ANALYSIS OF HR TURNOVER AT RSIA RESTU BUNDA, BANDAR LAMPUNG

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ABSTRACT
The importance of HR in an organization because it has an important role in helping the organization in achieving its goals. RSIA Restu Bunda, Bandar Lampung which aims to accelerate the achievement of saving the death of pregnant women and their babies to the delivery process requires human resources in it. However, the problem that often occurs is the change of human resources, including in this hospital. This study aims to analyze the turnover of human resources at RSIA Restu Bunda in Bandar Lampung. This research uses a descriptive method with a qualitative approach. Collection techniques with documentation and interview techniques, while data analysis is inductive / qualitative and qualitative research results emphasize meaning rather than generalization by triangulation (combined). The results showed that there are five factors driving HR turnover are dissatisfaction with public facilities, social institutions and welfare in terms of income and ease of access to obtain basic daily needs and relationships with superiors. Thus, the importance of HR management strategies so that there is no change in invention. Some of the roles of HR management in managing HR turnover are the role of the recruitment system, training, compensation and benefits, career development and promotion, rewards and performance appraisals.

INTRODUCTION

The sustainability of an organization cannot be separated from the role of management to manage all activities that have been planned appropriately. Organizations regardless of name and type always need management. An organization will run well if it is managed well, this is because management and organization are a complementary unit (Jabani, 2015). One of them is human resource management which has an important role in an organization, because the failure or success of an organization in achieving its goals depends very much on the humans who manage the organization. Humans or employees in an organization are usually referred to as Human Resources (HR) (Setiyati & Hikmawati, 2019).

The Hospital is an integral part of social and health organization with the function of providing complete services. Hospitals not only run curative and rehabilitative services but also run preventive and promotive services (Harnagea, Lamothe, Couturier, & Emami, 2018). One of the hospitals, namely the Mother and Child Hospital (RSIA) Restu Bunda, is located at Jalan Kh Ashari No 73 G Pakuon, Teluk Betung, Selatan, Bandar Lampung City. Restu Bunda Mother and Child Hospital was inaugurated on December 11, 2010 by Mr. dr. Hi. Wirman, M. M. Kes and attended by all invitations by doctors and health experts in Bandar Lampung has the aim of accelerating the achievement of saving the death of pregnant women and their

babies to the delivery process. Restu Bunda Mother and Child Hospital (RSIA) as a provider of health services for the community strives to provide quality services to patients and is supported by competent human resources, so that the Hospital always tries to maintain quality and reduce employee turnover.

Change or change of labor in a company is a real form of a change of intention that can be a serious problem for the company (Haholongan & Jayadi, 2019). Changes in the organization can cause unstable and unclear organizational conditions for labor conditions and will increase human resource budgets, including budgets spent on employee training, budgets for recruitment and training for new employees (Harvida & Wijaya, 2020). According to Judge & Robbins in (Asmara, 2017) states that changes are divided into two types, voluntary change, namely the exit of employees caused by the will of the individual itself, while involuntary replacement is the exit of employees caused by organizational factors or resignation due to urgent matters.

Companies need to understand that labor has different motives, therefore the fulfillment of each labor motive is something that must be done by companies other than companies requiring these workers to show the best performance for the company. Broadly speaking, the form of labor maintenance that can be done by the company is in the form of compensation and benefit programs so that there is no turnover (Abdullah, Hasan, & Husaini, 2017). The dimensions used by Abelson in (Mardika & Prima, 2020) to measure the change of intention consist of: 1) Thinking of quitting. 2) Intent to search. 3) Probability of finding an acceptable job with another employer. 4) Intent to leave.

Based on the background above, the importance of HR in an organization because it has an important role in helping the organization in achieving its goals. RSIA Restu Bunda, Bandar Lampung which aims to accelerate the achievement of saving the death of pregnant women and their babies to the delivery process requires human resources in it. However, the problem that often occurs is the change of human resources, including in this hospital. Thus, this study aims to analyze the turnover of human resources at RSIA Restu Bunda, Bandar Lampung.

RESEARCH METHODS

Descriptive is the research method used in this study. The descriptive method aims to analyze, describe and summarize various conditions, and situations from various data collected from observations on the problem under study at the time of the research (Arifudin, 2019). Meanwhile, the approach used is a qualitative approach. The qualitative approach is descriptive by trying to obtain a deeper picture and a holistic or comprehensive understanding, based on a natural setting of the phenomenon to be studied, and the researcher himself acts as a key instrument in obtaining the data needed (Yusanto, 2020) Triangulation collection techniques, data analysis is inductive / qualitative and qualitative research results emphasize meaning rather than generalization.

In data collection, documentation techniques were used for journal collection with HR turnover words from various sources and interviews with management and employees of RSIA Restu Bunda. Then data reduction is carried out, after several relevant journals are obtained that are classified and discard unnecessary data and organize. Next, the presentation of data. The presentation of this data began by

presenting data from the analysis of various journals regarding the results of the analysis of HR turnover at RSIA Restu Bunda, Bandar Lampung. The last thing to do is draw conclusions. This conclusion is made after all the data has been analyzed and presented.

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RESULTS AND DISCUSSION

Turnover is the phenomenon of the exit of employees from an organization where they work. Although turnover can have a positive impact in some situations, in general, turnover tends to be detrimental to the organization. The organization will suffer a loss if the employees who leave are those who have high experience, superior abilities, and occupy important positions in the organization. On the other hand, if the employee who leaves has a position that is less strategic or not very influential, the organization can be considered lucky because the position can be filled by other employees who are ready to be promoted. However, in many cases, the change in the organization has a negative impact. Losing experienced and competent employees can lead to loss of valuable knowledge and skills, which can have an impact on decreasing productivity and quality of work. In addition, turnover can also lead to additional costs for recruiting and training new employees, as well as disrupting the stability and continuity of the organization's operations. Therefore, management needs to pay attention and manage turnover well to minimize its negative impact on the organization (Muhammad Ridwan Harahap, 2016).

The HR turnover rate at RSIA Restu Bunda during the 2022-2023 period is one of the critical indicators in measuring workforce stability and employee retention in hospitals. In an effort to gain a thorough understanding, this analysis will be divided into two parts, namely the overall turnover rate and the turnover rate per section or department.

1. Overall Turnover Rate

During the 2022-2023 period, the number of employees leaving RSIA Restu Bunda was 30 people, while the number of employees at the beginning of the period was 150 people. Therefore, the overall turnover rate during the period is (30/150) x 100% = 20%. That is, in that period, RSIA Restu Bunda experienced a turnover rate of 20%.

2. Turnover Rate Per Section or Department

In analyzing the turnover rate per section or department, researchers focus on the service, administration, and medical personnel.

a. Service Section:

In the service section, the turnover rate over a certain period is 15%. This shows a better level of stability compared to the whole hospital.

b. Administration Department

The turnover rate in the administrative department is 25%, which indicates a problem in the retention of employees in this section. It is necessary to conduct a more in-depth analysis to identify the cause of the high turnover rate.

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The turnover rate of human resources at RSIA Restu Bunda during the 2022-2023 period is one of the critical indicators in measuring workforce stability and employee retention in hospitals. In an effort to gain a thorough understanding, this analysis will be divided into two parts, namely the overall turnover rate and the turnover rate per section or department.

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c. Medical Personnel:

The turnover rate in medical personnel including doctors and nurses is 18%. Although better than the overall level, measures still need to be taken to maintain the stability and retention of medical personnel which is very important for hospital operations.

The HR turnover rate at RSIA Restu Bunda during 2022-2023 is 20%. Although there are sections that show lower turnover rates, some parts such as the administrative part still face problems in employee retention. Management needs to carry out specific strategies and actions to increase employee retention, especially in parts with high turnover rates. This will help RSIA Restu Bunda maintain workforce stability, improve service quality, and achieve expected long-term goals. The factors driving HR turnover identified include dissatisfaction with public facilities, which includes the work environment, physical condition of the office, and other facilities that affect employee comfort and productivity (Andriani & Kaminska, 2021). Dissatisfaction with public facilities can cause employees to feel uncomfortable and less motivated to stay at the company. Institutional social dissatisfaction and well-being in terms of income, which relates to the level of salary and well-being of employees in the company. If employees feel that their salary and well-being are not

proportional to the responsibilities and contributions provided, they may be inclined to seek out other job opportunities that offer better compensation. In addition, ease of access to obtain basic daily needs, such as transportation, housing, and other facilities around the workplace. If employees are facing difficulties in meeting their basic needs, this can be an impetus to find work in a more accessible location.

Relationships with superiors, where poor relationships between employees and superiors can lead to dissatisfaction and tension in the workplace. If employees feel undervalued or don't get support from their boss, they may tend to look for opportunities to work in a more positive environment. Other factors such as lack of career development opportunities, company policies that do not match employee expectations, and vagueness regarding career prospects in the company can also be a driver for looking for a new job. The impact of high HR turnover can have a negative impact on the operations and performance of RSIA Restu Bunda, including:

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1. Employee Replacement Cost

High HR turnover causes companies to have to spend significant costs to recruit and train new employees. The recruitment and training process requires a lot of human and financial resources, so as to increase the company's operational costs.

2. Decreased Productivity

Losing experienced and trained employees can lead to decreased productivity in hospitals. New employees may need time to adapt to their duties and responsibilities, which can affect the efficiency and quality of services provided.

3. Changes in Work Dynamics

High HR turnover can cause changes in work dynamics at RSIA Restu Bunda. Changes in team work and responsibilities can create operational instability and disrupt collaboration between teams.

4. Loss of Knowledge and Experience

Experienced employees who leave the company bring away valuable knowledge and experience. This loss of knowledge can affect a hospital's ability to meet challenges and cope with emerging problems.

5. Declining Service Quality

High turnover of human resources can lead to changes in the quality of services provided to patients. New employees may not be fully trained or have enough experience to provide services to the same standards as experienced employees.

In an effort to overcome the negative impact of HR change, RSIA Restu needs to implement several strategies that focus on increasing employee satisfaction and creating a positive work environment. Here are some strategies that can be taken:

1. Increased Employee Satisfaction

Companies need to conduct regular employee satisfaction surveys to determine the level of satisfaction and input from employees. Based on the survey results, RSIA Restu Bunda can identify problems that affect employee satisfaction and take action to correct them.

2. Career Development and Training

RSIA Restu Bunda can provide career development and training programs for employees to improve their skills and competencies. With the opportunity to develop themselves, employees will feel valued and have the opportunity to grow in their careers.

3. Improved Communication and Openness

RSIA management needs to create an open work environment and communicate effectively with employees. Openness in sharing information about the company, policies, and procedures can increase employee trust and sense of engagement.

4. Improvement of Employee Policies and Programs

RSIA Restu Bunda can evaluate existing employee policies and programs, including payroll systems, benefits, and welfare programs. Companies need to ensure that these policies are fair and competitive so as to attract and retain qualified employees.

5. Recognition and Awards

Recognizing and rewarding employees' achievements and contributions is an important step to increase motivation and a sense of motivation. RSIA Restu Bunda can give public appreciation or provide awards in the form of incentives for outstanding employees.

6. Understanding of Employee Needs

RSIA management needs to understand and respect the individual needs of each employee. By understanding the needs and aspirations of employees, companies can create a work environment that supports their development and well-being.

Implementing these strategies, RSIA Restu Bunda can reduce the rate of HR turnover, increase employee retention, and create a productive and harmonious work environment. This will have a positive impact on the overall operation and performance of the hospital. RSIA Restu Bunda can make various efforts to retain employees who have the potential to experience turnover and increase retention rates. Some of the efforts that can be done include:

1. Career Development Program

RSIA Restu Bunda can provide clear and structured career development programs for employees who show potential and achievement. These programs can be training, certifications, or opportunities to get promoted, so employees feel valued and have the opportunity to grow in their careers.

2. Competitive Compensation and Benefits

Providing competitive compensation and benefits will help RSIA attract and retain qualified employees. Efforts to provide salaries that match the performance and contribution of employees will increase their satisfaction and motivation.

3. Employee Welfare Program

RSIA Restu Bunda can provide welfare programs for employees, such as health insurance, pension benefits, or other health and welfare programs. This program will help improve the quality of life of employees and provide a sense of security and comfort at work.

4. Open Communication

Ensuring open communication between management and employees is critical to understanding and addressing issues that may be affecting retention rates. RSIA Restu Bunda can hold regular meetings with employees, provide a means to convey input, and listen to their aspirations and needs.

The implementation of these efforts can create a work environment that values and supports employees at RSIA Restu Bunda, so that employees have the potential to stay and contribute in the long run. Good employee retention will help the hospital retain qualified and experienced human resources, which in turn will have a positive impact on overall hospital performance and operations.

CONCLUSION

Based on the results of the study, it shows that five factors driving HR change, namely dissatisfaction with public facilities, social institutions, welfare in terms of income, ease of access to obtain basic daily needs, and relationships with superiors, provide valuable insights for human resource management. By understanding these factors, HR management strategies can be focused on efforts to reduce unwanted turnover of inventions. One important aspect of HR management strategy is improving employee welfare and satisfaction. Companies must invest in adequate facilities and ensure competitive revenue and institutional packages for employees. In addition, companies can assist employees in meeting basic daily needs, such as accommodating housing and transportation needs. In addition, creating a positive work environment and supporting good relationships with superiors is also crucial in influencing employees' decisions to stay at the company. HR management can also play an active role in reducing turnover by strengthening several key functions. First, an effective recruitment system helps get employees who match the company's values and needs. Second, employee training and development programs help improve their skills and competencies, increase confidence in work, and strengthen loyalty to the company. Third, HR management must ensure fairness in compensation and benefits offered, so that employees feel valued for their contributions. Fourth, providing career opportunities and promotions based on merit will motivate employees to stay and contribute better. Lastly, transparent and fair performance awards and appraisals provide recognition for employees' hard work and give them additional motivation to stay productive and dedicated. By combining these approaches, companies can create a work environment that minimizes HR turnover and ensures sustainability and better business growth.

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