

General Practitioner Turnover Analysis at the Universitas Indonesia Hospital 2020-2022



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Abstract— One of the HR problems that occur in hospitals is a high turnover rate which can have a negative impact on hospitals, that are the emergence of instability and uncertainty in the workforce, besides it can also increase financial investment in HR financing. Problems at Universitas Indonesia Hospital related to the high turnover rate can be seen from the increase in the turnover rate for General Practitioners, in 2020 42%, in 2021 55%, and in 2022 101%. This research was conducted with the aim of knowing HR problems related to the high rate of resignation of General Practitioners at Universitas Indonesia Hospital and factors that cause it. This research is a cross-sectional study using a descriptive analysis approach by looking at data on the number of General Practitioners who have resigned in 2020-2022. Reasons of resignation at RSUI are divided into 3 main reasons based on the majority of results found in the exit interview form for resigning employees, the reasons for resignation cumulatively during 2020-2022 are due to accepting other jobs by 58%, continuing education by 36%, and moving residence by 6%. Several strategies in dealing with the turnover rates in order to not have negative impact on hospital services as follows: Setting the time period for resignation; Carry out further analysis and evaluation regarding the benefits of the compensation; Build and increase the loyalty of General Practitioners to hospital; Create plans for general practitioner workload analysis and recruitment preparation; Conducting Employee Opinion Survey (EOS); Evaluate and change policies.

Keywords: Turnover, General Practitioner, Hospital, Human Resources

1. Introduction

Human Resources (HR) is an important and inseparable part of an organization or institution, HR is an individual who works to achieve goals within the organization. HR management is a coherent strategy and approach to the management of the most valuable assets in an organization, namely individuals who work and contribute together to achieve a goal [1]. Hospital HR refers to employees or staff working in a hospital consisting of various health professional professions such as doctors, nurses, pharmacists, therapists, as well as non-health personnel such as technicians, administrative officers, and others with various competencies to different backgrounds [2]. Hospital human resources must have good knowledge, skills, communication, and teamwork because they play an important role in running hospital operations and providing quality health services to patients.

Difficulties with human resources of health workers in hospitals can be concluded by number of things including a lack of medical personnel, lack of qualifications for medical personnel, training and development function of medical personnel is not working yet, levels of fatigue or stress, and high turnover rates. One of the HR problems is related to turnover, that is individual actions to leave the organization or profession [3]. The turnover rate is often used as a measurement to see if there are fundamental problems in an organization, it can be caused by various things such as long working hours, satisfaction, stress, environment, culture or hospital management, and various other personal reasons, so it is necessary to set a strategy to deal with the high turnover in order to prevent consequences that might occur within hospital

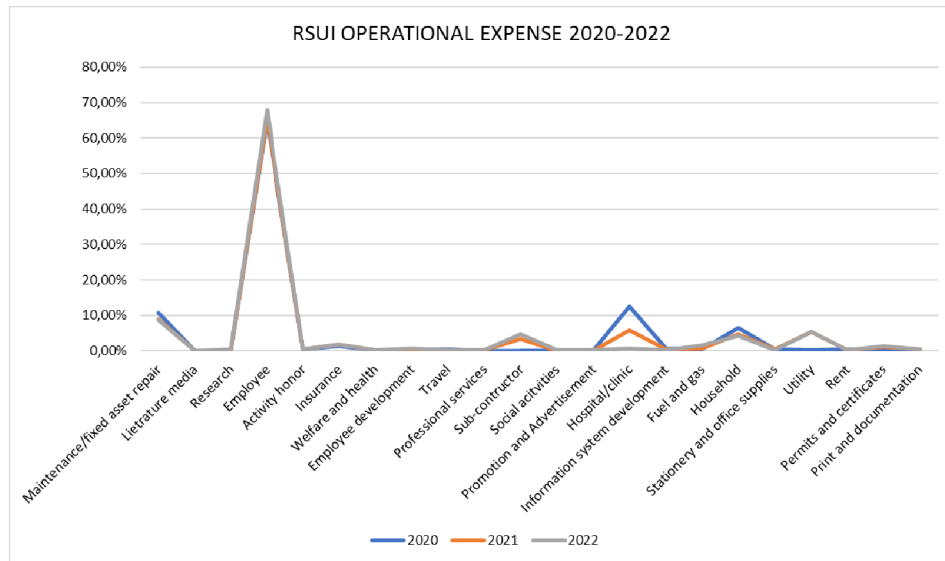
such as financial loss, patient satisfaction levels decrease, and organization is not running well [4]. Due to some of these underlying reasons, employees will start evaluating themselves against the various possibilities for other job alternatives, then this will create turnover because individuals who choose to leave the organization will seek better results elsewhere [5].

High turnover rates can have a negative impact on hospitals because it causes instability and uncertainty for employees, and also indirectly increases financial investment in HR financing which is used for recruitment and new employee training [6]. On the other hand, frequent turnover also causes inefficiency in hospital management because experienced employees are replaced with new employees, so orientation and training is required from the start to support employee's work[5]. Another impact caused by high turnover is the increase in workload for other employees as long as the position of the resigning employee is vacant so there is possibility this affecting the working motivation and enthusiasm of other employees [7], there also indirect financial impact, in the form of retraining, stress and anxiety management for the remaining employees [6], as well as the obligation to pay compensation for increasing the workload and working time of existing employees to counter the work targets delay [8].

One of the HR problems that could also occur in several hospitals is related to the high turnover of General Practitioners, so that it will affect the quality of health services and facility management causing the patient expectations cannot be fulfilled because of the new General Practitioners, therefore patient left dissatisfied[9], and the level of competitive advantage against other hospitals decreased [6]. In line with the human resource problems for health workers, especially General Practitioners that occur at Universitas Indonesia Hospital (RSUI), one of them is related to the high turnover rate for General Practitioners as seen from the increase in the turnover rate for General Practitioners every year, in 2020 was 42%, in 2021 was 55%, and in 2022 was 101%. One of the factors that can affect the turnover rate of General Practitioners at RSUI is related to the increasing number of visits at RSUI which have been seen since 2020 until now with the highest number of visits in 2020-2022 found to be in September 2021 with 35,743 visits. This increase in the number of visits was due to RSUI starting to cooperate with Social Security Agencies called BPJS services, the occurrence of the Covid-19 pandemic, and increase in development and service capacity at RSUI since 2020. This is one of the main factors to the need to acquire more qualified General Practitioner to be able to provide comprehensive services.

The increase in the number of visits at RSUI has led to an increase in the need and workload for human resources, so that the operational expenses for employee at RSUI which include salaries have also increased and become a large component compared to the others, as shown in the graph in Figure 1 it can be seen that employee operational expenses at RSUI are always the highest portion component every year, reaching more than 60% of the total operating expenses of the hospital. This makes it necessary for RSUI to pay close attention in terms of HR management, especially if there are problems with the number of staff including high turnover rates, because this might lead to an increase in the operational burden of staffing at RSUI.

Figure 1. RSUI Operational Expense 2020-2022



This research was conducted with the aim of knowing HR problems related to the high turnover rate of General Practitioners at RSUI and the factors that cause it, so that evaluation and providing solutions for problems that might occur due to these conditions can be conducted.

2. Method

The research was conducted at RSUI and is a cross-sectional study using a descriptive analysis approach by looking at data on the number of General Practitioners who have resigned in 2020-2022 and the reasons to conclude the cause of General Practitioners resignation at RSUI. Data collection was carried out through field research and literature research. Field research was conducted to obtain data in the form of the number of General Practitioners who resigned and the reasons listed on the exit interview form. Literature research was carried out through searching related literature to find out similar problems regarding employee resignation in companies so that theories and research results were obtained to be used as a reference for problem analysis in this study.

3. Result and Discussion

The calculation of the turnover rate is usually calculated for the annual period using a comparison formula between the number of employees who resigned compared to the average number of employees at the beginning of the period plus the number of employees at the end of the period as follows [8]:

Figure 2. Annual Employee Turnover Formula

$$\text{Annual Turnover Rate \%} = \frac{\text{Number of employees who left}}{(\text{Beginning} + \text{ending number of employees})/2} \times 100$$

Based on the formula in Figure 2, the result of research at RSUI show that general practitioner turnover data for 2020-2022 taken from the resignation data of 130 General Practitioners is as follows:

Table 1. Turnover of RSUI General Practitioners 2020-2022

Year	Number of GP In the Beginning of Year (January)	Number of GP In the End of Year (December)	Number of GP Resign	Annual Turnover
2020	22	59	17	42%
2021	75	90	45	55%
2022	90	45	68	101%

There is a trend of turnover rate increasing for General Practitioners every year at RSUI where in 2022 it reach the highest rate with 101%. In Praisidio online article, in 2022 a sample of 10,000 companies was taken in different fields, and it was found that the average employee turnover rate in companies in the health sector was 13.07%, so this figure becomes a benchmark for the employee turnover rate, if it is greater than that then it can be concluded that the turnover value is high [10].

The high turnover rate for General Practitioners at RSUI has been caused by several factors including the pandemic situation, ongoing management at the hospital, to personal reasons of each General Practitioner. Further discussion of some of these main factors as follow:

1. In 2020 the Covid-19 pandemic was announced and there has been an increase in cases making additional General Practitioners are needed as well as case fluctuations which then causes management to continue to adjust the need for staff, apart from that due to personal reasons there are also several General Practitioners at RSUI who have to resign due to pandemic conditions;
2. The addition or development of services at RSUI has resulted in increase need of health workers, including General Practitioners;
3. From 2019 to 2021 there were 2 status of General Practitioners at RSUI, those are Part-Time and Full-Time, but starting in early 2022 due to the high turnover of Part-Time General Practitioners, management has implemented policy related to eliminating Part-Time General Practitioner status with reason of resources efficiency and compensation if there is only one status, that is Full-Time General Practitioner, so for existing Part-Time General Practitioners who are not interested in Full-Time status will choose to resign because they feel that their status Part-Time already has quite promising positions and compensation as well as more flexible schedule arrangements [11].

Table 2. Cause of RSUI General Practitioner Resignation 2020-2022

Year	Cause of Resignation		
	Accept Another Job	Continuing Education	Moving Residence
2020 (n=17)	41% (n=7)	41% (n=7)	18% (n=3)
2021 (n=45)	58% (n=26)	36% (n=16)	7% (n=3)



2022 (n=68)	62% (n=42)	35% (n=24)	3% (n=2)
Total (n=130)	58% (n=75)	36% (n=47)	6% (n=8)

The reasons for resignation at RSUI are divided into 3 main reasons, looking at the majority of the results found in the exit interview form of resigning employees in the HR Unit. The reasons for resignation cumulatively during 2020-2022 are due to accepting other jobs by 58%, continuing education by 36%, and moving residence by 6%. Some of the factors that become the basis for General Practitioners to resign with these main reasons are as follows:

Table 3. Factors Causing the Reason of General Practitioners Resignation at RSUI 2020-2022

No.	Cause of Resignation	Causative Factor
1.	Accept another job	1. The Civil Servant acceptance opening
		2. Better compensation offering from other company
		3. Possibility of closer workplace to home
2.	Continuing education	1. Opportunities to get a school recommendation is higher
		2. Scholarship acceptance opening
		3. The urge to continue education is high
3.	Moving residence	1. The urge to return to hometown
		2. Following partner

Accepting another job is still the highest reason for resignation compared to other reasons, this is because the Civil Servant (PNS) acceptance opening is still a matter of interest to many people including General Practitioners at RSUI, as in a journal it is explained regarding participating in the selection for PNS acceptance is one of the reasons for moving due to guaranteed compensation and career development that is more profitable and culture in Indonesia also considers being a civil servant is a pride in itself [2], so that several General Practitioners at RSUI interested in joining the PNS process and were accepted so they had to resign. Another cause is related to the greater compensation offer from other hospital or workplace compared to RSUI so that this appeal as more attractive offer for some General Practitioners, especially if there are many other additional benefits, this is supported by other research that states salary is the most satisfactory indicator, more influential than other indicators [12]. Apart from that, getting a job opportunity that is closer to where they live is also appeal as attractive for some General Practitioners because it save travel costs and save travel time from home to work, especially during the Covid-19 pandemic, many chose to work from home or close to home, apart from that, some health workers with high risk because directly dealing with infected patients or co-workers tend to have a higher desire to resign [13].

Continuing education is also the reason for some General Practitioners resignation at RSUI. RSUI is a teaching hospital owned by the Universitas Indonesia (UI) and is in accordance with Government

Regulation Number 93 of 2015 concerning *"Teaching Hospitals with service, education and research functions in the fields of medicine, dentistry and other health"* [14]. Therefore, apart from providing professional medical services, RSUI is also a place of education and research for health faculties at UI, health workers who work at RSUI are also teaching staff within UI, and RSUI is also a teaching and learning facility for UI lecturers and students. Especially faculties in the health sciences cluster (Faculty of Medicine, Faculty of Dentistry, Faculty of Nursing, Faculty of Pharmacy, Faculty of Public Health), so that one of the motivations of General Practitioners at RSUI is to study more closely and get recommendation from lecturers or teaching staff who also practicing specialists at RSUI as asset to continue their specialist education, because collecting letters of recommendation from related practitioners is still one of the requirements or files recommended at several university [15]. Because of this, the tendency for General Practitioners at RSUI is mostly those who intend to work in the field for about 1-2 years only after graduating from the profession and then immediately register for the Specialist Medical Education Program (PPDS). Not only the PPDS program, several doctors are also interested in participating in the selection for scholarship acceptance, so if they are accepted, within a certain period of time they must immediately continue their education both domestically and abroad.

Moving residence is one of the reason for resigning, this is because some General Practitioners at RSUI who are married have to move to follow their partners, and this is in accordance with a study which states that General Practitioners who wish to resign with married status are greater than those who are not married [16]. In other studies it was also explained regarding the tendency of couples to submit resignation so they can focus on taking care of their family [17]. In addition, some General Practitioners who come from areas quite far from RSUI and have just graduated usually want to try working in large urban area hospitals, one of which is at RSUI, but it turns out that some General Practitioners have to return for family reasons or feel they are not suitable for works in big cities.

4. Conclusion

The increase in turnover rate of General Practitioners at RSUI can be seen on the 2020-2022 data which has increased every year, due to the large number of General Practitioners who have resigned, many new General Practitioners must be recruited to replace them which is not good for the hospital because it will eventually lead to inefficiencies in management and workplace. Problems related to General Practitioners turnover at RSUI can be caused by various factors such as accepting other jobs with more attractive offers, continuing education, and moving residence for certain reasons. Because of this situation, hospitals must develop strategies related to increasing turnover so as to not have a bad impact, especially for the continuity of services at the hospital. Some strategies that can be implemented as follow:

1. Setting the resign allowed time period for Part-Time and Full-Time General Practitioners by signing a contract, so that if the employee resign before the time period agreed, there will be fines, especially if they have already taken part in training [8]
2. Conduct further analysis and evaluation regarding the benefit of compensation received by General Practitioners including salary, health insurance, work safety guarantees, and merit for the provided services [12]. In addition, the benefits offered can also be in the form of support facilities, leave, and bonuses as rewards so that it is expected to increase competitiveness to other workplaces [18]
3. Building and increasing the loyalty of General Practitioners to hospital so that they feel the responsibility and have an important role in advancing the hospital [5], as well as better commitment to the organization and organizational culture [19]
4. Create plan to analyze the workload of General Practitioners and to prepare for the staff recruitment, including registration and selection data collection that is not in hurry to get good

result, including making standard operating procedures for General Practitioners recruitment [20]

5. Conducting an Employee Opinion Survey (EOS) in order to obtain input that can be used as evaluation for hospital and provide guidance and counseling on problems if necessary [20]
6. Evaluate and change policies in hospital management to improve policies that are not appropriate [9]

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