

The Effect of Job Placement and Job Satisfaction towards Turnover Intention

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ABSTRACT: The purpose of this research was to investigate the influence of placement and job satisfaction either simultaneously or partially to turnover intention of nurses. Turnover intention of nurses during period of year 2013 to 2015 are showed 28% per year. This number was high compared to turnover intention normal level which is about 5 – 10% per year. Placement and job satisfaction are the independent variables and intention turnover is dependent variable. Placement dimensions in this research are consist of academic achievement, job experiences, physical and mental health, marital status, and age. Job satisfaction dimensions are pay, promotion, supervision, fringe benefit, contingent reward, operation condition, co-worker, nature of work, and communication. This research took place at RSU An-Nisa Tangerang. Samples that used in this research were 60 nurses that was determined using purposive sampling method. Data analysis method was multiple linear regression analysis using SPSS version 22 program. The results of this research indicates that there is no significant influence of placement to turnover intention (p -value of $0,155 > 0,05$). Meanwhile, job satisfaction has significant influence to turnover intention (p -value of $0,000 < 0,05$). The R^2 (R square) value of 0.340 means that in this research the job satisfaction give effective contribution of 34% to the turnover intention.

KEYWORDS: *placement, job satisfaction, turnover intention.*

I. INTRODUCTION

High turnover rate will give negative effect on an organization since it will crease unstability and uncertainty of manpower condition and increase human resource cost in the form of the cost of recruitment, selection, training or even placement which has been invested to the workers. In addition, high turnover rate also makes organization performance becomes ineffective, mainly if there is a loss of experienced or specified-competend worker.

Research conducted by Andrirstiawan, shows that turnover rate on a compay or organization in Indonesia is at the range of 10%-12% annually (Andrirstiawan, 2010). In general, company or organization has annual turnover percentage at the range of 10%. According to Gillis, in his book entitle *Commemorations: The Politics for National Identity*, the turnover rate of workers is considered to be normal if it is at annual range of 5% – 10% (in Santoso, 2014). The large amount of company established also provides oppportunity for new workers to try to work. The development of the amount of franchise and online business also encourages the high rate of turnover. In addition, it cannot be neglected that contract system makes the workers anticipate as early as possible before the company terminates the working relationship between them.

The organization which has high turnover rate indicates that the workers do not like to stay or are not satisfied by being at the organization. The workers' unsatisfaction towards its job will cause the workers to show disappointment which eventually affects their working performance, such as coming late, being absent, avoiding their working responsibility, or even willingness to retire from the organization. However, if the workers feel satisfied with their job and organization then the workers will keep working in the organization and eventually give many profits to the organization (Robbins & Judge, 2017).

Based on the research conducted by Witasari (2009), it was obtained that job satisfaction does not significantly affect the turnover intention. This research is conflicting with the research conducted by Suhanto (2009) stating that job satisfaction decreases the workers' intention to retire.

Mudiwitha Utama (2013) shows that the workers' placement has direct influence towards loyalty. Good organization understanding on placing their workers will increase their loyalty. On the other hand, incorrect placement will cause turnover intention. Same research result was also obtained by Rivai and Jauvani Ella (2011) which concludes that less precise workers' placement will cause stunted workers' productivity who have high job productivity and job satisfaction so that the workers tend to retire in the initial months.

Placement

Placement is a process of matching or comparing the qualification owned with the job terms and at the same time giving task to the workers candidate. Precision in determining the workers with their corresponding field and expertise becomes a must for an organization. Less precise placement with education background will cause unsatisfaction feeling on the workers' self and the lack of workers' job contribution towards the company. Meanwhile, the workers who are obliged or placed in accordance with their education, skill, experience and interest will be more satisfied and happier in working (Ardana; 2012).

According to Hasibuan (2009), placement is a further action of selection, which is placing a worker candidate accepted (passing the selection) in position/job which needs him and at the same time delegate him, so that the worker candidate can do his duties on the position concerned.

Factors Affecting Placement

According to Werther & Davis (2004), factors that must be considered in placing the workers are:

1. Academic Achievement Factor

Workers who have high academic achievement must be placed on duty and job which needs big authority and responsibility. Meanwhile, for workers who have low academic achievement, they must be placed on duty and responsibility which have low authority and responsibility. Therefore, academic achievement determines someone position regarding with their job to be handled. Thus, their education background must be a consideration as well.

2. Experience Factor.

Previous job experience when someone work at other place, needs to be concerned in placing the staff, moreover if that person applies in the same field with the previous working place.

3. Physical and Mental Health.

Human resource management must considers the workers placement based on the physical and mental health of someone to be placed in the company.

4. Marital Status Factor.

This marital status is a factor that needs to be considered as well by the human resource manager in placing their workers. Female workers who already have husband and children should be best placed in company not far from husband resident.

5. Age Factor.

Age factor also need consideration. A worker who is quite old is better to be placed on job which does not have heavy physical energy risk and responsibility, however, for the workers who are still young, they need to be given quite heavy responsibility.

Job Satisfaction

Robbins & Judge (2017) describes job satisfaction as a general attitude of someone which shows difference between number of achievement accepted with the amount they expect.

Siegel and Lane (in Munandar, 2006) stated that job satisfaction is the assessment of someone's work as an effort to achieve the value of the job, resulting in the values obtained from the work are the same and are proportional to the fulfillment of one's basic needs.

Howell and Dipboye (in Munandar, 2006), defines job satisfaction as an overall result of the degree of liking or disliking of the workers toward the various aspects of their job. A similar opinion was given by Gibson (2000), who stated that job satisfaction is an attitude that workers have about their job. This is the result of their perceptions about their work.

In this study, the researchers used the definition of job satisfaction as a result of the overall degree of likes or dislikes of the workforce towards various aspects of their work.

Job Satisfaction Dimension

Spector (1997) divides the dimensions of job satisfaction into nine dimensions. The nine dimensions will determine the level of job satisfaction of a worker in an organization. Those nine dimensions of job satisfaction are as follow:

1. Pay; which is satisfaction of services in the form of money received by workers in accordance with the burden they have borne.

2. Promotion; satisfaction with the opportunity for the workers to grow and develop in their job
3. Supervision; satisfaction of direct supervisors of the workers. This includes direction, input, and supervision from superiors.
4. Fringe benefit; satisfaction of social insurance provided by the company.
5. Contingent reward; satisfaction of reward for good achievement.
6. Operation conditioning; satisfaction of operation conditioning provided in the company.
7. Co-worker; satisfaction with co-workers, how far is the suitability felt when interacting with co-workers.
8. Nature of work; satisfaction with the type of job performed, which is the characteristics of the work itself that will be carried out by an employee according to and pleasing.
9. Communication; satisfaction of communication in a company.

Turnover Intention

According to Robbins & Judge (2017), turnover defined as voluntary or involuntary withdrawal which is the decision of the workers to leave the organization caused by two factors, including the lack of current employment and the availability of other jobs. Thus, the intention of turnover is the tendency or intention of workers to stop working from the job.

According to Pasewark & Strawser (1996), the intention of turnover refers to one's intention to find alternative work and not yet manifested in the form of real behavior. Meanwhile, according to Certo (2000), turnover intentions are defined as the desire of individuals to leave the organization and look for alternative work.

In this study, the definition of turnover intention used is the desire of employees or individuals to leave the organization, either voluntarily or not with the aim of getting a better job than the previous job.

Turnover Intention Indicator

Lee (2000) states that there are three indicators that can be used to measure the level of desire of the workers to leave the organization. The three indicators are as follows:

1. Thoughts to leave the organization.
When employees feel treated unfairly, it crosses their minds to leave the organization. This indicates that unfair treatment will stimulate workers to think to resign from the organization.
2. The possibility or intention to find a new job.
The inability of an organization to meet the needs of the workers can trigger the workers to think about looking for work alternatives in other organizations. This is a logical consequence when a company is not able to provide/meet the needs of the workers as the ability of other companies to have a good ability to meet the needs of workers.
3. Active in finding a new job.
One indicator of the high desire of workers to leave an organization is the activeness of someone looking for work in another organization. Workers have the motivation to look for new jobs in other organizations that are considered capable of meeting their needs (fair to employees).

II. METHOD

Population and Sample

The population of this research were all nurses from all service units in An-Nisa Public Hospital of Tangerang, which amounted to 120 nurses and the total sample was 60 nurses. The sampling used purposive sampling technique that is determining the sample with certain considerations. The consideration in determining the sample are nurses who work a maximum of 3 years because based on data obtained from the hospital's Human Resources Manager it appears that nurses who resigned in the period 2013-2015 are dominated by nurses who are still in the maximum service period of 3 (three) year.

Research Instrument

The research instrument used three main research instruments in the form of questionnaires, those are the questionnaire of placement, job satisfaction and turnover intention. The instrument was designed on a Likert scale of attitude which contained positive (favorable) and negative (unfavorable) statements. The answer is measured by the following score:

- | | | |
|-----------------------|---|---|
| a. Positive statement | | |
| Strongly Agree | : | 4 |
| Agree | : | 3 |

- Disagree : 2
- Strongly disagree : 1
- b. Negative Statement
- Strongly Agree : 1
- Agree : 2
- Disagree : 3
- Strongly disagree : 4

Instrument Validity and Reliability Test

Reliability and validity test is used to know the respond and ensure that the instrument has met the standard of validity and reliability. After passing the results of the validity test using SPSS version 22, then it was obtained 10 items of the placement variable, 36 items of job satisfaction variable, and 6 items of valid statement, at the level of significance $\alpha = 0.05$, $n = 30$ with $r_{table} = 0.306$. Meanwhile, based on the reliability test result, it shows Cronbach's Alpha score of 0.964.

Table 1 Reliability Test Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.964	.963	51

Sumber : Hasil pengolahan data SPSS

III. RESULT

Analysis of multiple correlation (R) and determination coefficient (R^2)
Tabel 2

**Multiple Correlation (R) And Determination Coefficient (R^2)
 Workers' Placement and Job Satisfaction towards Nurse' Turnover Intention**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.583 ^a	.340	.317	2.14637	2.029

- a. Predictors: (Constant), X2, X1
- b. Dependent Variable: Y

Based on the regression analysis results on the output model summary presented in table 3 above, an R number of 0.583 was obtained. This shows that there is a fairly strong relationship between the dependent variables and the independent variables.

Meanwhile, the value of R^2 is 0.340, meaning that the influence of the independent variable on the dependent variable is 34% or the variation of the independent variable used in the model is able to explain 34% of the dependent variation. In addition the remaining 66% is affected or explained by other variables not included in this research model.

Hypothesis Testing

**Tabel 3
 Regression Coefficient of Workers' Placement and Job Satisfaction on Nurses' Turnover Intention**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	32.737	3.850		8.503	.000		
X1	-.108	.075	-.155	-1.441	.155	.996	1.004
X2	-.168	.033	-.552	-5.125	.000	.996	1.004

- a. Dependent Variable: INTENSI
b. Independent Variable: PENEMPATAN, KEPUASAN

Based on the table above, it can be interpreted that:

1. Workers' Placement (X1) towards Intention Turnover (Y)

The results of the significance of the calculations in the table above obtained 0.155. This means that Variable X1 (Workers' Placement) has a significance value of 0.155 with a significance level of 0.05. Because the significance value is larger than $\alpha = 0.05$, the null hypothesis is accepted. This means that variable X1 (Employee Placement) has no contribution to variable Y (turnover intention). So, it can be concluded that the Workers' Placement partially does not have a significant effect on nurse turnover intentions at An- Nisa Hospital Tangerang Banten.

2. Job Satisfaction (X2) on Turnover Intention (Y)

The results of the calculated significance in the table above obtained 0.000. This means that Variable X2 (Job Satisfaction) has a significance value = 0.000 with a significance level = 0.05. Since the count significance value $< \alpha = 0.05$, the null hypothesis is rejected. This means that variable X2 (Job Satisfaction) has a contribution to Y variable (turnover intention). So, it can be concluded that Job Satisfaction partially has a significant effect on nurse turnover intentions at An-Nisa Hospital Tangerang Banten.

The coefficient value of the independent variable of Job Satisfaction (X2) is -0.168. The negative sign indicates that Job Satisfaction has the opposite relationship to turnover intention. This implies that if the Job Satisfaction variable (X2) increases by one (1) point, the turnover intention (Y) will decrease by 0.168 assuming that the other independent variables of the regression model are fixed.

IV. CONCLUSION AND DISCUSSION

This study proves that work disruption has a significant influence on nurse turnover intentions. The results of this study are in line with the results of research conducted by Wendi Amsuri (2009) who found that there was a significant influence between the workers' job satisfaction at Telkomsel Call Centers in Medan on turnover intentions. Other research conducted by Dini Kusmaningrat and Intaglia Harsanti (2015) also showed that there was a significant contribution of job satisfaction to turnover intention in inpatient nurses at Atma Jaya Hospital. This research still has not seen the internal side that influences nurses turnover intention. Therefore it is necessary to do further research on these factors given that the variable job satisfaction in this study only contributed 34% of turnover intentions.

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