Turnover Intention Analysis of Health Human Resources at PT AEA

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Abstract
The competition in the field of health service is diverse and competitive. When facing the competition with the competitor, the quality of health services must also on it's prime. One of the factor that determine the quality of service is the quality of the human resource. But to provide the most excellent service with the lowest price, competitor is offering higher salary to the human resources of PT.AEA. In this case, employment turnover is giving a negative impact to the company because of the health human resources recruited by the competitor is getting a training and debriefing. The high rate of employment turnover has resulted in the decreased of company performance and incurring cost on the recruitment of new employees. Therefore, every company must analyze and control the factor that cause the high rate of human resources turnover.

Keywords: Human resource, health service, employee turnover

1. Introduction
Health, ideally everyone should prioritize, so they try hard not to get sick. Because when sick more costs are used for the process of treating and curing than the cost of preventing disease. Prevention, treatment and cure of disease can be done in health services. Human Resources is a significant resource for the company. They need the attention of several different companies so that their achievements can be improved with the aim of achieving company goals. In this regard, HR is expected to be able to work on the adequacy of HR in an association (Riniwati, 2016)

One of the efforts to improve the welfare and health of the community in Indonesia is human health resources. (Putri, 2017) One of the main elements of increasing the foreign power of public services, as well as health service efforts to face the increasing number and proportion of the elderly population that will come, is human resources. According to (Rini & Lestari, 2018) Health workers are human resources in the health sector who can be both subject and object in a health institution. As a subject, health workers are involved in planning, implementation to monitoring-evaluation. As objects, health workers are in a system that is the target of the program.

Health services are the responsibility of the government together with the private sector to provide service facilities in the health sector for the entire community. Based on data taken in March 2018 (BP2SDMK Ministry of Health, 2018), the types and numbers of health care facilities in Indonesia are as follows:
The table 1 shows health service facilities serving the community in Indonesia in March 2018. One of the private parties that took part in providing health facilities for the community was PT AEA which was established in 1984 focuses on outpatient health care and medical evacuation. PT AEA is a national private company in Indonesia that has a license to use the International SOS (ISOS) brand in the health care sector. Currently PT AEA and its affiliates have 3 main clinics operating in Jakarta (2 clinics) and Bali (1 clinic), managing more than 50 health care facilities located in mining as well as in industries such as factories and offices.

PT AEA has a vision to become a leading international company that provides health services and handles travel safety risks. PT AEA’s mission is to become a pioneer in international companies in the field of health services and travel safety risks. Both the vision and mission are translated into 4 (four) corporate values which are important instruments in maintaining service quality, namely passion, strength of human resources, mutual respect and care.

The quality of services provided makes PT AEA able to compete with competitors in the field of health services and the process of handling evacuations, especially in remote locations, these competitors strive to provide good service at competitive prices. Currently, competitors from PT AEA include Medika Plaza, Global Assistance, Pearl Medic, Fullerton Healthcare, Mitra Usaha Katiga and there are several other names that are included in the field of health services and the process of handling evacuations, especially in remote locations.

To face competition with competitors, PT AEA conducts research in terms of providing health services and obtains factors so that service quality is always excellent, including: the quality of human resources, service centers that operate 24 hours, a network of partners spread throughout Indonesia. The results of the initial survey and observations of researchers working at PT AEA, it was found that currently the conditions of business competition in the field of health services are very varied and competitive, where business actors in this field are trying to get consumers by promising good service but at a low price, how do you do it? can this be done? From the research conducted by researchers, one of the dominant factors is the provision of health human resources (HR) by competing companies by offering Health HR from PT AEA employees who are promised higher wages/salaries. This is certainly very detrimental to PT AEA because the employees taken by competitors are Health HR who are ready to work after receiving training and debriefing. Where this is an investment that has been issued by PT AEA, in addition to costs for recruitment and other costs. The comparison of the number of Health HR PT AEA recruited and resigned during the 2015 to 2017 period is as follows:

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Table 2. Comparison of Recruiting and Resigning / Quitting Health HR PT AEA

<table>
<thead>
<tr>
<th>Years</th>
<th>Recruit</th>
<th>Resign</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>70</td>
<td>114</td>
<td>283</td>
<td>40.3%</td>
</tr>
<tr>
<td>2016</td>
<td>43</td>
<td>65</td>
<td>261</td>
<td>24.9%</td>
</tr>
<tr>
<td>2017</td>
<td>67</td>
<td>52</td>
<td>276</td>
<td>18.8%</td>
</tr>
</tbody>
</table>

Source: Processed Data

The high number of Health HR who resigned in the 2015-2017 period greatly affected the company's overall health service performance, because this resulted in the percentage of Health HR with a working period of 0-4 years being half of the total number of Health HR that affected the working period of 0-4 years who were still require more training and development at a considerable cost. The condition of PT AEA's Health HR is seen from the period of service until January 1, 2018 as shown in the following table:

Table 3. Year(s) of Services of PT AEA Employees

<table>
<thead>
<tr>
<th>Year of Services</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1</td>
<td>71</td>
<td>26%</td>
</tr>
<tr>
<td>2-4</td>
<td>90</td>
<td>33%</td>
</tr>
<tr>
<td>5-8</td>
<td>74</td>
<td>27%</td>
</tr>
<tr>
<td>9-15</td>
<td>24</td>
<td>9%</td>
</tr>
<tr>
<td>&gt;15</td>
<td>17</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>276</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Processed Data.

Based on the explanation of the background, the purpose of this study is to examine:
1. The influence of job satisfaction on performance
2. The influence of work stress on performance
3. The influence of organizational commitment on performance
4. The influence of work conflict on performance

2. Literature Review
2.1 Turnover Intention

Human resources are assets that are difficult to trade, imitate and rare, which give the company a sustainable competitive advantage. According to Tewal in (Rialmi & Ningrum, 2022), there are factors in a person that move and direct his behavior to meet certain goals. General Electric CEO Jack Welch argued that the only way GE could compete was for human resources excellence. Human resources are one of the most important factors in an organization or company because human resources are a determinant of the success of an organization (Yukl, 2009). The potential of human resources at the company to stop working voluntarily (turnover) depends on the satisfaction of HR in the company.

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Turnover can indirectly have adverse consequences, particularly reducing the level of productivity within an organization. In addition, the organization will face huge losses due to the need to incur additional costs to recruit new employees. Some personnel managers experience dissatisfaction when they find that the current recruitment and registration process regarding the recruitment of qualified staff is ultimately endless on the grounds that the newly selected staff decide to work in a different organization (Lathifah, 2008). According to Stepen P. Robin and Mary Coulter (2007:421) in (Hendhisca, 2016) said that employee satisfaction at work is if someone who has satisfaction with his work wants to show a positive attitude, on the other hand if employees are not satisfied with their work, the employee will show a positive attitude. negative. Some time employee turnover clearly affects the company. Especially for workers who have poor or low performance. However, most of them have a negative impact on the company, both in terms of costs and lack of time and freedom to take advantage of opportunities that exist within a company (Robbins, 2003). From the above assessment, it can be concluded that a significant employee turnover rate in the organization creates costs or losses for the organization. As Rousseau points out in (Triastuti, 2007), these costs include (1) direct costs identified with recruitment (e.g. advertising costs, office costs) and search costs, (2) indirect costs, for example, costs associated with preparing new employees, and (3) lost productivity with the new employee learning process. According to (Mathis & Jackson, 2016), said that turnover is the process of an employee leaving the organization and must be taken by someone else. The dismissal of employees from the company, whether carried out by the company or the willingness of the employees, is called turnover (Robbins & Judge, 2013). (Dessler, 2011) Turnover is the cessation of an employee from work voluntarily or moving from work to another workplace.

According to (Rivai, 2009), turnover is an employee's desire to quit work from the company voluntarily or move from one place to another according to his choice or his own will. Meanwhile, according to (Sudiro, 2011), employee turnover is the level of movement (movement) past the membership limit of an organization. In a broad sense, turnover can be interpreted as employees leaving the company. The term turnover comes from the English-Indonesian dictionary meaning turnover. Meanwhile (Mobley, 2011) an expert in the problem of employee turnover provides a turnover limit as an individual cessation from a member of the organization concerned. Employee turnover from the organization is an important phenomenon in an organization. There are times when employee turnover has a positive impact. However, most of the employee turnover has an unfavorable impact on the organization, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities.

So from some understanding of the experts above, turnover states that employees leave the company for several reasons, both voluntary and involuntary reasons. Turnover is divided into two, namely voluntary turnover and involuntary turnover. Definition of voluntary turnover "voluntary cessation of membership of an organization by an employee of that organization". In the sense of voluntary termination of membership of the organization by an employee of the organization. While the notion of involuntary turnover is "changes made by the company (often people who still want to survive)". Voluntary turnover is caused by two factors, namely how attractive the current job is and the availability of other alternative jobs. Voluntary turnover has two characteristics, namely avoidable and unavoidable. (Noe, Raymond. A, Hollenbeck, & Wright, 2011)

According to Falconi (2001), there are several factors that influence the occurrence of turnover, including promotion opportunities, payment opportunities, dissatisfaction with superiors or co-workers and dissatisfaction with the work itself. According to Mowday in (Triaryati, 2002), the factors that can affect the intensity of turnover include work attitudes, personality,
biodemography, economic factors, personal factors, job characteristics, reward systems, supervision, and group relations. Meanwhile, according to Langitan in the journal (Kusumaningrum & Harsanti, 2015), the factors that influence the occurrence of turnover are characteristics, job satisfaction, work relations, work climate, and performance.

According to Robbins (2001), the factors that influence turnover are grouped into three parts, namely:

a. Characteristics of the organizational level, consisting of five parts, namely organizational structure, job design, job stress, reward & retirement plans and performance evaluation systems.
b. The group-level characteristics consist of two parts, namely the demographic group and the cohesive group.
c. Individual-level characteristics consist of five parts, namely tenure, age, job satisfaction, job-personality compatibility, and marital status

According to Staffelbach (2008: 35) the factors that cause turnover intensity are categorized as follows:

a. Psychological Factors
   Psychological factors refer to mental cycles and employee behavior, such as assumptions, directions, job satisfaction, organizational responsibilities, associations or job adequacy. The notion of psychological turnover is identified with factors influenced by representative feelings, perspectives, or insights. The mental element is related to:
   1) Psychological Agreement
   2) Job satisfaction
   3) Organizational responsibilities
   4) Work Weaknesses
b. Economic Factor
   When rewards are equivalent in different work environments, employees will choose not to leave the organization. The financial perspective of breaking the turnover cycle emphasizes cooperation between external factors such as compensation or opening. Economic factors consist of:
   1) Wages
   2) Promising Outside Circumstances
   3) Organization Size
c. Demographic Factor
   Demographic factors are often referred to as personal characteristics, namely:
   1) Age
   Age factor is inversely related to turnover intensity. More young people have a probationary stage early on in their professional life, so they change jobs more often
   2) Term of Office
   People who work longer and then leave the organization will be considered disproportionate. Turnover power is shown as individual behavior that refers to the results of the assessment in relation to development with the organization. Where this has not yet emerged as an action. If a worker's performance must be highly paid, while the current job choice has better possibilities, then at that time the intention to quit will emerge and then be realized as an action to quit and change jobs. But if the accessible options are not very promising, circumstances will encourage workers to stay.

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There are several different factors that increase the desire of employees to leave the organization. According to (Khakim, Retnowati, and Haryono, 2017) the influencing variables are intellectually difficult work, working conditions, co-workers and individual character. These components are psychological factors, economic factors and demographic factors, Staffelbach (2008:35).

3. Methodology

In collecting this research using research methods with a quantitative approach, as stated by Arikunto (2009), a quantitative approach is a research approach that depends on the clarity of its components, which consist of clear objectives, samples, approaches, subjects, sources of information that have been consistent and detailed. From the outset as experiment and design as well as information gathering and analysis. In general, quantitative examination is needed to utilize numbers, ranging from the variety of information, the translation of information, and the results of the research. Because the information obtained is direct information that can be determined or monitored through statistics. According to Arikunto (2009), the research subject as a whole is called the population. The population in this study were all permanent employees at PT AEA up to 276 people. This information was obtained based on information from PT AEA in Jakarta. In this study, the experts only used samples from the current population. Part or representative of the population to be studied is the understanding of the sample (Arikunto, 2009).

The instrument in this study used two basic research instruments, namely the instrument of turnover intensity, job satisfaction and things to measure age, martial status and education. The two measuring instruments are tools for estimating turnover intensity & job satisfaction. In this test, the measurement of turnover intensity will be measured using a measuring instrument adapted by Won-Jae Lee (2008), this scale consists of 6 items of explanation, which are converted by scientists into Indonesian. For the time being, the job satisfaction component is estimated using the JSS (Occupation Fulfillment Overview) scale. This scale consists of 36 items of explanation which are converted by the analyst into Indonesian.

3.1 Data Collection

The technique of collecting information is to obtain data that will examine the data in the examination. As shown by (Muhidin, 2020) the variety of information is to link samples, get approval, provide instruments, and collect answers to questions and instruments, therefore the information collection technique used by researchers is a Likert model scale where each statement is equipped with choices and answer. To share this information, the authors set a scale, which is a set of numbers arranged with a specific purpose in mind so that images or numbers with a certain standard can be assigned to the person or individual behavior to which the scale is applied. While the provision of pictures or numbers follows the guidelines about the person for what they want to be quantified with a certain scale (Arikunto, 2009).

This survey is also controlled by the estimation scale used in this study is the Likert scale. The Likert scale is used to measure the perspectives, feelings and views of a person or group of individuals about the miracle of friendship (Sugiyono, 2014:132). The Likert scale has 5 estimates, to be more specific:
Table 4. Instruments Scale

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>2</td>
<td>Do not agree</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
</tr>
<tr>
<td>4</td>
<td>Agree</td>
</tr>
<tr>
<td>5</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

Source: Sugiyono (2014)

The analytical technique used in this research is descriptive analysis. As indicated by Ferdinand (2011: 323) descriptive analysis which intends to describe a list of respondents' answers from various constructs made. This analysis is directed to obtain a descriptive picture that explains the respondents in this study, especially regarding the research variables used, this research was carried out using index analysis procedures to describe the respondents' views on the questions posed.

Inferential analysis in this study using the SEM method. The SEM model according to Ghozali (2014) is a multivariate analysis method that allows scientists to see the relationship between variables to obtain a picture that is far from the whole model.

3.2 Conceptual Framework

![Conceptual Framework Diagram]

Source: Processed Data

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3.3 Hypothesis

The hypothesis is an alleged logical relationship between two or more variables expressed in the form of a statement, the researcher proposes a hypothesis based on a review of the literature and relevant results. The research hypothesis gave birth to temporary responses which were arranged in the form of prepositions or statements about the influence relationship between variables. On this basis, the following hypothesis can be built:

a. H1: It is suspected that there is an influence of job satisfaction on performance
b. H2: It is suspected that there is an effect of work stress on performance
c. H3: It is suspected that there is an effect of organizational commitment on performance
d. H4: It is suspected that there is an influence of work conflict on performance

4 Result and Discussion
4.1 Result
A. Descriptive Analysis

This research was conducted at PT AEA Jakarta. The method of data collection was done by using a questionnaire to 100 respondents through Google Forms using a purposive sampling technique. Descriptive and multivariate data analysis with frequency distribution table and approach analysis using Partial Least Squares (PLS) method to test the relationship between variables to obtain a broad picture of the entire model.

Table 5 shows that the highest age group of respondents is 31-40 years as many as 60 respondents (60%), where at that age productivity very significantly dominates the labor sector in PT AEA. While the lowest age group is 61-65 years as many as 3 respondents (3%), where at that age is approaching retirement age to complete the work period at PT AEA.

<table>
<thead>
<tr>
<th>Ages</th>
<th>Frequent</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>22</td>
<td>22%</td>
</tr>
<tr>
<td>31-40</td>
<td>60</td>
<td>60%</td>
</tr>
<tr>
<td>41-50</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>50-60</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>61-65</td>
<td>3</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: Processed Data

Figure 2 shows that the majority of respondents worked for 2-4 years, as many as 32 respondents (32%) and respondents who worked for > 15 years only as many as 5 respondents (5%).
Figure 3: Years of Services

Source : Processed Data

B. Validity Test

Convergent validity with reflective indicators can be seen from the connection, combining indicators with values that develop indicators with loading factor values should be valid/reliable if they have a connection value above 0.7. However, for research in the early stages of developing an estimate scale, a loading value of 0.5 to 0.6 is considered adequate (Jawline, 1998 in Ghozali, 2012). However, assuming the resulting value is not > 0.5, the indicator is declared invalid and the indicator must be removed from the model so that information processing (running data) must be repeated.

In addition to testing the factor loading factor value, building validity can also be surveyed by looking at the AVE (Average Variance Extracted) price where the AVE price can show the capacity of the latent variable value to overcome the initial data score. The greater the value on the AVE, the higher the capacity to clarify the value of the indicator that acts as a latent variable. The cut-off value of AVE used is 0.50 where the AVE value is basically 0.50 indicating a decent proportion of Convergent Validity.

Table 6. AVE (Average Variance Extracted)

<table>
<thead>
<tr>
<th>Variables</th>
<th>AVE (Average Variance Extracted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>0.605</td>
</tr>
<tr>
<td>Stress</td>
<td>0.618</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.629</td>
</tr>
<tr>
<td>Work Conflict</td>
<td>0.556</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>0.521</td>
</tr>
</tbody>
</table>

Source : Smart PLS Output

From Table 6, it can be seen that the handling of SEM-PLS data in this study resulted in the AVE value of each factor which was declared acceptable considering that it met the needs with a value of more than 0.5. This shows that the latent variable can clarify more than 50% of the difference in indicators. So, from Table 4.2, Table 4.3, and, it is very possible to reason that all indicators and constructs in the model have met the standards for the Convergent Validity test.

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C. Reliability Test

Table 7. AVE (Average Variance Extracted)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Composite Reliability</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>0.889</td>
<td>0.850</td>
</tr>
<tr>
<td>Stress</td>
<td>0.841</td>
<td>0.771</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.892</td>
<td>0.920</td>
</tr>
<tr>
<td>Work Conflict</td>
<td>0.861</td>
<td>0.819</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>0.883</td>
<td>0.840</td>
</tr>
</tbody>
</table>

Source: Smart PLS Output

From Table 7 it is very well seen that the research model is considered reliable on the grounds that composite reliability and Cronbach's alpha values for all variables are above 0.7. Therefore, it is very good to conclude that the four variables have strong reliability because they meet the composite reliability test criteria.

D. Coefficient of Determination test (R-Square)

Table 4.7 shows that the construct of employee performance can be explained by the variables of job satisfaction, job stress, organizational commitment, and work-family conflict of 0.254 or 25.4% of the turnover intensity, while the remaining 74.5% is explained by other variables outside the research model.

Table 8. Evaluation of R Square Value

<table>
<thead>
<tr>
<th>Test Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variabel</td>
</tr>
<tr>
<td>Turnover Intention</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

E. Test F Results

The decision taken on the theory in this test is carried out with the stipulation that the value of the t-table one tail test determined in this study is 1.96 with a meaning of 0.05. In addition, the t-table value is used as a cut off for the acceptance or rejection of the proposed hypothesis:

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Table 9. F Test Results

<table>
<thead>
<tr>
<th>Variable's Relationship</th>
<th>Original Sample (Rho)</th>
<th>T Values (&gt;1.96)</th>
<th>Ha</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction (X1) ➔ Turnover Intention (Y)</td>
<td>-0.320</td>
<td>3.478</td>
<td>Accepted</td>
<td>There is a Negative and Significant influence</td>
</tr>
<tr>
<td>Work Stress (X2) ➔ Turnover Intention (Y)</td>
<td>0.071</td>
<td>0.754</td>
<td>Not Accepted</td>
<td>There is a Positive and Not Significant influence</td>
</tr>
<tr>
<td>Organizational Commitment (Z) ➔ Turnover Intention (Y)</td>
<td>-0.186</td>
<td>2.440</td>
<td>Accepted</td>
<td>There is a Negative and Significant influence</td>
</tr>
<tr>
<td>Conflict (X1) ➔ Turnover Intention (Z)</td>
<td>0.193</td>
<td>2.923</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

4.2 Discussion

Based on Table 9, the size of the parameter coefficient of the impact of job satisfaction on the Turnover Intensity (original sample) is -0.320 which means that there is a negative impact between the two factors. Or again it can be interpreted that the lower the job satisfaction, the higher the Turnover Intensity. Then, the next T-static value is 3.478, which means that the result should be significant because the t-statistic value is greater than the t-table (3.478 > 1.96) or it may say that the hypothesis is accepted. Based on Table 9, the size of the parameter coefficient of the impact of work stress on turnover intensity (original sample) is 0.071, which implies that there is a positive impact between the two variables. Or again it can be interpreted that the higher the work stress, the higher the Turnover Intensity. Then, from the next T-statistic value generated is 0.754, which means that the result should be insignificant because the t-measurement value is smaller than t-table (0.754 < 1.96) or it can be said that the hypothesis is rejected.

Based on Table 9, the size of the parameter coefficient of the impact of the organizational commitment variable on the Turnover Intensity (original sample) is -0.186, which implies that there is a negative effect between the two variables. Or once again it can be explained that the lower the organizational commitment, the higher the Turnover Intensity. Then, at that time the resulting T-statistical value was 2.440, which means that the result should be significant because the t-statistic value is greater than the t-table (2.440 > 1.96) or may say that the hypothesis is accepted.

Based on Table 9, the parameter coefficient of the impact of work-family conflict on turnover intensity (original sample) is 0.193, which implies that there is a positive influence between the two variables or tends to be interpreted that the higher the work-family conflict, the higher the turnover intensity. Then, at that time the next T-statistic value was 2.293, which means that the result should be significant on the grounds that the t-statistic value is greater than the t-table (2.293 > 1.96) or it can be said that the hypothesis is accepted.

Factors of job satisfaction, work-family conflict, organizational commitment and work stress are important considerations to reduce the high turnover rate that occurs at PT AEA for the continuity of organizational performance. There are several ways that you can prevent this, among others, by considering better pay according to hours worked and responsibilities, such as offering promotions to workers, for example, promotions and giving praise to domineering employees. By increasing job satisfaction, the organization will get beneficial results from this, for example,
employees can avoid work stress, become more enthusiastic at work, resign workers and increase worker efficiency so that organizational goals can be achieved appropriately.

So to reduce the high number of employees who leave PT AEA, it is important to develop Health Human Resources (HR), planning to create reliable organizational human resources and have capabilities that match the needs of the organization. The goal of human resource development is ultimately to make employees who perform well by expanding their ability to have options to work better.

5 Conclusion

Based on the results of research on the Turnover Intensity of Health Human Resources (HR) of PT AEA, it can be concluded that job satisfaction has a negative effect on turnover intensity and is considered significant. Job stress has a positive effect on Turnover Intensity and is considered insignificant, then organizational commitment has a negative effect on Turnover Intensity and is considered significant and job satisfaction has a positive influence on Turnover Intensity and is considered significant.

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