

The Influence of Extrinsic Motivation on Turnover Intention with Perceived Organizational Support (POS) on Employees at Yasyfin Darussalam Gontor Hospital

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Abstract. *This research is motivated by the phenomenon of increasing turnover intention at RS Yasyfin Darussalam Gontor, which reached 12% in 2024, despite the relatively low workload. This high turnover rate is suspected to be related to the suboptimal fulfillment of extrinsic motivation and perceived organizational support. This study aims to analyze the effect of extrinsic motivation on turnover intention through Perceived Organizational Support (POS) as a mediating variable. This study is a quantitative research with an explanatory approach. The population was all 195 employees of RS Yasyfin Darussalam Gontor, with a sample of 131 respondents determined using proportionate stratified random sampling technique. Data was collected using a questionnaire and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4.0 software. The results showed that: (1) Extrinsic motivation has a positive and significant effect on Perceived Organizational Support (POS); (2) Extrinsic motivation has a negative and significant effect on turnover intention; (3) Perceived Organizational Support (POS) has a negative and significant effect on turnover intention and is the most dominant factor; and (4) Perceived Organizational Support (POS) significantly mediates the effect of extrinsic motivation on turnover intention. The conclusion of this study confirms that to reduce employee turnover intention, management cannot rely solely on material rewards but must accompany them with increased organizational support so that employees feel valued and cared for.*

Keywords: *Extrinsic Motivation; Hospitals; Perceived Organizational Support; Turnover Intention.*

1. Introduction

Yasyfin Darussalam Gontor Hospital is a newly established hospital, established on February 26, 2022. As a new hospital, Yasyfin Darussalam Gontor Hospital is still in the growth and development phase, both in terms of infrastructure, services, and HR management systems. Based on internal data, the employee resignation rate shows an increasing trend from year to year. In 2022, the turnover rate was recorded at 3%, increasing to 10% in 2023, and again rising to 12% in 2024. This increase not only occurs in healthcare workers (nakes), but also non-healthcare workers (non-nakes), and involves both permanent and contract employees.

According to Memon et al. (2021) and Tnay et al. (2022), a turnover rate is categorized as high if it exceeds 10% of the total number of employees in a single year. Turnover at this level can indicate serious problems in an organization's HR management system. High turnover results in increased recruitment and training costs, loss of organizational knowledge, and impaired service effectiveness (Yoon & Kim, 2022). Thus, the situation at Yasyfin Darussalam Gontor Hospital, which reached 12% in 2024, indicates that the turnover phenomenon has reached a level that requires serious management attention. Interestingly, the increase in turnover at Yasyfin Darussalam Gontor Hospital occurred despite a relatively low workload, as the number of patients served was not yet significant, given that the hospital was still in the service development stage. This phenomenon indicates that the factors causing turnover are not solely due to pressure or a heavy workload, but are most likely related to psychological and organizational aspects, such as work motivation and organizational support.

Furthermore, the hospital has provided competency development facilities through various training and workshops, both internal and external. However, data from the Human Resources Sub-Division indicates that many employees refuse to participate in these trainings. This may indicate low motivational drive or a perception that the benefits of the training are not commensurate with the effort required. This finding aligns with Sari and Fitria's (2023) findings that employees with low levels of extrinsic motivation tend to show resistance to self-development activities because they feel they do not receive direct incentives or rewards from the organization.

In terms of compensation, Yasyfin Darussalam Gontor Hospital also faces limitations in providing competitive financial rewards. Currently, the hospital has not implemented a service fee system (jaspel) or remuneration like other large hospitals, so employee salaries and benefits are still relatively low. According to Ardiansyah and Dewi (2022), compensation is a key factor in extrinsic motivation that significantly influences turnover intention. However, this study aligns with research by Kim et al. (2023), which shows that extrinsic motivation, such as financial rewards, bonuses, and recognition from superiors, does not significantly influence turnover intention among healthcare workers. Employees who feel valued through a fair compensation and reward system tend to have higher loyalty and organizational commitment.

2. Research Methods

This research is a quantitative study with an explanatory approach. This approach is used to explain the causal relationship between extrinsic motivation, perceived organizational support (POS), and turnover intention among employees at Yasyfin Darussalam Gontor Hospital. Explanatory research was chosen because it aims to test hypotheses regarding the direct and indirect influences between variables (Sugiyono, 2022). The quantitative method was used because this study relies on numerical data obtained through questionnaires and analyzed using inferential statistical techniques using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) model to simultaneously determine the influence and relationships between variables.

3. Results and Discussion

3.1. The Influence of Extrinsic Motivation on Perceived Organizational Support (POS)

The results of the first hypothesis test indicate that extrinsic motivation has a positive and significant effect on Perceived Organizational Support (POS). This is evidenced by the path coefficient value of 0.449 which is positive, as well as the T-statistic value of 5.968 which is greater than 1.96 and the P-value of 0.000 which is smaller than 0.05. In the context of this study, these findings mean that the better the fulfillment of extrinsic motivation aspects such as salary, incentives, or physical working conditions provided by the management of Yasyfin Darussalam Gontor Hospital, the more employees will feel appreciated and feel strong support from the hospital.

Conceptually, extrinsic motivation, manifested in the form of financial rewards and work benefits, is not merely a means of economic exchange but also a signal of organizational concern. According to Ryan and Deci (2021), extrinsic motivation is the drive to act in order to obtain external consequences, such as rewards. When organizations appropriately provide these external rewards, employees interpret them as tangible support. This aligns with Rhoades and Eisenberger's (2021) perspective, which states that perceived organizational support (POS) is formed from employees' accumulated experiences with organizational policies, including the reward and compensation systems they receive.

Within the framework of Social Exchange Theory, employment relationships are viewed as reciprocal exchanges between employees and the organization. Cropanzano et al. (2022) explain that when organizations provide valuable resources (such as fair incentives), employees will feel valued. Robbins and Judge (2022) add that external factors such as salary and bonuses are crucial elements that determine employees' perceptions of the value the organization provides to them. Therefore, at Yasyfin Darussalam Gontor Hospital, improvements in extrinsic motivation directly increase the perception that the organization is present and supports the well-being of its employees.

Furthermore, Eisenberger et al. (2021) emphasize that organizational support is not only emotional but also structural through the fulfillment of employees' basic needs. Kim, Park, and Lee (2023), in their research on the healthcare sector, also underscored that external rewards are an important antecedent to employees' positive perceptions of their workplace. Employees who perceive their extrinsic needs are well met tend to perceive the organization as valuing their contributions, which is at the core of the POS definition.

The results of this study support previous empirical findings by Rahman and Nugroho (2023), who found that extrinsic motivation plays a role in shaping perceptions of organizational support before ultimately influencing employee retention. This finding also aligns with the study by Kim et al. (2023), which showed that compensation and reward elements contribute to positive employee perceptions of the hospital environment. Thus, it is evident that at Yasyfin Darussalam Gontor Hospital, providing adequate extrinsic motivation is a crucial initial step in building strong Perceived Organizational Support.

3.2. The Influence of Extrinsic Motivation on Turnover Intention

The results of the second test prove that extrinsic motivation has a negative and significant effect on turnover intention. This conclusion is based on the path coefficient value of -0.221, which is negative, with a T-statistic value of 2.711 exceeding the threshold of 1.96 and a P-value of 0.007, which meets the significance requirement. These data indicate that at Yasyfin Darussalam Gontor Hospital, external reward factors play a significant role in employee retention. Increasing extrinsic motivation will decrease employees' desire or intention to leave their jobs.

Extrinsic motivation plays a vital role in an employee's decision to stay or leave an organization. Robbins and Judge (2022) define turnover intention as the intention to leave, often triggered by dissatisfaction with aspects of their work, including rewards. Ryan and Deci (2021) reinforce this by stating that fulfilling external needs, such as salary and job security, is fundamental to an individual's continued participation in organizational activities. Without adequate external motivation, employees are likely to seek alternative employment opportunities that offer better benefits.

Based on Herzberg's Two-Factor Theory, reviewed by Tobing and Siagian (2021), extrinsic factors such as salary and working conditions are categorized as hygiene factors. If these factors are not met, dissatisfaction will arise, which can lead to turnover intention. Sari and Fitria (2023), in the context of hospitals in Indonesia, also explained that low compensation is often the main trigger for high employee turnover intentions. This means that for employees at Yasyfin Darussalam Gontor Hospital, improved facilities and incentives serve as effective deterrents for dissatisfaction and reduce turnover rates.

The importance of this extrinsic aspect becomes even more relevant given the prevailing turnover standards. Memon, Salleh, and Baharom (2021) state that turnover above 10% indicates serious HR management issues, often rooted in compensation issues. Hwang and Lee (2022) add that in stressful healthcare environments, comfortable working conditions and clear financial rewards are essential to maintaining workforce stability. This confirms that extrinsic motivation is not merely complementary but a fundamental need to minimize turnover intentions.

These findings align with research by Ardiansyah and Dewi (2022), which demonstrated that extrinsic motivation significantly influences employee turnover intention in private hospitals. Similar results were also found by Kim et al. (2023), who concluded that financial rewards and recognition negatively impacted hospital employees' desire to leave their jobs. These similar findings confirm that the strategy of fulfilling employees' external rights at Yasyfin Darussalam Gontor Hospital is an effective way to reduce turnover rates.

3.3. The Influence of Perceived Organizational Support (POS) on Turnover Intention

The third test result shows that Perceived Organizational Support (POS) has a negative and significant effect on turnover intention. This relationship is confirmed by a path coefficient value of -0.594, a very high T-statistic value of 7.050 above the standard of 1.96, and a P-value of 0.000. These results indicate that perceived organizational support is a very dominant factor at Yasyfin Darussalam Gontor Hospital, which means that if employees feel that the hospital cares about their welfare and appreciates their contributions, their intention to leave the hospital will decrease drastically.

Perceived organizational support (POS) is a key factor in building emotional engagement in employees, which impacts retention. Rhoades and Eisenberger (2021) explain that when employees feel the organization values their contributions and cares about their well-being, they feel obligated to reciprocate with loyalty. Eisenberger et al. (2021) add that high POS creates psychological well-being, so employees feel they have no compelling reason to leave an organization that has supported them. At Yasyfin Darussalam Gontor Hospital, this feeling of support serves as a key barrier preventing employees from leaving.

From a Social Exchange Theory perspective, positive reciprocal relationships are crucial for employee retention intentions. Cropanzano et al. (2022) asserted that an organization's failure to provide support will undermine trust, leading to withdrawal or turnover. This finding is reinforced by Liu et al. (2023), who stated that employees with low perceived support will lose affective commitment, leading to a sharp increase in their intention to seek a new job. Conversely, emotional support and appreciation from superiors make employees feel like an important part of the hospital.

The healthcare context also demands strong organizational support due to the emotional burden of the job. Lee, Choi, and Kang (2021) found that healthcare workers who felt supported by management had lower stress levels and a higher desire to stay. Tnay et al. (2022) also highlighted that satisfaction with organizational support was a more dominant predictor of turnover than workload alone. Therefore, the high influence of POS in this study indicates that the humanistic aspect of Yasyfin Darussalam Gontor Hospital's management is crucial for employees.

The results of this study are consistent with those of Yoon and Kim (2022), who concluded that POS has a strong negative influence on turnover intention in nurses and healthcare workers. Research by Rahman and Nugroho (2023) also supports this finding, showing that the higher the perceived organizational support, the lower the employee's intention to leave. This relevance to previous research confirms that building a supportive organizational culture at Yasyfin Darussalam Gontor Hospital is the most effective strategy for retaining top talent.

3.4. The Mediating Role of Perceived Organizational Support (POS)

The results of the indirect effect test indicate that Extrinsic Motivation has a negative and significant effect on Turnover Intention through Perceived Organizational Support (POS) as a mediating variable. This is confirmed by the path coefficient value of -0.267, the T-statistic value of 4.481 which is much greater than 1.96, and the P-value of 0.000 which meets the significance requirements. This finding means that POS plays an important role as an intermediary at Yasyfin Darussalam Gontor Hospital; that is, the fulfillment of adequate extrinsic motivation (such as salary or facilities) will increase the sense of organizational support (POS) in employees, and this increased sense of support is what then effectively suppresses or reduces their intention to leave the hospital.

The mediating role of POS indicates that extrinsic motivation operates not only transactionally but also psychologically. Eisenberger et al. (2021) explain that incentives and rewards provided by an organization are interpreted by employees as evidence of the organization's concern. Kim, Park, and Lee (2023) add that this mechanism is important because external rewards (salary/bonuses) will be more meaningful and effective in engaging employees if they successfully create a perception that the organization is truly supportive. Without POS, extrinsic motivation may only have a short-term impact.

The interaction between extrinsic motivation and organizational support creates a stronger bond than a simple work relationship. Rhoades and Eisenberger (2021) emphasize that organizational support strengthens the value of rewards received, thereby increasing affective commitment. Ryan and Deci's (2021) self-determination theory also implies that fulfilling external needs can support the internalization of organizational values if the work environment is supportive. At Yasyfin Darussalam Gontor Hospital, this means that salary and

benefit improvements must be communicated as a form of "care" to maximize the impact on reducing turnover.

Furthermore, this mediation explains why material fulfillment alone is sometimes insufficient. Robbins and Judge (2022) state that job satisfaction involves both emotional and cognitive aspects. Yoon and Kim (2022) clarify that organizational support functions as a psychological mechanism that transforms management input (such as compensation) into positive behavioral outcomes (retention). If employees at Yasyfin Darussalam Gontor Hospital receive a decent salary but feel neglected (low POS), turnover intentions may persist; however, with POS, these intentions can be significantly reduced.

This finding regarding the mediating role supports the research of Rahman and Nugroho (2023), who specifically found that POS mediates the relationship between extrinsic motivation and turnover intention among healthcare workers in Indonesia. This finding also aligns with the study by Kim et al. (2023), which highlighted that satisfaction and organizational support are important pathways connecting incentives to employee retention decisions. Therefore, these results reinforce the theory that Yasyfin Darussalam Gontor Hospital should integrate compensation policies with a supportive management approach.

4. Conclusion

This study aims to analyze the influence of extrinsic motivation on turnover intention, the influence of Perceived Organizational Support (POS) on turnover intention, and the mediating role of POS in the relationship between extrinsic motivation and turnover intention among employees of Yasyfin Darussalam Gontor Hospital. Based on the results of the structural model analysis and hypothesis testing that have been conducted, it can be concluded that extrinsic motivation and Perceived Organizational Support (POS) are factors that play a role in reducing turnover intention. Specifically, POS is proven to be a variable that has a more dominant role than extrinsic motivation directly. This indicates that psychological factors in the form of perceived organizational support are a key element in retaining employees. Thus, the research problem regarding the factors that influence turnover intention has been answered, namely that the decrease in employee turnover intention is not only determined by financial aspects and work facilities, but also by the extent to which the organization is able to create a strong perception of support among employees.

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