

The Effect of Organizational Support and Work Environment on Turnover Intention with Job Satisfaction as a Mediator Variable in Nurses at Hermina Palembang Hospital

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Abstract

This research aims to examine how Organizational Support and Work Environment affect Turnover Intention, with Job Satisfaction acting as a mediating variable among nurses at RS Hermina Palembang. The research method used is quantitative with purposive random sampling techniques, involving 146 nurses as respondents. The analysis results indicate that Organizational Support and Work Environment positively and significantly influence Job Satisfaction. Furthermore, Job Satisfaction also plays a significant mediating role in the relationship between Organizational Support and Work Environment on Turnover Intention. These findings indicate that improving organizational support and creating a conducive work environment can reduce nurses' intention to leave their jobs. Therefore, hospital management is advised to enhance support for employees and create a supportive work environment helps improve job satisfaction and lower turnover rates.

Keywords: Organizational Support, Work Environment, Turnover Intention, Job Satisfaction, Nurses

INTRODUCTION

Human resources (HR) are an important component in hospital operations, where the quality and performance of health workers have a major impact on the effectiveness and efficiency of health services. Effective HR management includes various aspects, such as recruitment, training, career development, and workforce retention efforts. The right managerial strategy can create a conducive work environment, increase job satisfaction, and reduce exit intentions among health workers. Research shows that the implementation of good HR management practices is positively associated with better outcomes, including reduced mortality, increased continuity of care, and higher patient satisfaction (Guest & de Lange, 2021).

Hospitals can be categorized into three types based on their ownership and operation: regional hospitals, central government hospitals, and private hospitals. In addition, based on service capabilities, human resources, and facilities, hospitals are also divided into classes A, B, C, and D (Kemenkes, 2019). With the increasing demand to provide high-quality services, HR management has become increasingly important. Challenges in healthcare workforce retention and rising turnover rates indicate the need for better strategies in HR management to ensure the sustainability and quality of healthcare services.



Figure 1. Hospital Data in 2021

Source: Kemenkes, 2021

Based on figure 1.1 Hospital Data in 2021, class C occupied the highest number of 1555 in total, followed by 826 class D hospitals, 436 class B hospitals, and 60 class A hospitals (Kemenkes RI, 2021).

Jumlah Tenaga Kesehatan Prioritas di Rumah Sakit (RS) dan Puskesmas (PKM) Berdasarkan 9 jenis tenaga kesehatan prioritas berupa perawat hingga kesling di RS dan PKM.



Figure 2. Profile of Health Workers in Palembang in 2024 Source: Kemenkes, 2024

The most health workers in Indonesia are nurses, with a total of 694,154 people. Based on the figures, it shows that in Palembang City, nurses are also the most health workers, with a total of 6,061 people (Kemenkes, 2024).

The job satisfaction of health workers is very important considering the magnitude of their responsibility in caring for patients. A high level of job satisfaction among healthcare workers is achieved when they feel happy and feel positive emotions in their work, work environment, and relationships with colleagues. Therefore, health services need to create happiness for health workers by meeting their needs and expectations related to various aspects of the work environment (Yusuf, 2023).

Turnover intention is a predictor of the decision to leave the organization which, if realized, will affect the quality of care provided (Callado, Teixeira, &



Lucas, 2023). In hospitals, turnover can cause losses because it interferes with the health service process. Therefore, hospital management needs to implement various strategies to retain employees so that they do not resign (Ratnasari, 2011). The high turnover rate is a challenge for various organizations or hospitals in managing employees. What's more, the number of hospitals in Indonesia continues to increase, with total health units increasing by around 7% every year (Kemenkes, 2018). This situation can lead to the transfer of health workers from one hospital to another. Based on previous research, hospitals need to identify employee exit plans to reduce turnover problems and keep employee departure rates under control (Omar, 2013).

Hermina Palembang Hospital is a Class C hospital located in South Sumatra Province. Class C hospitals provide facilities for basic specialist services, along with certain specialist and subspecialist medical services that support specific types of care. (Kemenkes, 2019).

The results of a survey conducted by the author on the human resources department of Hermina Palembang Hospital show that the nurse turnover rate in 2021 was 0%, then increased in 2022 to 3.7%, and increased again to 4.4% in 2023. Based on these results, an increase in the turnover rate in nursing staff at the hospital was obtained. After a survey of 48 nurses at Hermina Palembang Hospital, it was found that as many as 10.4% of nurses do not see themselves working in their current place within the next 5 years. The majority of nursing staff consider workload (54.2%) to be the biggest factor in turnover intention. To address these issues, hospital management needs to evaluate workload, increase compensation, Offering professional development and building a supportive work environment are expected to help lower turnover rates and enhance the quality of healthcare services at Hermina Palembang Hospital.

METHOD

The quantitative research method at Hermina Hospital Palembang uses the A purposive random sampling method was used to determine the respondents. In this study, the sample consisted of 146 nurses who were selected based on certain criteria relevant to the research objectives, namely to evaluate the relationship between work environment and organizational support to turnover intention, with job satisfaction as a mediator variable. With purposive random sampling, the researcher ensures that the respondents involved have sufficient experience and knowledge about the variables being studied, so that the data obtained is more accurate and representative.

Descriptive analysis will be carried out to describe the characteristics of respondents as well as each research variable. Furthermore, Data analysis will be carried out using SmartPLS to examine the relationships among variables and assess the mediating effect of job satisfaction. With this approach, it is hoped that factors that affect nurse turnover intentions can be identified more deeply.

RESULTS AND DISCUSSION

This study involved 146 respondents consisting of nursing staff who actively worked at Hermina Palembang Hospital. The sample selection criteria are designed to ensure that all nursing staff participating in this study have relevant experience, with a minimum of one year of service at the institution. This criterion

DIE: Jurnal Ilmu Ekonomi dan Manajemen ISSN. 0216-6488 (Print), 2775-7935 (Online) is important to guarantee that respondents are not only familiar with hospital procedures and policies, but also have a deep understanding of the dynamics of their work environment. The data obtained is expected to be comprehensive and accurate in research at Hermina Palembang Hospital in 2024.

Description	Category	Summary	Percentage (%)
Candan	Man	9	6.20%
Gender	Man	137	93.80%
	20-25 Years	57	39%
Age	26-30 Years	29	19.90%
	31-50 Years	60	41.10%
Married Status	Unmarried	89	61%
Married Status	Married	57	39%
	Diploma	98	67.10%
Einal Education	D4/S1	13	8.90%
Fillal Education	Profesi	34	23.30%
	S2	1	0.70%
	1-5 Years	104	71.20%
Long Time Working	6 – 10 Years	28	19.20%
	>10 Years	14	9.60%

Table	1.	Res	ponden	Profile
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Source: Researcher Data

This study used a multivariate analysis with the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to analyze the inferential data. The process of inferential statistical analysis begins with analyzing The outer model is used to assess the reliability and validity of all indicators within the research framework. Furthermore, the analysis continued by evaluating the inner model, which aimed To evaluate the model's predictive power, explanatory strength, and the significance of the relationships between research variables. The first step in PLS-SEM data analysis is testing the validity and reliability testing is conducted to confirm that the indicators are accurate and effective in measuring the intended latent variables (constructs). SmartPLS 4 software was utilized in this study to generate the outer model output. The results of the outer model are presented as follows:





Figure 3. Outer Model Variables Research Source: Researcher's Processed Data

As shown in Figure 3 above, a valid external model indicator is obtained to measure the construct by adjusting the outer model score (Hair et al., 2019). Furthermore, the results of the outer model analysis and its explanation will be described in detail. The findings from the outer model analysis

	Cronbach's alpha	Composite reliability(rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction (Z)	0.955	0.967	0.963	0.788
Organizational Support (X1)	0.962	0.971	0.970	0.868
Turnover Intention(Y)	0.953	0.954	0.963	0.811
Work Environment (X2)	0.964	0.969	0.970	0.800

Table 2. Construct Reliability dan Validity

Source: Based on the results of the researcher's processing using SmartPLS 4.0 (2024)

All variables have Cronbach's Alpha and Composite Reliability values exceeding 0.7. This proves that all variables have met the reliability test requirements and are declared reliable. Validity testing includes convergent validity, assessed through AVE values greater than 0.5, and discriminant validity, evaluated using HT/MT values below 0.9. The results are presented as follows of convergent validity in the actual study conducted on 146 samples.

Table 3. HT/MT Values

	Job Satisfaction (Z)	Organizational Support (X1)	Turnover Intention (Y)	Work Environment (X2)		
Job Satisfaction (Z)						
Organizational Support (X1)	0.484					

Turnover Intention(Y)	0.805	0.622		
Work Environment (X2)	0.475	0.458	0.591	

Source: Based on the results of the researcher's processing using SmartPLS 4.0 (2024)

The HT/MT ratio is applied to assess discriminant validity, and all variable values are below 0.9. These results indicate that each indicator in the research model is clearly distinguished from the others. against. These indicators are most appropriately utilized to measure their own constructs, so that all variables pass the validity test.

Referring to the outer model's reliability and validity test results, which was carried out by taking into account The outer loading values, reliability of constructs (measured by Cronbach's Alpha and Composite Reliability), convergent validity (assessed via Average Variance Extracted/AVE), and discriminant validity (evaluated using the HT/MT ratio), It can be concluded that all indicators in this research model are both reliable and valid in accurately measuring their intended constructs. Therefore, this research model is declared valid and reliable to proceed to the next stage of analysis, namely structural model analysis (inner model).

The inner model's quality is evaluated using Variance Inflation Factor (VIF) and R-square values (Hair et al., 2019; Hair et al., 2021). In addition, the Q-square test is applied to measure the model's predictive ability in line with the PLS-SEM approach. Then, to determine whether the hypothesis is supported, significance testing and analysis of the mediation pathway are carried out through specific indirect effects tests.



Figure 4. Inner Model Variables Research

Source: Researcher's Processed Data

The R-square (\mathbb{R}^2) value, also known as the coefficient of determination, is utilized to explain how much an independent variable can affect a dependent variable. The R-square (\mathbb{R}^2) value ranges between 0 and 1 ($0 \le \mathbb{R}^2 \le 1$), where a higher \mathbb{R}^2 indicates a stronger influence of independent variables on the dependent variable. As a general guideline, an \mathbb{R}^2 value above 0.75 is considered strong, above 0.50 is moderate, and above 0.25 is weak. However, if the \mathbb{R}^2 exceeds 0.9, the model may be considered overfitted. (Hair et al., 2021; Sarstedt et al., 2022).



Table 4. R Square						
	R-square	R-square adjusted				
Job Satisfaction (Z)	0.313	0.304				
Turnover Intention(Y)	0.706	0.700				

Source: based on the results of the researcher's processing using smartpls 4.0 (2024)

The R² value for the Job Satisfaction (Z) variable is 0.313, meaning that 31.3% of its variation is explained by the independent variables used in this study.. Based on the rule of thumb, this value falls into the moderate category (R² > 0.25 and \leq 0.50). This indicates that while The independent variables have a significant impact on job satisfaction, there are still other factors that contribute to such variability.

On the other hand, for the Turnover Intention (Y) variable, a higher R^2 value, i.e. 0.706, indicates that 70.6% of the variability in turnover intention can be explained by an independent variable. This value falls into the strong category ($R^2 > 0.75$), which indicates that this research model has high predictive power in explaining the factors that influence employees' intention to leave the organization.

The R-square adjusted value for both variables was also analyzed, with Job Satisfaction (Z) having a value of 0.313 and Turnover Intention (Y) reaching 0.706. The adjusted R-square value provides a more accurate picture of the model's strength by considering the number of independent variables used. The R-square analysis results indicate that this research modell is quite effective in explaining the influence of independent variables on Turnover Intention, while for Job Satisfaction, although the effect is moderate, there is still room for further exploration of other factors that can affect job satisfaction.

Effect size or F2 is used to determine how much an independent variable can support a dependent variable. The effect size test by looking at the value of F2 aims to find out how much involvement of exogenous variables in supporting endogenous variables. The value of F2 is classified into 3, that is, if the value of F2> 0.02 has a small influence, F2>0.15 has a moderate influence, and F2> 0.35 has a large influence. If the F2 value is less than 0.02, it can be concluded that the independent variables in the study do not affect the dependent variables (Hair et al., 2021). The following is the value of the effect size in this study

Table 5. Effect Size						
	Job Satisfaction (Z)	Organizationa l Support (X1)	Turnover Intention (Y)	Work Environmen t (X2)		
Job Satisfaction (Z)			0.767			
Organizational Support (X1)	0.130		0.141			
Turnover Intention(Y)						
Work Environment (X2)	0.122		0.092			

Source: Based on the results of the researcher's processing using SmartPLS 4.0 (2024)

The core aspect of the inner model or structural model analysis in this study involves examining the significance values and path coefficients between variables.

DIE: Jurnal Ilmu Ekonomi dan Manajemen ISSN. 0216-6488 (Print), 2775-7935 (Online) The purpose of the significance test is to determine whether the relationships between variables in the model are statistically significant, so that the study can be generalized at the population level. This test was carried out using the bootstrapping method and processed using SmartPLS 4 (Hair et al., 2021).

Since the direction of the hypothesis' influence has been clearly stated to be positive or negative, the proper statistical test is one-tailed. It is said that there is a positive and significant influence if the t-statistic value > the t-table (2.132) at a significance level of 5% (alpha = 0.05). Conversely, if t-statistic < t-table (2.132), then there is no significant influence between the two variables (Ringle et al., 2015; Sarstedt et al., 2022).

Table 6. Hypothesis Test						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Job Satisfaction (Z) -> Turnover Intention(Y)	0.573	0.578	0.070	8.160	0.000	Positive and Significant
Organizational Support (X1) - > Job Satisfaction (Z)	0.334	0.337	0.101	3.315	0.000	Positive and Significant
Organizational Support (X1) - > Turnover Intention(Y)	0.242	0.242	0.075	3.215	0.001	Positive and Significant
Work Environment (X2) -> Job Satisfaction (Z)	0.324	0.320	0.106	3.042	0.001	Positive and Significant
Work Environment (X2) -> Turnover Intention(Y)	0.195	0.186	0.059	3.315	0.000	Positive and Significant

Source: Based on the results of the researcher's processing using SmartPLS 4.0 (2024)

The analysis results revealed a significant positive relationship between the variables studied at Hermina Hospital Palembang. First, Job Satisfaction (Z) has a strong positive influence on Turnover Intention (Y), with an original sample value of 0.573. This means that the higher the nurse's job satisfaction rate, the lower their intention to leave the job.

Furthermore, Organizational Support (X1) showed a positive effect on Job Satisfaction (Z), with a path coefficient of 0.334. This indicates that the support provided by the organization, such as managerial assistance and adequate resources, plays an important role in improving nurses' job satisfaction. In addition, Organizational Support (X1) also has a significant positive influence on Turnover Intention (Y) with a value of 0.301. This suggests that nurses who feel supported by the organization tend to have lower intentions to quit their jobs.



On the other hand, Work Environment (X2) showed a significant positive influence on Job Satisfaction (Z) with a value of 0.586. This shows that a conducive work environment, including good facilities and a supportive work atmosphere, contributes significantly to nurses' job satisfaction. In addition, Work Environment (X2) also had a positive effect on Turnover Intention (Y) with a value of 0.186, although the effect was lower than the effect of Job Satisfaction.

Overall, these findings indicate that improving Organizational Support and a good Work Environment can significantly improve nurses' Job Satisfaction. With increased job satisfaction, their intention to leave work can also be minimized. Therefore, hospital management is advised to focus on strengthening organizational support and creating a better working environment to retain nurses.

Tuble 71 fielduiton vurtuble Hypothesis Test						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Organizational Support (X1) - > Turnover Intention(Y)	0.192	0.197	0.069	2.790	0.003	Positif dan Signifikan
Work Environment (X2) -> Turnover Intention(Y)	0.185	0.188	0.073	2.553	0.005	Positif dan Signifikan

Table 7. Mediation Variable Hypothesis Test

Source: Based on the results of the researcher's processing using SmartPLS 4.0 (2024)

The results of the analysis show that Job Satisfaction functions as an important mediator in the relationship between Organizational Support and Work Environment to Turnover Intention. Research by Sonnentag et al. (2018) reveals that strong organizational support increases employee job satisfaction, which positively impacts their commitment to the organization. They state, "Support from management can improve employees' work experience, which helps reduce the intention to change jobs." (Sonnentag et al., 2018).

Furthermore, research by Huang et al. (2019) shows that a good work environment contributes significantly to job satisfaction. In their study, the researchers concluded that "employees who feel comfortable and supported in their work environment tend to have higher levels of satisfaction, which in turn reduces their likelihood of leaving the organization" (Huang et al., 2019). These findings support the results of the analysis which shows that improving Work Environment and Organizational Support not only increases Job Satisfaction but also reduces Turnover Intention.

As such, it is important for hospital management to strengthen organizational support and create a positive work environment. This will increase nurses' job satisfaction and reduce their intention to leave the organization, which impacts the stability and quality of healthcare.

CONCLUSION

From the analysis of the seven hypotheses, it can be concluded that all hypotheses show a positive and significant influence. Organizational Support (X1) contributes significantly to Job Satisfaction (Z) and indirectly affects Turnover Intention (Y) through Job Satisfaction mediation. In addition, Work Environment (X2) also showed a significant positive influence on Job Satisfaction (Z) and Turnover Intention (Y), with a clear mediation role. An increase in organizational support and a good work environment not only increases nurses' job satisfaction, but also reduces their intention to leave the job. Therefore, hospital management is advised to improve the support provided to employees through training, career development, and better communication. In addition, steps need to be taken to create a better working environment, including adequate facilities and harmonious relationships between colleagues. Developing a well-being program that focuses on nurses' mental and physical health can also help improve job satisfaction and reduce stress. Conducting regular evaluations and gathering feedback from employees regarding job satisfaction levels will go a long way in making necessary changes. Thus, retention strategies that focus on improving job satisfaction and reducing turnover should be developed, in order to create stability within the nursing team. By implementing these suggestions, it is hoped that hospitals can create a better working environment and reduce turnover intentions among nurses, which will ultimately improve the quality of health services.

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