

Analysis of Employee Turnover Intention at Indriati Hospital Solo Baru Sukoharjo

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ABSTRACT

This study aims to find the influence of career development, work stress, job satisfaction, burnout on turnover intention. Data This type of research uses quantitative methods. This study is a survey study conducted on medical employees of Indriati Solo Baru Sukoharjo Hospital. This research was conducted at Indriati Solo Baru Sukoharjo Hospital. Jl. Palem Raya, Dusun III, Langenharjo, Solo Baru, Sukoharjo Regency, Central Java 57552. The reason for the research at this location is that there has been no research on employee turnover intention conducted at Indriati Solo Baru Sukoharjo Hospital. This study was conducted for 6 months, namely in June 2025 - November 2025. The population of this study were medical employees, namely nurses at Indriati Solo Baru Sukoharjo Hospital, totaling 320 nurses. The sample in this study were employees who had completed Bachelor of Nursing Education, namely 80 employees. Sampling in this study used a purposive sampling technique. The primary data in this study were obtained from questionnaires on career development, job stress, job satisfaction, burnout, and turnover intention. Secondary data were obtained from research journals related to the study. Based on the results of hypothesis testing and the discussion that has been conducted, it can be concluded that career development has a negative and significant effect on employee turnover intention at Indriati Hospital, Solo Baru, Sukoharjo. Work stress has a positive and significant effect on employee turnover intention at Indriati Hospital, Solo Baru, Sukoharjo. Job satisfaction has a negative and significant effect on employee turnover intention at Indriati Hospital, Solo Baru, Sukoharjo. Burnout has a positive and significant effect on employee turnover intention at Indriati Hospital, Solo Baru, Sukoharjo.

Keywords : *career development, work stress, job satisfaction, burnout on turnover intention.*

INTRODUCTION

Human resources are a vital asset for any organization or company, as their role and function cannot be replaced by other resources. Employees play a significant role in helping a company achieve its goals. (Rachmandha & Husniati, 2022). Human resources in service companies will increasingly demand that their employees provide excellent service, including hospital employees. Hospitals are one type of service company operating in the healthcare sector. The increasing number of hospitals each year has made the hospital business increasingly attractive, thus facing the challenge of competition in providing the best possible service to patients. (Setianto et al., 2022).

One of the human resources issues that occurs in the hospital business is turnover intention. Turnover is undesirable for hospital management. Turnover intention is the desire of employees to leave the company to move to another

company. Aisyah et al., (2024) states that turnover intention refers to the psychological and behavioral tendencies of employees that lead to the desire to leave the organization where they work.

Rising employee turnover is a serious problem for companies, which are frustrated when they discover that their successful recruitment efforts to acquire high-quality employees are in vain, as they ultimately choose to work for other companies after a short period. The turnover phenomenon becomes a problem for companies when high-performing employees leave. (Tigau & Sugiarto, 2022). One of the efforts of hospital management in winning the competition in the service sector is to prevent or minimize the level of employee turnover intention by paying attention to all factors that cause employees' desire to move, which is addressed in a situation where employees begin to feel or find that working conditions no longer match what is expected.

Turnover Intention is caused by several factors, firstly, demographic variables (age, length of service, gender, education, personality, interests, professionalism, and achievements); secondly, integrated variables that include overall job satisfaction and satisfaction with job satisfaction indicators; and thirdly, individual variables, namely role conflict, work stress, workload. (Tigau & Sugiarto, 2022) Employees leave companies also because of an uncomfortable work environment, the job doesn't match their career goals, or the availability of higher salaries in other organizations. (Nasir et al., 2022).

Indriati Hospital, Solo Baru, Sukoharjo, Central Java, is known for its state-of-the-art medical facilities and international standards. Indriati Hospital strives to grow and develop as a hospital providing excellent service to the community. Therefore, the hospital management emphasizes that employees must have a strong work ethic and be loyal to the hospital, not easily leaving for other hospitals. Halim & Antolis (2021) stated that a high level of employee turnover can disrupt work activities, this is because employees occupy different positions in carrying out their work, so that if an employee leaves, it will slow down the progress of the work.

Turnover intention This needs serious attention from hospital management because it will have negative consequences if not addressed immediately. The focus of this study is medical staff, namely nurses. Nursing staff turnover needs to be considered because nurses are the spearhead of service who are in direct contact with patients. A reduction in nursing staff can reduce the quality of patient care. The results of preliminary observations obtained data on nurse staff turnover at Indriati Hospital, Solo Baru, Sukoharjo, over the past four years, namely:

Table 1 Nurse Turnover Data at Indriati Solo Baru Sukoharjo Hospital

Year	Number of nurses	Enter	Go out	Turnover Rate
2021	215	22	10	4.65%
2022	227	54	14	6.16%

022	:	267	40	18	6.74%
023	:	289	33	20	6.92%
024					

Source: Personnel of Indriati Solo Baru Sukoharjo Hospital

Based on the data in Table 1, it shows that nurse turnover at Indriati Solo Baru Sukoharjo General Hospital has increased. The number of nurses working in 2021 was 215 nurses. From this data, there were 10 nurses who left, or if presented, the nurse turnover rate was 4.65% of the total number of nurses. In 2022, the nurse turnover rate increased to 6.16% of the total number of nurses working, which was 227 nurses, and from this data, 14 nurses left. In 2023, nurse turnover increased again to 6.74% of the total number of nurses working, which was 267 nurses, and from this data, 18 nurses left. In 2024, out of a total of 289 nurses, 20 nurses turned over, resulting in a turnover rate of 6.92%. Rohaeti & Novita (2021) stated that the percentage of nurses moving/leaving (turnover) from hospitals normally ranges between 5-10% / year, said to be high if it is more than 10%, but from the data it shows that nurse turnover continues to increase and needs to be a concern in the management of Indriati Solo Baru Sukoharjo General Hospital.

One of the causes of employee turnover is career development programs. Preliminary observations at Indriati Solo Baru Hospital experienced fluctuations in employee turnover, one of which can be indicated by employees receiving insufficient training from the hospital, which hinders their careers and results in employees experiencing high work pressure because the lack of training can hinder employees' careers, leading employees to choose to leave.

Career development is an effort made by the company to motivate employees to work optimally in serving and improving their abilities/skills in carrying out their work.(Dewi & Nurhayati, 2021), when employees feel that their career development is smooth and developing so that their career goals are achieved, then the employee will have high work enthusiasm, be motivated to work and even not want to resign or leave the company.Meiliawati, et al., (2022)in his research showed that career development had a significant negative effect on turnover intention, but the researchHidayah et al., (2024)shows that career development does not affect turnover intention.

Another cause of employee turnover is work stress that occurs in employees.Pantouw et al., (2022)states that employees who experience stress can cause a decrease in work enthusiasm, leaving work during working hours and some even resigning because they feel uncomfortable working, where an employee's stress towards his work has an impact on the employee's desire to leave the company. The results of observations through interviews with one of the employees of Indriati Solo Baru Sukoharjo Hospital that the problem of work stress is experienced by employees due to excessive workloads sometimes employees have

to work overtime, which should be time that can be used for family or other activities. Research conducted by Budiyanto (2022); Ernawati et al., (2022) shows that work stress has a positive and significant effect on employee turnover intention, so that the higher the employee's work stress, the higher the employee's turnover intention. This finding differs from research Karmita et al., (2023) that work stress does not have a significant effect on employee turnover intention, so that stress does not impact employee performance.

Reducing employee turnover can also be achieved by increasing job satisfaction. Job satisfaction is a crucial aspect of an individual's work. Satisfied employees feel at home at the company. Higher levels of satisfaction are associated with lower employee turnover, and conversely, lower levels of employee satisfaction are associated with higher turnover. (Sirait, 2021) When employees are dissatisfied with their work, they will seek to leave and seek better alternative employment. Observations from employee interviews revealed suboptimal organizational policies and a lack of incentives, which impact their work motivation. The influence of job satisfaction on employee turnover intention has been investigated by previous researchers. The study was conducted by Ernawati et al., (2022) stated that job satisfaction has a negative and significant effect on employee turnover intention, so that better job satisfaction will reduce employee turnover intention. This finding differs from the research Yani et al., (2024) that job satisfaction does not have a significant effect on employee turnover intention.

Another cause of employee turnover is burnout. Every employee's work is inevitably influenced by factors that can lead to decreased performance, whether internal or external to the company, leading to burnout. (Aghniya & Aulia, 2022) Burnout is a symptom of physical, emotional, attitudinal and behavioral exhaustion, feelings of dissatisfaction with oneself and a lack of confidence in one's own abilities and a lack of desire for personal achievement that arise from work stress due to work. (Hayati & Fitria, 2018) Observations show that employees are required to work extra hard to deliver maximum results for the hospital, leading to high workloads. As a result, employees feel tired and bored with their jobs, seeking a change of scenery, leading to their decision to leave. This situation suggests that when employees experience burnout, their desire to leave their jobs increases. Aseptia & Pramitasari (2022) in his research showed that burnout syndrome had a significant positive effect on turnover intention, that the higher the level of burnout, the level of turnover intention would also increase, but the research Ambarwati et al., (2024) shows that burnout has a negative but insignificant effect on turnover intention.

The problem of employee turnover at Indriati Hospital, Solo Baru, Sukoharjo, requires urgent attention. If left unchecked, it will disrupt the hospital's operations, leading to suboptimal performance. Preventing or reducing employee turnover is crucial to prevent losses and ensure smooth operations.

RESEARCH METHODS

This type of research uses quantitative methods. This research is a survey research conducted on medical employees of Indriati Solo Baru Sukoharjo Hospital. This research was conducted at Indriati Solo Baru Sukoharjo Hospital. Jl. Palem Raya, Dusun III, Langenharjo, Solo Baru, Sukoharjo Regency, Central Java 57552. The reason for the research at this location is that there has been no research on employee turnover intention conducted at Indriati Solo Baru Sukoharjo Hospital. This research was conducted for 6 months, namely from June 2025 - November 2025. The population of this research is medical employees, namely nurses of Indriati Solo Baru Sukoharjo Hospital, totaling 320 nurses. The sample in this study were employees who have completed Bachelor of Nursing Education, namely 80 employees. Sampling in this study used a purposive sampling technique. Primary data in this study were obtained from the results of questionnaires about career development, work stress, job satisfaction, burnout and turnover intention. Secondary data were obtained from research journals related to the research. Furthermore, the data was processed using multiple linear regression analysis tools with the help of SPSS 25.

RESULTS AND DISCUSSION

1. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of career development, job stress, job satisfaction, and burnout on turnover intention. The regression equation used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information:

Y	=	<i>Turnover intention</i>
a	=	Constant
X1	=	Career development
X2	=	Work stress
X3	=	Job satisfaction
X4	=	<i>Burnout</i>
b ₁ ,b ₂ b ₃ ,b ₄	=	Regression coefficient
e	=	<i>Error</i>

The calculation of multiple linear regression analysis using the SPSS program produced the following results:

Table 1
Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized t		Sig.
			Coefficients		
	B	Std. Error	Beta		
(Constant)	11,891	2,693		4,415	.000
_career development	-.275	.078	-.273	-3,515	.001

work stress	.426	.078	.421	5,449	.000
job satisfaction	-.267	.075	-.277	-3,556	.001
burnout	.423	.090	.364	4,689	.000

Source: processed primary data, 2026

These results can be described in the following equation:

$$Y = 11.891 - 0.275X_1 + 0.426X_2 - 0.267X_3 + 0.423X_4 + e$$

The linear regression results obtained can be interpreted as follows:

- a. Constant (a): 11.891, meaning that if the independent variables (career development, work stress, job satisfaction and burnout) are equal to zero (0), then the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital is positive at 11.891.
- b. $b_1 = -0.275$ is a negative career development regression coefficient, meaning that if employee career development improves, the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital will decrease, assuming that the variables of work stress, job satisfaction, and burnout are considered constant.
- c. $b_2 = 0.426$ is a positive work stress regression coefficient, meaning that if employee work stress increases, the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital will also increase, assuming that career development, job satisfaction, and burnout variables are considered constant.
- d. $b_3 = -0.267$ is the regression coefficient of positive job satisfaction, meaning that if employee job satisfaction improves, the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital will decrease, assuming that the variables of career development, work stress, and burnout are considered constant.
- e. $b_4 = 0.423$ is a positive burnout regression coefficient, meaning that if employee burnout increases, the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital will also increase, assuming that career development, work stress, and job satisfaction variables are considered constant.

2. F test

The F test is used to determine the effect of independent variables (career development, job stress, job satisfaction, and burnout) on the dependent variable (employee turnover intention). F test results:

Table 2 F Test Results

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	579,396	4	144,849	24,573	.000b
<i>Residual</i>	442,092	75	5,895		
<i>Total</i>	1021,488	79			

Source: processed primary data, 2026

The calculated F value is 24.573 > F table 2.49 with a p value of 0.000 < 0.05, meaning that there is an influence of career development variables, work stress, job satisfaction and burnout on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital simultaneously.

3. Coefficient of Determination

This coefficient of determination test is used to determine the extent to which the independent variables (career development, job stress, job satisfaction, and burnout) contribute to the dependent variable (employee turnover intention), expressed as a percentage. The results of the coefficient of determination test are as follows:

Table 3 Results of the Determination Coefficient

R	R Square	Adjusted R Square	Standard Error of the Estimate
.753	.567	.544	2.42787

Source: processed primary data, 2026

Based on the results of multiple linear regression testing in this study, the coefficient of determination (Adjusted R²) was obtained as 0.544, meaning that the contribution of the influence of career development variables, work stress, job satisfaction and burnout on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital was 54.4%, while the remaining 45.6% was influenced by other variables outside the research model.

4. Hypothesis Testing

Table 5 t-Test Results

Hypothesis	t count	t table	Sig	α	Conclusion
H1	-3,515	< 1,992	0.001	0.05	H1 accepted
H2	5,449	> 1,992	0,000	0.05	H2 accepted
H3	-3,556	< 1,992	0.001	0.05	H3 is accepted
H4	4,689	> 1,992	0,000	0.05	H4 accepted

Source: processed primary data, 2026

a. The influence of career development on turnover intention

The career development variable has a calculated t value < t table (-3.515 < 1.992) and a significance of 0.001 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that career development has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

b. The effect of work stress on turnover intention

The work stress variable has a calculated t value > t table (5.449 > 1.992) and a significance of 0.000 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that work stress has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

c. The influence of job satisfaction on turnover intention

The job satisfaction variable has a calculated t value > t table ($-3.556 < 1.992$) and a significance of $0.001 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that job satisfaction has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

d. The effect of burnout on turnover intention

The burnout variable has a calculated t value > t table ($4.689 > 1.992$) and a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that burnout has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

Discussion

1. The influence of career development on employee turnover intention at Indriati Solo Baru Sukoharjo Hospital

Based on the SPSS results in table IV.10, the career development variable has a calculated t value < t table ($-3.515 < 1.992$) and a significance of $0.001 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that career development has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

The results of this study are in line with previous research from Meiliawati et al., (2022); Budiyanto, (2022); Kintani & Wahyuningtyas (2024) and Misbakhudin et al., (2023), that career development has a significant negative effect on turnover intention but is not in line with research Hidayah et al., (2024) shows that career development does not affect turnover intention

Career development is one of the efforts of the management of Indriati Solo Baru Sukoharjo Hospital so that employees can work more optimally in their work. (RS Dewi & Nurhayati, 2021) When employees feel their career development is smooth and progressing, leading to the achievement of their career goals, they are less likely to resign or leave the company. Career development in hospitals encompasses functional (clinical, teaching, research) pathways, structural (management), and continuous competency improvement, further study permits, job rotation, and mentoring to improve the quality of service and job satisfaction of healthcare workers.

2. The effect of work stress on employee turnover intention at Indriati Solo Baru Sukoharjo Hospital.

Based on the SPSS results in table IV.10, it shows that the work stress variable has a calculated t value > t table ($5.449 > 1.992$) and a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that work stress has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

This result is in line with previous research from Misbakhudin et al., (2023); Ernawati, et al (2022); Dewi & Iqbal, (2023) and Yani et al., (2024) states that work stress has an effect on turnover intention, where employee stress

towards their work has an impact on employees' desire to leave the company, but this is not in line with research. Karmita et al., (2023) that work stress does not have a significant effect on employee turnover intention, so that stress does not impact employee performance.

Job stress significantly influences turnover intention, with higher job stress experienced by employees at Indriati Hospital, Solo Baru, Sukoharjo. Job stress in hospitals among nurses is caused by excessive workload, an unbalanced patient-to-nurse ratio, emotional demands, inadequate salaries, and an uncomfortable physical/non-physical environment, which puts pressure on employees, ultimately leading to mental stress and ultimately turnover intention. Addressing this requires improved shift management, increased welfare, and psychological support for nurses, so that employees can reduce their work stress levels.

3. The influence of job satisfaction on employee turnover intention at Indriati Solo Baru Sukoharjo Hospital.

Based on the SPSS results in table IV.10, it shows that the job satisfaction variable has a calculated t value $> t$ table ($-3.556 < 1.992$) and a significance of $0.001 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that job satisfaction has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

These results support previous research from Ernawati et al., (2022); Meilia et al., (2023); Dewi & Iqbal, (2023); Hida et al., (2025) that job satisfaction has a negative and significant effect on employee turnover intention, so that the better the job satisfaction, the lower the employee turnover intention, but this is not in line with research Yani et al., (2024) that job satisfaction does not have a significant effect on employee turnover intention.

High job satisfaction of employees of Indriati Solo Baru Sukoharjo Hospital can make employee turnover low, and vice versa, employees who feel less satisfied will have higher turnover, so hospital management needs to create better working conditions, a comfortable working environment, good communication between superiors and subordinates, giving awards to high-achieving employees and having a career path for high-achieving employees.

4. The effect of burnout on employee turnover intention at Indriati Solo Baru Sukoharjo Hospital.

Based on the SPSS results in table IV.10, it shows that the burnout variable has a calculated t value $> t$ table ($4.689 > 1.992$) and a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that burnout has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital.

The results of this study support previous research from Aseptia & Pramitasari (2022); Hida et al., (2025) and Monica & Hayati (2025) that burnout syndrome has a significant positive effect on turnover intention, that the higher

the level of burnout, the higher the level of turnover intention, but this result is not in line with research Ambarwati et al., (2024) shows that burnout has a negative but insignificant effect on turnover intention

Employees of Indriati Solo Baru Sukoharjo Hospital who experience physical, emotional, and mental fatigue cause decreased performance due to the large number of patients so that the intensity of work becomes high so that they become less motivated and do not care about their work so that a strong desire arises to look for another better job or leave the company, so that it is necessary to have a fair and balanced distribution of workload by hospital management as well as providing counseling services, psychological interventions, and creating a supportive work environment.

CONCLUSION AND SUGGESTIONS

Based on the results of hypothesis testing and the discussion that has been done, it can be concluded that career development has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital. Job stress has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital. Job satisfaction has a negative and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital. Burnout has a positive and significant effect on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital. The result of the coefficient of determination (Adjusted R²) of 0.544 means that the contribution of the influence of career development variables, job stress, job satisfaction and burnout on the turnover intention of employees at Indriati Solo Baru Sukoharjo Hospital is 54.4%, while the remaining 45.6% is influenced by other variables outside the research model. It is hoped that further research will develop this research by using other independent variables considering that there is still an influence of 45.6% outside the variables of this study such as compensation, leadership and work environment.

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