

ABSTRACT

**The Influence of Job Embeddedness, Job Satisfaction, and Job Opportunity
on Turnover Intention and Turnover
(Study on Three Hospitals Owned by PT X in East Java)**

Three hospitals owned by PT X during the 2016-2018 periods had problems with high employee turnover rates, with the average of 12% (standard $\leq 10\%$). The purpose of this study was to analyze the influence of job embeddedness, job satisfaction, and job opportunity on turnover intention and turnover. Unlike the previous research, the concept of job embeddedness in this study contained external environmental embeddedness which was the development of the original concept, and community embeddedness was analyzed separately. The research method was observational-analytic through cross sectional design. The total number of respondents was 348 (307 active employees from three hospitals belonging to PT X and 41 employees who had exited in 2018), which were selected through stratified random sampling. Data was collected through questionnaires and were analyzed using descriptive statistics, multiple linear regression, and multiple logistic regression, using computer-based statistical application with a p value < 0.05 . The results showed that employees on averaged had high level of job embeddedness, job satisfaction and job opportunity, and also low level of turnover intention. Nevertheless, there were employees who had low (24.1%) and very low (0.6%) job embeddedness, low (28.7%) and very low (3.4%) job satisfaction, and also high (20.7%) and very high (2.3%) turnover intention. The regression test results showed that job embeddedness had a significant negative influence on turnover intention ($p = 0,001$; $b = -0,464$) and so did job satisfaction ($p = 0,001$; $b = -0,236$). Furthermore, job embeddedness had a negative influence on turnover ($p = 0,001$; $\beta = -1,831$). Turnover intention had a positive influence on turnover ($p = 0,001$; $\beta = 1,195$). The conclusion is that the lower the job embeddedness and job satisfaction, the higher the turnover intention will be. The strength of the influence of job embeddedness on turnover intention is greater than job satisfaction. The higher the job embeddedness, the lower the turnover. The higher the turnover intention, the higher the turnover. In order to reduce turnover rates, management needs to make efforts to improve job embeddedness and employee job satisfaction.

Keywords: turnover intention, job embeddedness, job satisfaction, job opportunity

ABSTRAK

**Pengaruh *Job Embeddedness*, Kepuasan Kerja, dan *Job Opportunity*
Terhadap *Turnover Intention* dan *Turnover*
(Studi pada Tiga Rumah Sakit Milik PT X di Jawa Timur)**

Tiga RS milik PT X selama periode 2016-2018 memiliki masalah tingginya *turnover rate* karyawan yaitu rata-rata 12% (standar $\leq 10\%$). Penelitian ini bertujuan menganalisis pengaruh *job embeddedness*, kepuasan kerja, dan *job opportunity* terhadap *turnover intention* dan *turnover*. Berbeda dengan penelitian yang telah ada sebelumnya, konsep *job embeddedness* dalam penelitian ini memuat *external environmental embeddedness* yang merupakan pengembangan dari konsep asalnya, dan *community embeddedness* dianalisis terpisah. Metode penelitian adalah observasional-analitik dengan rancang bangun potong lintang. Total responden berjumlah 348 orang, yang terdiri dari 307 karyawan dari tiga RS milik PT X yang masih aktif bekerja dan 41 karyawan yang telah keluar pada tahun 2018, yang dipilih secara random berstrata. Data dikumpulkan melalui kuesioner. Data dianalisis dengan statistik deskriptif, regresi linier ganda dan regresi logistik ganda metode *backward* menggunakan aplikasi statistik berbasis komputer dengan nilai $p < 0,05$. Hasil penelitian menunjukkan secara rata-rata responden karyawan memiliki tingkat *job embeddedness* tinggi, kepuasan kerja tinggi, *job opportunity* tinggi, dan *turnover intention* rendah. Meskipun demikian, terdapat responden yang memiliki *job embeddedness* rendah (24,1%) dan sangat rendah (0,6%), kepuasan kerja yang rendah (28,7%) dan sangat rendah (3,4%), serta *turnover intention* tinggi (20,7%) dan sangat tinggi (2,3%). Hasil uji regresi menunjukkan bahwa *job embeddedness* berpengaruh signifikan negatif terhadap *turnover intention* ($p = 0,001$; $b = -0,464$) dan demikian juga dengan kepuasan kerja ($p = 0,001$; $b = -0,236$). Lebih lanjut, *job embeddedness* berpengaruh negatif terhadap *turnover* ($p = 0,001$; $\beta = -1,831$). *Turnover intention* berpengaruh positif terhadap *turnover* ($p = 0,001$; $\beta = 1,195$). Kesimpulannya adalah bahwa semakin rendah *job embeddedness* dan kepuasan kerja, maka *turnover intention* akan semakin tinggi. Kekuatan pengaruh *job embeddedness* terhadap *turnover intention* lebih besar dibandingkan kepuasan kerja. Semakin tinggi *job embeddedness*, semakin rendah *turnover*. Semakin tinggi *turnover intention*, semakin tinggi *turnover*. Untuk menurunkan *turnover rate*, manajemen perlu melakukan upaya untuk meningkatkan *job embeddedness* dan kepuasan kerja karyawan.

Kata Kunci: *turnover intention*, *job embeddedness*, kepuasan kerja, *job opportunity*