The Influence of Job Stress, Organizational Culture, and Organizational Communication on Turnover Intention in X Hospital

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ABSTRACT

The high rate of Turnover is a negative thing and is detrimental to the Hospital. This problem can have an impact on material losses, effectiveness and human resources. The purpose of this study was to analyze the effect of job stress, organizational culture and organizational communication on turnover intention at RS X. This research method is a quantitative research to look at the factors that are related to the desire of employees to stop working with a survey research design. The analysis technique used is Multiple Linear Regression. The sample population of this study were all nurses in X Hospital in total of 157 respondents. The sampling technique uses a saturated sample. Measurements in this study used questionnaires that were distributed to 157 respondents and questionnaires that returned a total of 157 sets of questionnaires. The results of the study show that job stress, organizational culture and organizational communication have an influence on turnover intention in RS X. Job stress has no effect on turnover intention. Organizational culture influences turnover intention, and organizational communication influences turnover intention. The implications of research for management so that employee turnover intention is reduced by re-evaluating workload calculations, creating a remuneration system and improving work shift regulations to reduce job stress, besides that management is expected to provide clear information directions on every detail of work and provide prizes to employees who excel to increase.

Keywords: Job Stress, Organizational Culture, Organizational Communication, Turnover Intention, Turnover.

INTRODUCTION

High employee turnover rates have direct and indirect negative economic impacts on the health sector (Hayes et al., 2012; Xiaoming et al., 2014; Zhao, et al., 2018). Direct costs are generally associated with recruiting new employees, in this case advertising costs and other recruiting methods. Indirect costs, caused by reduced initial productivity of new hires and lower group cohesion and morale. While this may not be apparent from the outside, it can be very problematic within the operational functioning of a unit or organization. In Indonesia, the turnover rate of nurses in private hospitals is quite high, which is more than 10% annually (above the normal limit). This condition can be interpreted that hospital management faces problems, especially in the field of nursing human resources. Coupled with the growth of the hospital industry in Indonesia which is predicted to

continue to increase, the problem of medical personnel turnover will be even more severe if not paid close attention, especially without being matched by improving the quality and quantity of human resources in the health sector (Lukman, et al., 2020) .

Employee turnover also occurs in companies in the service sector, especially the health sector, whih are Hospital. X Hospital, which is one of the oldest hospitals in North Jakarta, is also experiencing the same problem regarding the turnover of medical staff (nurses). When the researcher was carrying out the duties of a professional program for medical students, the researcher found several problems that occurred while on duty at the hospital. One of them, many who resigned in the span of one year while the researcher was on duty at the hospital. Various reasons are the main factor for them to resign or

resign from their job as medical staff (nurses), factors such as; career development, getting opportunities elsewhere, stress due to work, poor communication with superiors, job satisfaction, and high workload. Medical staff (nurses) leaving or resigning from X Hospital will certainly result in staff vacancies resulting in decreased and delayed service to patients, both from medical staff (nurses) or administration. If the turnover problem continues to occur, it cannot be denied that this can endanger patients and even the hospital will definitely receive complaints from patients for delays in service. one year. The results were quite surprising, 18 out of 30 respondents (60%) agreed that they wanted to resign from their job at X Hospital. They stated that several times they tried to look for job opportunities in other places, some stated that they would soon resign no later than one year from filling out the questionnaire. From the facts of the pre-survey above, it can be concluded that six out of ten medical staff (nurses) who work at X Hospital experience the same thing, namely they want to find new job opportunities elsewhere. Because of this, researchers want to examine more deeply what factors most influence medical staff (nurses) to resign.

Based on the description of the background above, the authors are interested in researching the factors that influence hospital employees to make turnover intention with the thesis title **"The Influence of Job stress, Organizational Culture, Organizational Communication on Turnover Intention at X Hospital"**. The novelty of this study is the existence of a job satisfaction variable which is used as an intervening variable where this variable is suspected of influencing or not indirectly influencing the influence of job stress and work motivation variables on turnover intention in RS X, and this is the first time it has been carried out in RS X.

RESEARCH METHODS

This study uses a descriptive research design type that is structured to collect data that describes a person's characteristics, activities and situations. There are several characteristics in this study which are characteristics of descriptive research, namely, the existence of identified problem formulations, the existence of hypotheses from several problem formulations, the data collection method used is a survey with quantitative analysis techniques which has a fairly broad subject, and there is no variables that are manipulated or commonly considered as variables that are given special treatment.

Data collection was carried out by distributing questionnaires. The research measurement method uses a Likert scale. The research population is the medical staff at X Hospital. The number of samples taken in this study were 157 people. Data analysis uses descriptive statistics, multiple linear regression. The tests used in this study are the F test, t test and R-squared to measure the proportion of the dependent variable (turnover intention) and the independent variables (job stress, organizational culture and organizational communication) in the regression model.

Turnover intention is the result of the tendency and intention of employees to decide to voluntarily stop working from their job or move from one workplace to another according to their own choice. For dimensions and indicators, namely Thoughts & evaluation, Intentions or Intentions, and Choices to quit. Job stress is a dynamic condition in which a person is confronted with a source of opportunities, constraints or demands related to their desires and the results are perceived as uncertain and important. The measurement indicators are: task demands, role demands, interpersonal demands, organizational structure and organizational leadership.

Organizational culture is a perception that is formed and adhered to by a group of members of the organization and is a system that has a common purpose and meaning. The dimensions used in this study are: innovation & risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Organizational communication is the display and interpretation of messages between communication units of a particular organization. Communication strengthens motivation by explaining to employees what to do, how well they are doing, and what can be done to correct substandard performance. As for the dimensions of organizational communication, namely: information related to work, adequacy of information, the ability to suggest improvements, efficiency of downward communication channels, media quality, the way colleagues communicate, information about the organization as a whole and communication integration.

The research hypothesis is formulated as follows:

H1: There is an influence between job stress, organizational culture and organizational communication on turnover intention.

H2: There is an influence between job stress and turnover intention.

H3: There is an influence between organizational culture on turnover intention.

H4: There is an influence between organizational communication on turnover intention

The theoretical framework of this research is shown below:
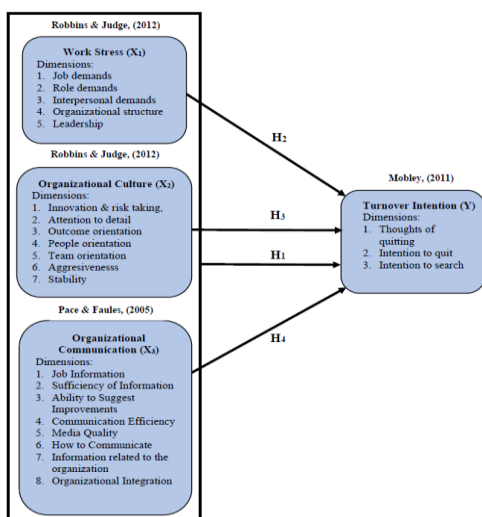
RESULTS AND DISCUSSION

Based on the results of the validity test it is known that all statements from the variables have an r score > 0.156 which means valid. And based on calculations for reliability, each dimension has a Cronbach alpha value > 0.6 (0.775 – 0.949), so it can be interpreted that each variable is declared reliable.

Table 1. Description of Respondents

Gender	Amount	%
Male	69	44%
Female	88	56%
Grand Total	**157**	**100%**
Age	**Amount**	**%**
18 – 24 years	13	8%
25 – 30 years	88	56%
31 – 35 years	49	31%
36 – 40 years	7	4%
Grand Total	**157**	**100%**
Years of work	**Amount**	**%**
1 – 2 years	68	43%
3 – 4 years	64	41%
4 – 5 years	16	10%
> 5 years	9	6%
Grand Total	**157**	**100%**
Education	**Amount**	**%**
Diploma	69	44%
Bachelor	88	56%
Grand Total	**157**	**100%**

Based on table 1, most of the respondents were female (56%), aged 25-30 years (56%), worked between 1 to 2 years (43%) and graduated from Bachelor degree (56%).

DESCRIPTIVE ANALYSIS (*Three-Box Method*)

The interval value can be calculated as 125.6 which is obtained from the results of subtracting the upper and lower limits. Furthermore, the interval value will be divided into three parts so as to produce a range for each part of 41.87 which will be used as the basis for interpreting the following index values:

Value Range 31.4 – 73.25: Low
Value Range 73.26 – 115.14: Moderate
Value Range 115.15 – 157: High

A. Turnover Intention Analysis

Turnover Intention, which consists of three dimensions and 6 indicators, has an average index value of 125.53 which is included in the high category. This indicates that the rate of rotation of nurses in X Hospital is high because the statement given are positive outcomes. The highest indexes are found in the statements "I made the choice to resign in order to develop my career" and "I have looked for work elsewhere several times after I finished working here" with an index of 129.4. This explains that the main reason nurses have the intention to change jobs is strongly suspected to be caused by stagnant career development at X Hospital, so nurses try to find job opportunities elsewhere.

B. Job Stress Analysis

The distribution of the results of respondents' answers to the job stress variable shows an average index value of 112.22 which is in the medium category. This reflects that the level of job stress for nurses in X Hospital is not too high and quite good, because the value of the job stress index for nurses is in the middle where some nurses agree about their job stress and some also disagree about their job stress. The index value of the highest job stress variable is 120.2 found in the statement item "My workload is very heavy". This shows that some nurses at X Hospital think that their workload is very heavy and unfairly distributed among other nurses. The workload of the nurses includes shifting schedules to enter nurses or additional work outside the job desk that must be done by nurses makes them stressful.

C. Organizational Culture Analysis

The distribution of respondents' answers to the organizational culture variable showed an index value of 107.13 which was in the medium category, this reflected that RS X had a fairly good organizational culture, due to the positive

outcomes given by several nurses on the statement indicators. The lowest index value with a score of 96.6 is found in the indicator question "My workplace really cares about the welfare of its employees". In this statement it can be interpreted that nurses feel that Hospital X cares enough about the quality of the welfare provided to them, starting from salary allowances, overtime pay, annual leave, holiday allowances and others. Furthermore, the index value with the highest score has a score of 116.6 which is explained in the indicator item "My team works according to the company's directions". This statement explains that nurses at X Hospital have worked well together in teams and in accordance with the company's directives.

D. Organizational Communication Analysis

The distribution of respondents' answers to the variable shows an average index value of 102.3 which is included in the medium category, this reflects that the organizational communication of nurses in X Hospital is quite good, because based on the results of the respondents' answers it is explained that the nurses stated that the communication that occurs within good organization among fellow nurses, between superiors and subordinates or others is good enough. The lowest index value has a score of 91.4 which is located in the item "Easy to integrate work between divisions", from this statement the respondents explained that the nurses at Hospital X were cooperative enough to work in teams or between divisions. The highest index value had a score of 114 is contained in the item "I can serve and communicate with the general public". This can be explained that the X Hospital nurses can communicate quite well with the patients.

RESULTS OF MULTIPLE LINEAR

ANOVAª					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	825,920	3	275,307	9,764	<,001ᵇ
Residual	4314,054	153	28,196		
Total	5139,975	156			
a. Dependent Variable: Turnover Intention					
b. Predictors: (Constant), Organizational Communication, Job Stress, Organizational Culture					

REGRESSION TESTS

This data analysis technique uses multiple linear regression analysis to determine the effect of the independent variables and the dependent variable.

Based on the results of the F test in Table 2 below, it can be seen that the calculated F value is

9.764 with a significance value of 0.000.

Coefficientsª						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	23,38	2		9,98	0	
Job Stress	0,308	0	0,364	3,978	0	
2 Organizational Culture	-0,155	0	-0,402	-2,563	0,011	
3 Organizational Communication	-0,038	0	-0,092	-0,624	0,533	
a. Dependent Variable: Turnover Intention						

Furthermore, the calculated F is compared with the F table of 2.66, and with a significant probability of 0.000 which is much smaller than the value of α = 0.05, it can be said that the variables of job stress (X1), organizational culture (X2), and organizational communication (X3), together they have an influence on the dependent variable, namely turnover intention (Y) in X Hospital

Table 2: Test results F

Table 3: Test Results t

Based on the results of the t-test in table 3 above, it can be concluded that:

1. There is a positive influence between job stress and turnover intention. This is shown by the results of the regression coefficient β = 0.068 which indicates the direction of a positive relationship, and the effect is not significant because the t count = 1.007 which is smaller than t table = 1.98 and the sig value = 0.315 > α = 0.05.

2. There is a negative influence between organizational culture and turnover intention. This is shown by the results of the regression coefficient β = -0.103 which indicates the direction of a negative relationship, and has a significant effect because the t count = 3.470 is greater than t table = 1.98 and the sig value = 0.001 < α = 0.05. These results state that hypothesis 2 (H2) is accepted. Thus the third hypothesis is accepted and it can be interpreted that the Organizational Culture variable (X3) has a negative effect on turnover intention (Y) and is significant.

3. There is a negative influence between organizational communication and turnover

intention. This is shown by the results of the regression coefficient β = -0.104 which indicates the direction of a negative relationship, and has a significant effect because the t count = 3.264 is greater than t table = 1.98 and the sig value = 0.001 <α = 0.05. These results state that hypothesis 3 (H3) is accepted. Thus the fourth hypothesis is accepted and it can be interpreted that the Organizational Communication variable (X4) has a negative effect on turnover intention (Y) and is significant.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401[a]	0,161	0,144	5,310
a. Predictors: (Constant), Organizational Communication, Job Stress, Organizational Culture				
b. Dependent Variable: Turnover Intention				

Based on the results of table 4 below, it can be seen that the value of R2 is 0.161, this shows that the influence of job stress (X1), organizational culture (X2), organizational communication (X3) on the dependent variable turnover intention (Y) is 16 .1% while the rest (100% -16.1% = 83.9%) can be influenced by other variables not included in this study.

Table 4: Test results for the Coefficient of Determination

D. DISCUSSION OF RESEARCH RESULTS
Table 5 Hypothesis Results

Hypothesis	Hypothesis statement	T and F test results	Notes
H1	There is an influence of job stress, organizational culture and organizational communication on turnover intention	9,764 & 0,001	Hypothesis accepted
H2	There is an effect of job stress on turnover intention	0,315 & 0,1007	Hypothesis rejected
H3	There is an effect of organizational culture on turnover intention	0,001 & -3,47	Hypothesis accepted
H4	There is an effect of organizational communication on turnover intention	0,001 & -3,264	Hypothesis accepted

1. The joint effect of job stress, organizational culture and organizational communication on turnover intention.

The results of this study have shown that job stress, organizational culture and organizational communication affect turnover intention simultaneously. The results of this study are not in line with the results of previous research by (Qureshi, et al., 2013) which explained that job stress has a significant effect on employees in the Pakistan textile sector, while in this study cooperation stress has a positive relationship to turnover intention but not significant. Furthermore, when compared with the results of previous research by (Medina E. 2012) the results of this study are in line because they both stated that organizational culture has a significant influence on turnover intention, where previous research had the same research subjects as nurses in Korean hospitals.

According to Lu, Y., et al., (2017) job stress is a variable that has a significant impact on turnover intention, this study has a sample of doctor respondents. While the research of Lee, E., & Jang. i. (2020), who examined a similar sample of 260 nurses in a hospital in Seoul, Korea, explained that job stress is an indicator that is quite influential with the level of turnover intention of nurses in that hospital.

Research related to organizational culture variables is research by San Park, J., & Kim, T. H. (2009). Their research also used a sample of nurses working in a hospital in Korea. The results explain that organizational culture has a significant influence on the turnover intention of the nurses working in the hospital. And previous research by Habib, S., et al., (2014) states that the results of his research have proven that organizational culture is an important element and greatly influences employee turnover intention,

The results of this study are also in line with the research of Mohamad, S.F. (2008) examined 214 operational employees and the results stated that organizational communication has a significant effect on turnover intention. Whereas in research Yu, M. (2011) explained the

opposite results which stated that employee communication competence did not have a significant effect on turnover intention.

2. The effect of job stress on turnover intention

The results of this study indicate that the job stress variable does not have a significant effect on turnover intention in X Hospital. The direction of the relationship between job stress and turnover intention is positive, which means that if job stress increases, turnover intention will also increase, but in this study the job stress variable is not a variable that has a significant effect on turnover intention in X Hospital. The results of this study are inversely proportional to the research of Lee, E., & Jang. i. (2020), who examined a similar sample of 260 nurses in a hospital in Seoul, Korea, explained that job stress is an indicator that is quite influential with the level of turnover intention of nurses in that hospital.

If it is related to the results of the three box method, it shows that Hospital X still pays little attention to the workload between one nurse and another, this is explained by the high score results on the first indicator, namely "my workload is very heavy". In addition, X Hospital also needs to pay attention to HR in the right position for nurses, because some nurses at X Hospital feel that they are not suitable for the role they are doing as nurses, therefore if X Hospital wants to recruit employees, make sure that the prospective nurses have the right passion, namely the service industry. Seniors need to provide additional motivation to nurses who are currently having a workload, with an approach between seniors and juniors, so the nurses will be comfortable working in X Hospital.

3. The influence of organizational culture on turnover intention

The results of this study indicate that organizational culture variables have a significant influence on turnover intention in X Hospital. The direction of the relationship between organizational culture and turnover intention is negative, which means that the better the organizational culture, the lower the turnover rate. The results of this study are in line with San Park's research. , J., & Kim, T. H. (2009). Their research also used a sample of nurses working in a hospital in Korea. The results explain that organizational culture has a significant influence on the turnover intention of the nurses working in the hospital. And previous research by Habib, S., et al., (2014) states that the results of his research have proven that organizational culture is an important element and greatly influences employee turnover intention.

If it is related to the results of the three box method, the results show that X Hospital has an organizational culture that prioritizes the welfare and comfort of its workers, so that nurses feel that they are comfortable working at X Hospital. The welfare provided also includes not only salary and benefits, but facilities health, cooperative team, and clear rules from management make nurses feel prosperous working in X Hospital. Suggestions for X Hospital to continue to innovate regarding services for patients and explain clear regulatory procedures to each nurse so that all nurses provide the best service they have established by X Hospital. With good service and good organizational culture in X Hospital, of course it will have an impact on the happiness level of the nurses and ultimately have an impact on the services provided by the nurses to every patient in X Hospital. it is necessary to establish policies on sanctions and rewards for nurses to ensure standards and procedures for services provided to patients. With the sanction and reward policy made, of course it can reduce unscrupulous nurses who provide bad service and appreciate nurses who provide the best service, for example X Hospital can give awards / achievements to the best nurse this month, the goal is to increase the role played by nurses will positive impact on the good name of RS X.

4. The influence of organizational communication on turnover intention

The results of this study indicate that organizational communication variables have a significant influence on turnover intention in X Hospital. Organizational Communication is a way of conveying information that occurs in the organizational environment, between fellow workers/nurses, staff and superiors, or even with patients. Organizational communication has a negative relationship with turnover intention in X Hospital, which means that the better the communication that occurs in the organizational environment, the lower the turnover intention. It can be concluded that X Hospital has a conducive working environment and a high level of intimacy among nurses, and even nurses and patients also communicate well with each other.

Respondents' responses were based on the three box method, explaining that the organizational communication variable had a moderate score which reflected that the organizational communication that occurred in X Hospital was running quite well.

CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

A. Conclusion
1. Based on the analysis carried out, the conclusions that can be put forward in this study are as follows:

2. This shows that the high job stress experienced by nurses, good organizational culture and organizational communication between nurses and other workers will affect the number of workers who resign from X Hospital.
3. However, the results of the study state that job stress does not have a significant effect on turnover intention, but other factors that have a more significant effect on turnover intention in Hospital X. So it can be concluded that job stress experienced by nurses in Hospital X is not too high which influences the high number Retired at X Hospital
4. A good organizational culture will have a negative impact on the resignation rate, conversely, a bad organizational culture will have a high impact on the resignation rate so that it will have an impact on the quality of services provided by nurses at X Hospital.
5. This means that if the better the communication that occurs in the hospital, of course it will reduce the resignation rate of the working nurses, conversely if the communication between nurses in the hospital is not good, of course it will have an impact on the high interest rate of resignation at X Hospital.

B. Implication
  a. Based on the results of the study, it was shown that the nurses at X Hospital had a fairly high workload and stress. The results of the questionnaire answers showed that respondents felt a high workload that even interfered with the private life of nurses. In addition, the results of the questionnaire answers showed that some nurses did not get a role that was in accordance with their abilities so that they felt they did not match their roles and responsibilities with their jobs. With these results, X Hospital needs to evaluate the workload of nurses by dividing special tasks beyond the standard basic nursing duties according to the area of responsibility. Because of course when the standard of work is in accordance with their responsibilities, nurses can work optimally without being distracted by additional tasks or other special tasks so that their expectations for their work are met and will provide the best service and performance for X Hospital patients.
  b. The results of the study show that the organizational culture applied in X Hospital is quite good. The results of the

questionnaire answers showed that their workplace prioritized teamwork and was in accordance with the direction of the company. It can be seen from the results of the respondents' answers for the team orientation dimension which are in the high category. Hospital management is advised to hold a gathering event that aims to get closer to fellow nurses. With the gathering event, it is hoped that teamwork in the hospital will increase which will ultimately have an impact on nurse services.
  c. The results of the research show that the organizational communication that occurs in X Hospital is quite good. The results of the questionnaire answers show that the communication efficiency dimension has the highest results, this dimension explains that nurses can easily coordinate with agencies or even with patients. Hospital management needs to provide equal opportunity to all nurses to express their opinions, so that all parties can coordinate well.

C. Suggestion
For X Hospital Management
a. Hospital X is expected to provide training on effective communication and service excellence standards for employees, and this training may include caring behavior in service for the nursing unit as well as leadership training for the board of directors. The researchers suggest this because the leadership dimension has the lowest results when compared to other dimensions on job stress.
b. X Hospital is expected to hold a gathering event between management and employees in order to create a positive working relationship. In addition, X Hospital can hold regular meetings every month which are attended by all unit heads and staff representatives to coordinate with each other regarding work. Furthermore, X Hospital needs to care about the level of employee welfare, employee health by providing the best health facilities for employees. The researchers suggest this because the people orientation dimension has the lowest score when compared to other dimensions of organizational culture. Hospitals can provide health insurance facilities to nurses, or can provide benefits to employees who have contributed well.
c. X Hospital is expected to provide an opportunity for every nurse to express their opinions and aspirations easily. For example, by involving nurses in large meetings and providing opportunities to provide input. The

researchers suggest this, because the dimension of organizational integration has the lowest results when compared to other dimensions of organizational communication

For Further Researchers

a. It is hoped that further research will examine the same type of hospital with a larger number of respondents, so that the results can be analyzed and compared with the results of this study.

b. Look for other variables or add intervening or mediating variables such as career development, job satisfaction and workload.

c. The researcher also suggests that further research can develop the results of this study by adding other variables and can use certain analytical tools such as SEM (Structural Equation Modeling) analysis or others that can maximize the results of their research.

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