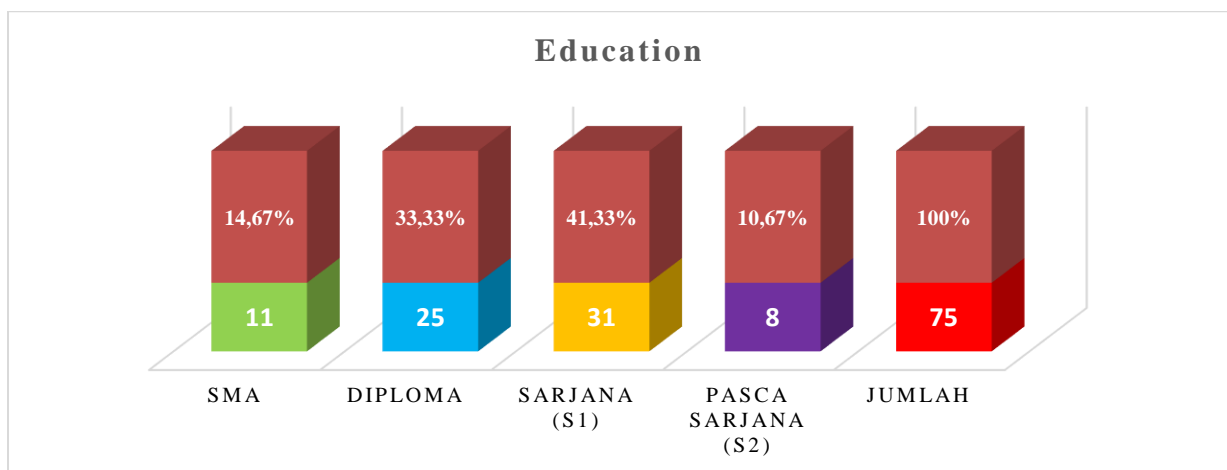


Figure 4. Characteristics of Respondents by Education

Source: SPSS, 2022

Furthermore, the validity test was carried out on the questions posed in the study with a total of 75 employees of companies in the health sector. The validity test was carried out using SPSS 22 software. The following is the result of the validity test that has been recapitulated.

Table 3. Validity test

Variable	Indicator Items	Pearson Correlation	r table	Information
Work environment	LKE1	0.805**	0.227	Valid
	LKE2	0.853 **	0.227	Valid
	ELK3	0.861 **	0.227	Valid
	LKE4	0.809**	0.227	Valid
	LKE5	0.796 **	0.227	Valid
	LKE6	0.814 **	0.227	Valid
Employee performance	KKA1	0.779 **	0.227	Valid
	KKA2	0.809**	0.227	Valid
	KKA3	0.843 **	0.227	Valid
	KKA4	0.866 **	0.227	Valid
	KKA5	0.764**	0.227	Valid
Job satisfaction	KKE1	0.924 **	0.227	Valid
	KKE2	0.939**	0.227	Valid
	KKE3	0.923**	0.227	Valid
	KKE4	0.936**	0.227	Valid
	KKE5	0.940 **	0.227	Valid
Turnover Intentions	TIN1	0.885 **	0.227	Valid
	TIN2	0.808**	0.227	Valid
	TIN3	0.846 **	0.227	Valid
	TIN4	0.865 **	0.227	Valid

Source: smartPLS, 2022

Based on table 3 the validity test of the variables Work Environment, Employee Performance, Job Satisfaction, and Turnover Intentions has a significant correlation level of 0.01 with an ** sign for each value and the value of each r-count is greater than r-table 0.227, it can be concluded that all indicators' variables have good validity.

Next is the reliability test to test the level of consistency in each respondent's answer. Hrecapitulated reliability test results. As follows.

Table 4. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	AVE	Information
Work environment	0.903	0.926	0.676	Reliable
Employee performance	0.869	0.905	0.657	Reliable
Job satisfaction	0.960	0.971	0.870	Reliable
Turnover Intentions	0.872	0.913	0.725	Reliable

Source: smartPLS, 2022

From the table above the variable reliability test *Work environment* has a value of 0.903, *Employee performance* has a value of 0.869, *Job satisfaction* has a value of 0.960 and *Turnover Intentions* has a value of 0.872. Overall, the variable has a Cronbach's Alpha value above 0.7. It can be concluded that all variables have good reliability.

After the data is declared valid and reliable, then the path coefficient test is carried out. Test the path coefficients to see the value of the path coefficient or the amount of influence between research variables. Path Coefficients are a research method for testing the strength of direct and indirect influence between research variables. As follows.

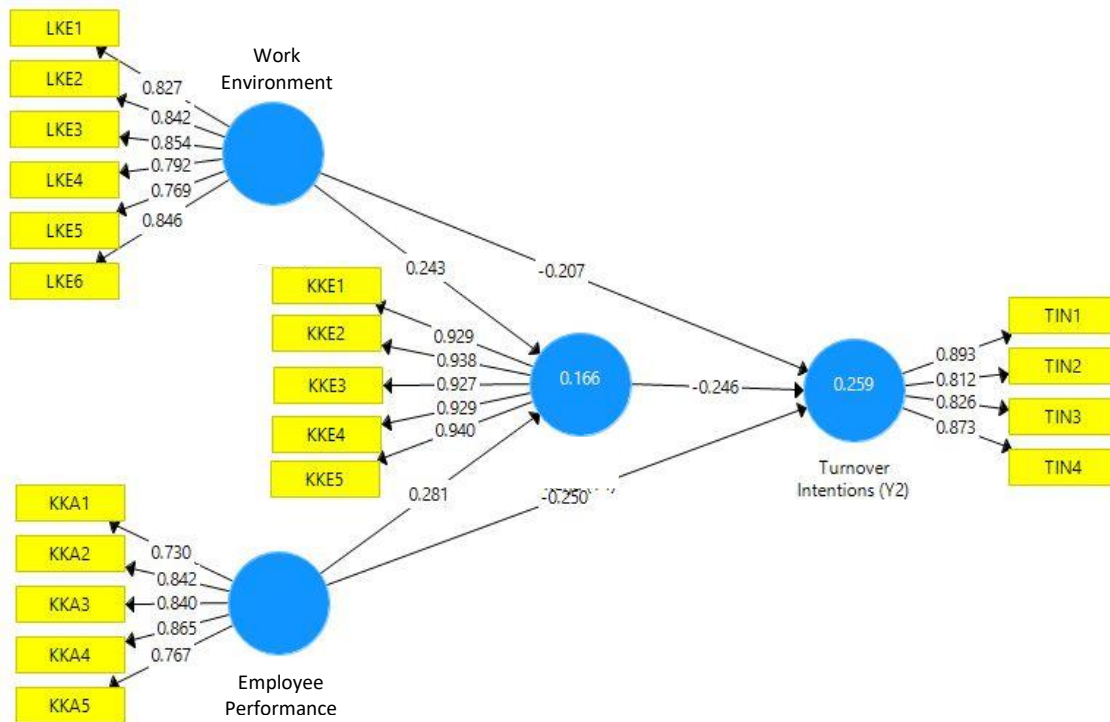


Figure 5. Research Model

Source: processed primary data (PLS), 2022

Based on the results of empirical model research, the following equation is obtained:

$$Y1 = 0.243 (X1) + 0.281 (X2)$$

The original sample value of 0.243 means that every increase in the work environment will increase job satisfaction by 0.243. The original sample value of 0.281 means that every increase in employee performance will increase job satisfaction by 0.281.

$$Y2 = -0.207 (X1) - 0.250 (X2) + 0.246 (Y1)$$

The original sample value is -0.207, which means that an increase in the work environment will reduce Turnover Intentions by -0.207. The original sample value is -0.250, which means that an increase in employee performance will reduce Turnover Intentions by -0.250. The original sample value is -0.246, which means that increased job satisfaction will have an impact on decreasing Turnover Intentions by -0.246.

The last is hypothesis testing which is carried out using the bootstrap resampling method which allows the data to be distributed freely. In testing the influence of exogenous variables on endogenous variables by looking at the t-test value, it is said to have a significant influence if the t-statistic value is > 1.96 and the p-value is <0.05. The results of testing the effect of variables can be seen in table 4.14 hypothesis testing. as follows.

Table 4. Hypothesis Testing

Research Hypothesis	Original Sample	T-Statistics	P-Values	Conclusion Hypothesis
H1: Work Environment has a positive effect on Turnover Intentions	-0.207	2,056	0.040	<i>Accepted</i>
H2: Employee Performance has a positive effect on Turnover Intentions	-0.250	2,380	0.018	<i>Accepted</i>
H3: Work Environment has a positive effect on Job Satisfaction	0.243	2,207	0.028	<i>Accepted</i>
H4: Employee Performance has a positive effect on Job Satisfaction	0.281	2,697	0.007	<i>Accepted</i>
H5: Job Satisfaction has a positive effect on Turnover Intentions	-0.246	2,298	0.022	<i>Accepted</i>

Source: smartPLS, 2022

DISCUSSION AND CONCLUSION

Influence Work Environment on Turnover Intentions

The work environment has a significant negative effect on turnover intention, when the work environment is good it can reduce employee turnover rates and vice versa when the work environment is not conducive then it is certain that employees will not last long in the company, and it can be said that turnover intention will increase. The work environment has a negative influence on turnover intention, a bad work environment, such as the lack of facilities received by employees, the absence of a place for employees to rest, will encourage employee intentions to resign.

What causes the work environment to have a negative effect on turnover intention? On Companies engaged in the health sector have a good work environment and are very supportive in carrying out work so that they can reduce turnover intentions. *Lighting or lighting in the workplace, air circulation in the workplace, workplace noise, odors in the workplace, safety at work and relationships*

with co-workers. **Why** work environment can reduce turnover intentions? The work environment is an important factor in a company or organization, because when the work environment is good and employees feel comfortable, the desire to leave the company will decrease. Who benefits from decreased turnover intention? Of course the profit will be obtained by the company because when the employee turnover rate is low it will be easier for the company not to look for other replacements. When can the work environment reduce turnover intentions? Turnover intention can decrease when the work environment in the company is well established. Where can the work environment reduce turnover intentions? The work environment can reduce turnover intention in Companies engaged in the health sector. How could this event happen? Because if the work environment can be well established then Companies engaged in the health sector will have a low turnover rate.

The results show the influence of the Work Environment on Turnover Intentions by looking at the required values, namely p-values and T-Statistics. The p-value in the first hypothesis is $0.040 < 0.05$ and the T-Statistics value is 2.056 which meets the required standard, which is above 1.97 and the original sample value is negative by -0.207. So, it can be concluded that the work environment has a significant negative effect on Turnover Intentions. The first hypothesis is acceptable.

Effect of Employee Performance on Turnover Intentions

Employee performance on turnover intention has a significant negative effect. If the job performance is better, the employee will not leave the organization because he is satisfied with his job and vice versa. If the employee's job performance is not good, it will increase the employee's intention to leave the company and dissatisfaction decreases. Higher performance leads to benefits and rewards, and it is proven in his research that there is a negative and significant effect between employee performances on employee turnover intention.

What causes employee performance to negatively affect turnover intention? On Companies engaged in the health sector have good employee performance and each employee understands the main tasks of each so that they can reduce turnover intentions. **Why** employee performance can reduce turnover intentions? good employee performance can be relied upon at work, has a clear system, each employee feels his job is a responsibility that must be completed, and attendance at work is never absent, so of course it can reduce turnover. Who benefits from decreased turnover intention? Of course, the benefits will be obtained by the company because when employees are low the turnover rate will make it easier for employees without looking for other replacements. When employee performance can reduce turnover intentions? Turnover intention can decrease when employee performance increases in the company. Where can employee performance reduce turnover intentions? Employee performance can reduce turnover intention in Companies engaged in the health sector. How could this event happen? This can happen because of the performance of employees in Companies engaged in the health sector are quite good and have good work quality so as to reduce the level of turnover intentions.

The results show the effect of Employee Performance on Turnover Intentions by looking at the pre-requisite values, namely p-values and T-Statistics. The p-value in the second hypothesis is 0.018 < 0.05 and the T-Statistics value is 2.380 which meets the required standard, which is above 1.97 and the original sample value is negative by -0.250. So it can be concluded that Employee Performance has a significant negative effect on Turnover Intentions. The second hypothesis is acceptable.

The Effect of the Work Environment on Job Satisfaction

A comfortable and good work environment can increase employee job satisfaction because they feel supported to give their best work results. When employees feel happy about their work environment, employees will feel at home in their workplace for activities so that work time is used effectively and employees will feel satisfied with their work. A comfortable work environment is usually marked by a good relationship with co-workers, causing employees to feel happy.

What causes the work environment to have a positive effect on job satisfaction? On Companies engaged in the health sector have a good work environment and a very supportive work environment in carrying out each job task so as to increase job satisfaction, this can be achieved by *Lighting or lighting in the workplace, air circulation in the workplace, workplace noise, odors in the workplace, safety at work and relationships with co-workers*. **Why** work environment can increase job satisfaction? The work environment is an important factor in a company or organization because it will make people in the organization feel comfortable. Who benefits from increased job satisfaction? Of course, benefits will be obtained by employees and companies because when employees feel comfortable, satisfaction will increase and can reduce turnover. When can the work environment increase job satisfaction? Job satisfaction can be achieved if the work environment in the company is good and comfortable. Where work environment can increase job satisfaction? The work environment can increase job satisfaction in existing employees Companies engaged in the health sector. How could this event happen? Because if the work environment can be well established in Companies engaged in the health sector will increase employee satisfaction and reduce turnover rates.

The results show the influence of the Work Environment on Job Satisfaction by looking at the required values, namely p-values and T-Statistics. The p-value in the third hypothesis is 0.028 < 0.05 and the T-Statistics value is 2.207, which meets the required standard, which is above 1.97 and the original sample value is positive by 0.243. So, it can be concluded that the work environment has a significant positive effect on job satisfaction. The third hypothesis is acceptable.

Effect of Employee Performance on Job Satisfaction

Employee performance has a positive effect on employee job satisfaction, where if employee performance continues to increase, employee satisfaction can increase. Employee performance is achievement or effectiveness at the individual level where when employees have good performance, they tend to feel satisfied at work.

What causes employee performance to have a positive effect on job satisfaction? What causes employee performance to affect job satisfaction is in Companies engaged in the health sector have very good and structured employee performance and already have their respective job disks, starting from leaders to subordinates so that they can increase job satisfaction, one of which is achieved with Quantity, Quality, Reliability, Attendance and Ability to work together. **Why** employee performance can increase job satisfaction? Employee performance can increase job satisfaction because each one understands the job disk very well, and employees have very good quality. Who benefits from increased job satisfaction? Of course, benefits will be obtained by employees and companies because when employees feel comfortable in their workplace, satisfaction will increase and can reduce turnover. When can employee performance increase job satisfaction? Job satisfaction can be achieved if the employee's performance goes well and pays attention to their respective jobs. Where employee performance can increase job satisfaction? employee performance can increase job satisfaction on employees in Companies engaged in the health sector. How could this event happen? Because if the employee's performance is good and pays attention to the job disk given and finishes on time then Companies engaged in the health sector will increase employee satisfaction and reduce turnover rates.

The results show the effect of Employee Performance on Job Satisfaction by looking at the prerequisite values, namely p-values and T-Statistics. The p-value in the fourth hypothesis is $0.007 < 0.05$ and the T-Statistics value is 2.697, which meets the required standard, which is above 1.96 and the original sample value is positive by 0.281. So, it can be concluded that Employee Performance has a significant positive effect on Job Satisfaction. The fourth hypothesis can be accepted.

The Effect of Job Satisfaction on Turnover Intentions

Job satisfaction possessed by employees will lead to employee actions in doing their jobs well. The support provided by fellow co-workers can make employees enthusiastic at work and not feel pressured to be in the company. This will create a comfortable working atmosphere and make employees feel at home working for the company so that it can reduce turnover intentions.

What causes job satisfaction to have a negative effect on turnover intention? On Companies engaged in the health sector have a fairly good level of job satisfaction. If this continues to be improved, it will have a good impact on reducing the turnover rate in the company. This can happen because of the work itself, quality of supervision, salary or wages, promotion opportunities, co-workers. **Why** job satisfaction can reduce turnover intentions? Job satisfaction can reduce turnover intentions, because when the job satisfaction felt by employees has been achieved in terms of salary, career path, etc., it has an impact on decreasing turnover intentions. Who benefits from decreased turnover intention? The company will benefit because when the employee turnover rate is low, it will make it easier for the company itself without looking for other replacements. When can job satisfaction reduce turnover intentions? Turnover intention can decrease when the job satisfaction of each employee is met. Where

can job satisfaction reduce turnover intentions? Job satisfaction can reduce turnover intention in Companies engaged in the health sector. How could this event happen? Because if the job satisfaction felt by each employee has been fulfilled then Companies engaged in the health sector will have a low turnover rate.

The results show the effect of Job Satisfaction on Turnover Intentions by looking at the pre-requisite values, namely p-values and T-Statistics. The p-value in the fifth hypothesis is $0.022 < 0.05$ and the T-Statistics value is 2.298 which meets the required standard, which is above 1.97 and the original sample value is negative by -0.246. So, it can be concluded that Job Satisfaction has a significant negative effect on Turnover Intentions. The fifth hypothesis can be accepted.

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