



JOB SATISFACTION AND TURNOVER INTENTION OF BLUD WORKERS AT TROSOBO PUBLIC PRIMARY HEALTH CARE

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Abstract

Job satisfaction is defined as a person's attitude or emotional response toward their job duties. Poor job satisfaction leads to turnover. Trosobo public primary health care staffing data showed a high turnover intention of BLUD workers. This study aims to determine the job satisfaction and turnover intention of BLUD worker at the Trosobo public primary health care. This study was quantitative study with a cross-sectional design. The research was conducted in November 2023 at Trosobo public primary care. Eleven BLUD workers were obtained using total sampling calculations. Data analyzed descriptively. The instruments used in this study were MSQ and TIS-6. The lowest average satisfaction score was recognition (43.64) and the highest were authority and achievement (80,00). Job satisfaction of BLUD workers was in the moderate category (score 26-74) and the turnover intention was in the high category (score >15). Trosobo public primary health care BLUD workers had a moderate category of job satisfaction and high turnover intention. Providing services based on workload and length of service, as well as opportunities for career development to BLUD workers, can be carried out by the Trosobo public primary health care as an effort to reduce the turnover problem.

Keywords: *BLUD, job satisfaction, public primary health care, turnover intention*

INTRODUCTION

Job satisfaction refers to the degree of pleasure an individual feels (Fernández-Macias and Muñoz de Bustillo Llorente, 2014). Job satisfaction is also defined as a person's attitude or emotional response to their tasks as well as to the physical and social conditions of the workplace (Bhatnagar and Srivastava, 2012). Job satisfaction is an area that has been widely studied in healthcare organization research. Health worker job satisfaction is associated with improved health service quality (Lu, Zhao and While, 2019).

Poor job satisfaction leads to health worker turnover (Bhatnagar and Srivastava, 2012; Chen *et al.*, 2019; Lu, Zhao and While, 2019). This is proven by the negative correlation of job satisfaction with turnover intention. Turnover is defined as the movement of workers leaving an organization (Chen *et al.*, 2019). Meanwhile, turnover intention can predict actual turnover

(Callado, Teixeira and Lucas, 2023). When the turnover intention is realized, recruitment, selection, and integration costs will increase rapidly (Callado, Teixeira and Lucas, 2023).

Sidoarjo Regency has 30 Puskesmas that are active in providing health services, one of them is Trosobo public primary health care. Data shows that the Trosobo public primary health care in 2023 occupies 3 Puskesmas with the lowest capitation income (BPJS, 2023). This often makes health workers experience low job satisfaction and have a desire to leave work (Meutuah and Ishak, 2015; Alhamidah, Adenan and Pujianti, 2016).

Trosobo public primary health care staffing data (2020-2022) showed a high turnover intention of BLUD workers. Overall turnover in 2020-2022 tends to increase yearly: 7.14% in 2020, 14.2% in 2021, and 23.07% in 2023. High turnover often occurs among workers who work



at public primary health care (Silva, Syahrul and Rivai, 2022). Research conducted in Shandong Province, China, found that as many as 14% reported high turnover intentions (Wang *et al.*, 2020). This is due to high emotional exhaustion and a lack of personal accomplishment.

The motivation to investigate the level of job satisfaction arises from the fact that job satisfaction plays a significant role in health workforce turnover and quality of patient care. Research on job satisfaction at public primary health care has been widely conducted in Indonesia (Aziz, 2017; Gumilang, Mahanggoro and Aini, 2018; Gunawan and Kusniawati, 2019). However, only a few research discusses turnover intention in public primary health care, especially among BLUD worker. Hence, this research aims to determine the job satisfaction and turnover intention of BLUD worker at the Trosobo public primary health care.

RESEARCH METHOD

This quantitative study with a cross-sectional design aims to determine the degree of job satisfaction and turnover intention of BLUD workers at the Trosobo public primary health care in Sidoarjo Regency, Indonesia. The research was conducted in November 2023. Eleven BLUD workers at the Trosobo public primary health care were obtained using total sampling calculations as participants. Data processed using the SPSS-27 application was presented in table form and analyzed descriptively. The instruments used in this study were the Minnesota Satisfaction Questionnaire (MSQ) and Turnover Intention Scale 6 (TIS-6).

The MSQ consists of 20 items that measure satisfaction related to task and non-task job characteristics and the overall level of job satisfaction. Twenty MSQ items were grouped into intrinsic and extrinsic satisfaction. The division of intrinsic and extrinsic satisfaction can be seen in Table 2. Respondents were asked to rate each item using a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). The total score was calculated from 100, including intrinsic and extrinsic satisfaction scores, along with two additional items belonging to the general category (co-worker and working conditions). Total scores were categorized as low (score <26), moderate (score 26-74), and high (score >74).

A four-point Likert scale was used to assess six items, ranging from 1 (never or very unlikely) to 4 (always or very likely) in

completing the Turnover Intention Scale 6 (TIS-6). The six TIS items were grouped into three dimensions, namely turnover intention I refers to the possibility of quitting work (items 1 and 6). Turnover intention II refers to the motivation to look for another job (items 2 and 3), and turnover intention III refers to obtaining the possibility of external employment (items 4 and 5). Meanwhile, the total score of the six items was calculated as the score for the turnover intention of Trosobo public primary health care BLUD worker. A high score indicated greater turnover intention. A score of ≤ 15 was categorized as low, and a score of > 15 was categorized as high. The index value showed the level of turnover intention obtained from the ratio of the actual score to the theoretical highest score.

A reliability and validity analysis of the MSQ was conducted by Bilgic in 1998, and the alpha coefficient was reported above 0.80 (Bilgiç, 1998). Meanwhile, an analysis of the validity and reliability of the TIS-6 was carried out by Bothma and Roodt (2013), and it was reported that $\alpha = 0.80$ (Bothma and Roodt, 2013). This study was approved by the Health Research Ethics Committee at the Faculty of Nursing Universitas Airlangga, Indonesia, with the ethical approval number 3001-KEPK. All respondents in this study had provided informed consent and participated in the research voluntarily.

RESULT AND DISCUSSION

Table 1 showed that 64% of research respondents were female. The majority of respondents were aged 25-30 years (82%), working as nurses (36%), had a bachelor's degree (55%), and the majority had worked for more than three years (64%).

Table 1. The Characteristics of Research Respondents

Characteristics	Number	%
Gender		
Male	4	36
Female	7	64
Age (year)		
25-30	9	82
31-36	0	0
37-42	2	18
Occupation		
Dentist	1	9
Nurse	4	36
Midwife	2	18
Nutritionist	1	9

Characteristics	Number	%
Health promotion worker	1	9
Administrative staff	2	18
Education level		
Senior high school	0	0
Diploma	5	45
Bachelor	6	55
Duration of work		
<1 year	1	9
1-3 year	3	27

Characteristics	Number	%
>3 year	7	64

Source: Primary Data (2023)

Table 2 showed that recognition was the item with the lowest average satisfaction score, with an average score of 43.64, which was in the moderate degree satisfaction category. The highest average scores were for authority and achievement items (80,00), which were included in the high-level satisfaction category.

Table 2. Minnesota Satisfaction Questionnaire (MSQ) Result

Scale Item	Type	Mean	Standard Deviation
Activity	Intrinsic	78,18	22,724
Independence	Intrinsic	63,64	23,355
Variety	Intrinsic	70,91	18,684
Social Status	Intrinsic	67,27	20,538
Moral Values	Intrinsic	65,45	20,181
Security	Intrinsic	58,18	22,724
Social Service	Intrinsic	56,36	28,026
Authority	Intrinsic	80,00	17,889
Ability Utilization	Intrinsic	69,09	20,715
Responsibility	Intrinsic	76,36	15,015
Creativity	Intrinsic	67,27	25,726
Achievement	Intrinsic	80,00	17,889
Compensation	Extrinsic	56,36	26,560
Advancement	Extrinsic	65,45	18,091
Co-workers	General	56,36	25,009
Supervision - Human Relations	Extrinsic	65,45	20,181
Supervision - Technical	Extrinsic	57,27	30,361
Company Policies dan Practices	Extrinsic	63,64	23,355
Working Conditions	General	69,09	20,715
Recognition	Extrinsic	43,64	21,574

Source: Primary Data (2023)

Table 3 showed that the job satisfaction of Trosobo public primary health care BLUD workers was in the moderate category. Table 4 showed that the turnover intention of Trosobo public primary health care BLUD workers was in the high category.

Table 3. Job Satisfaction of BLUD Workers at Trosobo Public Primary Health Care

Job Satisfaction	Mean	Standard. Deviation
Intrinsic satisfaction	59,39	23,35
Extrinsic satisfaction	58,64	23,35
Total of job satisfaction	65,5	21,96

Source: Primary Data (2023)

This study provided information about the job satisfaction and turnover intention of BLUD workers at the Trosobo public primary health care. The satisfaction degree of BLUD workers at the Trosobo public primary health care was in the moderate category. Recognition was a

satisfaction item that needs to be improved, considering this item had the lowest average score among the other items. Reward is one of the important parameters in job satisfaction in health service providers (Platis, Reklitis and Zimeras, 2015). A previous study in the form of a literature review showed that appreciation from patients or providers is an important driving force in healthcare providers' job satisfaction (Liu *et al.*, 2023). The reason is that appreciation can fulfill health workers' self-esteem needs, so it can positively influence job satisfaction. This was in line with research in China, which stated that appreciation for employee work is low, resulting in the inability of employees to fulfill their values (Liu, Wang and Lu, 2010).

Table 4. *Turnover Intention* of BLUD Workers at Trosobo Public Primary Health Care

Dimension	Theoretical Highest Score	Actual Score	Index Value
Turnover Intention I	8	5.73 ± 2.14	0.71
Turnover Intention II	8	5.64 ± 2.33	0.70
Turnover Intention III	8	4.82 ± 1.88	0.60
Total Score of Turnover Intention	24	16.19 ± 6.35	0.67

Sumber: Data Primer (2023)

Turnover intention among BLUD workers at Trosobo public primary health care was in the high category, which differed from research at Jasinga public primary health care, Bogor, which found low employee turnover intention (Prasetyo, Martini and Mawaranti, 2018). Research in Indonesia that discusses the degree of turnover intention at public primary health care is still limited. This can be supported by the fact that the majority of workers at public primary health cares are civil servants appointed directly by the government. The study results align with research in China, which showed that as many as 42.3% of doctors in primary care intend to resign (Wen *et al.*, 2018). The reason was the lack of opportunities for promotion in primary care.

Previous study at the Jasinga public primary health care, Bogor, showed that job satisfaction significantly negatively affected turnover intention (Prasetyo, Martini and Mawaranti, 2018). Furthermore, the Alian Kebumen public primary health care research showed that job satisfaction does not directly affect turnover intention, but job satisfaction acts as a moderator variable between compensation on turnover intention (Zulfa and Azizah, 2020). Even so, many factors can influence turnover intention, such as demographic factors (Chen *et al.*, 2019). Thus, demographic factors and other unobserved factors must be considered in future studies.

Trosobo public primary health care suggested to give awards to BLUD workers so that job satisfaction increased. These awards can take the form of incentives or opportunities for promotion and can even carry out career planning for BLUD workers. This study had several research limitations. First, sample representativeness needed to be improved. The results of this research cannot be generalized to

all public primary health cares. Thus, future researchers can increase the coverage of research locations and collect more samples. Furthermore, this research was only descriptive, so it cannot analyse the relationship between job satisfaction and turnover intention.

CONCLUSION AND SUGGESTION

Trosobo public primary health care BLUD workers had a moderate degree of job satisfaction and high turnover intention. Providing services based on workload and length of service, as well as opportunities for career development to BLUD workers, can be carried out by the Trosobo public primary health care as an effort to reduce the turnover problem.

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