

THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTIONS HOSPITAL NURSES

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Abstract: Nurses are human resources with the most significant number of all human resources in hospitals and a component that influences the quality of hospital services. Health services can be adequately provided if human resources such as nurses are met in quality and quantity. Currently, a private hospital in Bogor district still needs help completing the number of nurses requirement. Highly turnover rate of nurses occurred in the period 2020 to 2022. This study aims to analyze the influence of job satisfaction and organizational commitment on nurses' turnover intentions. Data collection was carried out using a questionnaire and interviews. This study uses the census method, the nurses who will be respondents are all nurses with a minimum working period of six months totaling 119 nurses. The analytical method used in this study is Structural Equation Model (SEM) using the Partial Least Square (PLS) approach. The results of this study indicate that job satisfaction has a positive and nonsignificant influence on turnover intentions; it means that job satisfaction is relatively high but cannot reduce the desire of nurses to leave. At the same time, organizational commitment negatively and significantly influences turnover intentions. Simultaneous test results greatly influence job satisfaction and corporate loyalty on turnover intentions. To keep the work situation conducive, hospital management can maintain and even improve the policies that have been implemented so far, namely policies that are increasingly profitable for nurses, one of which is performance appraisal for nurse members.

Keywords: hospital, job satisfaction, nurses, organizational commitment, turnover intentions

Abstrak: Perawat merupakan sumber daya manusia dengan jumlah yang paling signifikan dari seluruh sumber daya manusia di rumah sakit dan merupakan komponen yang berpengaruh terhadap mutu pelayanan rumah sakit. Pelayanan kesehatan dapat diberikan secara memadai apabila sumber daya manusia seperti perawat terpenuhi secara kualitas dan kuantitas. Saat ini rumah sakit swasta di Kabupaten Bogor masih membutuhkan bantuan untuk melengkapi kebutuhan jumlah perawat. Tingkat turnover perawat yang tinggi terjadi pada periode 2020 hingga 2022. Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention perawat. Pengumpulan data dilakukan dengan menggunakan kuesioner dan wawancara. Penelitian ini menggunakan metode sensus, perawat yang akan menjadi responden adalah seluruh perawat dengan masa kerja minimal enam bulan sebanyak 119 perawat. Metode analisis yang digunakan dalam penelitian ini adalah Structural Equation Model (SEM) dengan menggunakan pendekatan Partial Least Square (PLS). Hasil penelitian ini menunjukkan bahwa kepuasan kerja berpengaruh positif dan tidak signifikan terhadap turnover intentions; artinya kepuasan kerja relatif tinggi tetapi tidak dapat mengurangi keinginan perawat untuk keluar. Pada saat yang sama, komitmen organisasi berpengaruh negatif dan signifikan terhadap turnover intentions. Hasil pengujian secara simultan sangat berpengaruh kepuasan kerja dan loyalitas perusahaan terhadap turnover intentions. Untuk menjaga agar situasi kerja tetap kondusif, pihak manajemen rumah sakit dapat mempertahankan bahkan menyempurnakan kebijakan yang telah diterapkan selama ini yaitu kebijakan yang semakin menguntungkan bagi perawat salah satunya penilaian kinerja bagi anggota perawat.

Kata kunci: rumah sakit, kepuasan kerja, perawat, komitmen organisasi, turnover intentions

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INTRODUCTION

A hospital is one of the institutions engaged in the field of health to serve public health in an area. Human resources are one of the main assets and are a significant resource for an organization, including hospitals. Perawat is a health worker who serves patients directly for 24 hours, from the treatment process to the recovery of the patient's health. According to Mardiana et al. (2014), nurses are the most significant number of human resources (+40%) of all human resources in hospitals. They are a component that affects the quality of hospital services. Health services can be provided properly if the number of human resources needed, such as nurses, is met in quality and quantity. The Central Statistics Agency recorded that the number of nurses in Indonesia reached 511,191 in 2021. This number increased by 16.65 percent compared to the previous year (BPS, 2022). Although the number of nurses is increasing, the distribution is not evenly distributed throughout Indonesia. Often hospitals lack nurses; this happens because of the lack of applicants or nurses who are recruited out or quit the hospital. This condition is experienced by many hospitals in Indonesia, one of which is a private hospital in Bogor Regency. Based on internal data from private hospitals, data from 2020 to 2022 showed nurse turnover rates of 13 percent, 12 percent, and 28 percent. According to Gillies (1996), the regular turnover rate of an organization is 5 to 10 percent per year. So if the percentage figure is more than 10 percent per year, it is considered high. Based on these data, it can be concluded that this private hospital was detected to have a high turnover.

Mobley (1986) mentioned that several factors could influence the occurrence of turnover, including internal factors (leadership, organizational culture, job satisfaction, work, compensation) and external factors (environmental and personal factors), so hospitals need to pay attention to the needs of nurses so that nurses can serve the hospital wholeheartedly and have a commitment to the hospital where they work. According to Colquitt et al. (2021), job satisfaction and organizational commitment have a strong correlation. Job satisfaction can increase but can also decrease the level of organizational commitment of employees. The adverse effects of job dissatisfaction or the impact that occurs when employees are dissatisfied with their work; usually, they will withdraw, and even voluntary turnover will occur (Greenberg 1996). No hospital can avoid the occurrence of nurse turnover. Still, if there is

a high turnover and it is not immediately suppressed, it is feared that it can interfere with patient service and become a problem for the hospital. The high turnover of nurses in a private hospital located in Bogor Regency needs to be examined for its issues. Although not yet at the realization stage, turnover intentions are the most powerful tool for predicting turnover. Therefore, if you want to suppress the appearance of turnover in nurses, companies must know their turnover intentions and their causes. Factors of job satisfaction and organizational commitment are factors that can give rise to the desire to quit nursing. Based on this background, this research was conducted to determine the influence of job satisfaction and organizational commitment on nurses' turnover intentions at a private hospital in Bogor Regency, hoping that the company can find strategic ways to overcome these problems.

The high turnover in private hospitals needs to be examined for the problems behind it. Factors of job satisfaction and organizational commitment are factors that can give rise to the desire to quit nursing. Based on the background above, the problem in this study is how the level of job satisfaction and the level of organizational commitment of nurses in the private hospital and how the relationship between job satisfaction and corporate loyalty to the turnover intentions of nurses in the private hospital. This research was conducted to examine the problems that have been formulated. This study aims to analyze the influence of job satisfaction and organizational commitment on nurses' turnover intentions.

METHODS

This study uses a quantitative analysis approach and an explanatory research design. According to Sugiyono (2006), descriptive research intends to explain the position of the variables studied and the relationship between one variable and another. The analysis uses several types and sources of data. The types and sources of data used in the study are shown in Table 1. The research population is nurses who work in hospitals, with 119 respondents. Respondents came from several health service work units in hospitals. Respondents were limited by the length of service, namely nurses who had worked for at least six months.

Table 1. Types and sources of data

Data Type	Data
Primary data	Questionnaire; Interview
Secondary data	Scientific textbook; Journal

The research data collection method was carried out in two stages, namely: 1) Collecting primary data is done by: a) Quantitative is done with a questionnaire. Each item statement has four answer choices that are given points on a scale of 1 (strongly disagree or very dissatisfied) to 4 (strongly agree or very satisfied); b) Qualitatively conducted by interviewing human resource managers. 2) Search and collect secondary data. To make it easier to understand each variable in this study, operational definitions and indicators were made in Table 2.

The research method used is Structural Equation Model (SEM) analysis with the Partial Least Model (PLS) approach with smartPLS 3.0 software. The parameter estimates obtained with PLS can be divided into three categories. The first category is the weight estimate used to score the latent variable. Second, reflect on the path estimate that connects latent variables and latent variables to the indicator block (loading). The third category is related to the mean and parameter locations (regression constant values) of indicators and latent variables (Ghozali, 2011). To obtain these three estimates, PLS uses a three-step iterative process to generate an estimate. The first stage produces a weight estimate, the second stage estimates the inner model and outer model, and the third stage estimates the average and location (constant). The path analysis model of all latent variables in the PLS consists of three sets of relationships:

1. The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on entity theory.
2. Outer model (external relation or measurement model) describes the relationship between latent variables and manifest variables or indicators.
3. Weight relation where latent variable values can be estimated.

The PLS evaluation model is based on predictive measurements with non-parametric properties. Here's the description: The measurement model or outer model with reflection indicators is evaluated with convergent validity, discriminate validity and composite reliability for the indicator block. The concurrent validity of the measurement and reflexive models is assessed based

on the correlation between item or component scores and construct scores calculated by PLS. The reflection measurement is considered high if its correlation with the measured structure exceeds 0.70. The discriminant validity of the measurement model with the reflective dimension is assessed based on the cross-loading of the measurement with the construct. If a construct correlates more significantly with the items measured than other construct sizes, the latent construct predicts block size better than different block sizes. Composite reliability block indicators that measure constructs can be evaluated by two measurement methods, namely internal consistency and Cronbach's Alpha; latent constructs are considered to have good reliability if Cronbach's Alpha in each latent structure is more significant than 0.7.

We are assessing the structural or inner model by looking at the percentage of the variance described, namely by looking at the R-square value of the underlying construct using the Stone-Geisser Q-square test and looking at the magnitude of the structural path coefficient. With the bootstrapping procedure, the stability of this estimate is evaluated using the t-statistic test (Ghozali, 2011).

To assess the model with PLS, you can start with the R-square value, which has the same interpretation as the regression. Changes in the R-square value can be used to assess whether certain independent latent variables have a large impact on the influence of the dependent latent variable. The R-square results of 0.67, 0.33 and 0.19 mean that the model is good, medium and weak. In addition to looking at the R-square value, the PLS model is also evaluated by looking at the significance of the Q-square predictive relevance to the construct model. Q-Square measures how well the model produces the observed values and parameter estimates. A Q-square value that is greater than 0 (zero) indicates that the observation value is good, whereas if the Q-square value is less than 0 (zero) it indicates that the model has a low observation value.

Hypothesis testing can be seen from the value of the t-statistic and the probability value. The value of the path coefficient or inner model indicates the significance level of hypothesis testing. The path coefficient value or inner model, expressed by the t-statistic value, the t-statistic value used for alpha 5 is 1.96. So the criterion for accepting or rejecting a hypothesis is that H_a is accepted and H_0 is rejected if the t-statistic > 1.96.

Table 2. Operational definitions

Variable	Operational definition	Indicator
Job Satisfaction	Affective or emotional response that reflects the degree to which a person likes his job	1. Promotion 2. Responsibility 3. Recognition 4. Work it self 5. Achievement 6. Supervision 7. Salary 8. Company policy 9. Working conditions 10. Colleague relations
Organizational Commitment	Reflects the degree to which a person wants to remain a member of the organization	1. Affective commitment 2. Continuing commitment 3. Normative commitment
Turnover Intentions	The tendency or intention of an employee to voluntarily quit his job according to his own choice.	1. Thinking nof quitting 2. Intention to search 3. Intention to quit

RESULTS

Characteristics of Respondents

Of the 119 respondents, 70 percent were female and 30 percent male. In addition, the largest percentage of age is in the range of 24-27 years with a percentage of 38 percent followed by the age range of 28-31 years with a percentage of 26 percent with the largest level of education being diplomas with a percentage of 75 percent followed by undergraduate education with a percentage of 25 percent. The most respondents are respondents who have had a service period of more than 4 years with a percentage of 48 percent. Respondents with a position as an implementing nurse were 92 percent while respondents with a head position were eight percent. The most married status of respondents in this study was 55 percent married while the remaining 45 percent were unmarried. The data is clearly listed in Table 3.

Test the Difference in Job Satisfaction, Organizational Commitment and Turnover Intentions Based on Respondents' Characteristics

The difference test in this study was used to analyze the differences in the average characteristics of respondents

to job satisfaction, organizational commitment and turnover intentions. This research focuses on the characteristics of age, gender, level of education, job position, length of service and marital status. In the difference test, if the signification value is smaller than $\alpha=0.05\%$, it can be said that there is an average significant difference.

A significance value greater than the real level of 0.05 was obtained, meaning that there was no significant difference between age and job satisfaction, organizational commitment, turnover intentions; gender with job satisfaction, organizational commitment, turnover intentions; level of education with job satisfaction, organizational commitment, turnover intentions; job position with job satisfaction, organizational commitment, turnover intentions, working time with job satisfaction, otganizational commitment, turnover intentions; marital status with job satisfaction, organizational commitment, turnover intentions.

The results of a study conducted by Sinambela (2019) stated that there was no significant difference between age, gender, education, working time and position with job satisfaction. This is in line with this study.

Table 3. Characteristic of research respondents

Information	Respondent Group	Sum (N= 119)	Percentage (%)
Age	20 – 23 years old	24	20
	24 – 27 years old	45	38
	28 – 31 years old	31	26
	>32 years old	19	16
Gender	Woman	83	70
	Man	36	30
Education	Diploma	89	75
	Bachelor	30	25
Position	Head	9	8
	Member	110	92
Working time	0 - 1 year	26	22
	1 - 2 years	18	15
	2 - 3 years	10	8
	3 - 4 years	8	7
	>4 years	57	48
Marital status	Marry	66	55
	Unmarried	53	45

Evaluation of the Measurement Model (Outer Model)

At this stage, data processing is carried out so that a path diagram of the PLS structural equation is obtained with the smartPLS software. In this study consists of the constructs of job satisfaction, organizational commitment and turnover intentions. Each construct is measured by several indicators. The construct of job satisfaction is measured by 10 indicators, namely promotion (X1.1), responsibility (X1.2), recognition (X1.3), work itself (X1.4), achievement (X1.5), supervision (X1.6), salary (X1.7), working conditions (X1.8), company policy (X1.9), coworker relations (X1.10). The construct of organizational commitment is measured by three indicators, namely affective commitment (X2.1), continue commitment (X2.2), normative commitment (X2.3). The construct of turnover intentions is measured by three indicators namely, thinking to stop (Y1), intention to seek (Y2), intention to stop (Y3). The data analysis technique in this study uses a reflective model which will be evaluated with three criteria of convergent validity, discriminant validity, and composite validity (Cronbach's alpha).

In this study, validity and reliability were tested for each latent variable. According to Ghozali (2011), if there are dimensions that have a loading factor value <0.7, the calculation must be carried out again against

the initial model so as to produce a loading factor for all dimensions reflective value > 0.7 as a criterion of construct convergent validity test. In this study, validity was tested on indicators of job satisfaction, organizational commitment and turnover intentions. Validity testing was only carried out in one stage of testing and the results of the test were several construct indicators that were excluded from the analysis because the loading factor value was <0.7, there were 31 statement items removed from the analysis results. The model requirement has good validity if each latent variable with a reflective dimension has average variance extracted (AVE) > 0.5. In Table 4 it can be seen the results of the analysis of the AVE value. Based on Table 4, each latent variable has a value of > 0.5 and it can be said that the PLS SEM model meets the requirements of good convergent validity.

The next measurement is the reliability test of the model used to prove the accuracy, consistency, and precision of the instrument in measuring constructs. Reliability test by measuring composite reliability (Cronbach's alpha) on latent variables that have a value of more than 0.7 is said to be reliable. The results of the study based on Table 4 show that all latent constructs have good, accurate and consistent reliability because they meet the requirements with composite reliability and Cronbach's alpha values for each latent construct of more than 0.7.

The next measurement is discriminate validity testing, this test can be assessed based on cross loading which must show a higher indicator value from each construct compared to indicators in other constructs (Ghozali, 2011). The results of discriminant validity based on cross loading show a higher indicator value for each construct than indicators for other constructs. So it can be interpreted that the model meets the requirements of discriminant validity.

Evaluation of the Structural Model (Inner Model)

The inner model or structural model is tested to see the relationship between the research model variables, significance value, and R-square. The structural model was evaluated using the R-square and t-test of the dependent variable and the significance of the structural path parameter coefficients. The R-square value is used to measure the degree of variation of the independent (exogenous) variable to the dependent (endogenous) variable. Data from the estimation of R-square can be seen in Table 5. From the R-square value, it means that turnover intentions are influenced by job satisfaction and organizational commitment by 19.1% and the remaining 80.9% is influenced by other independent variables that are not included in this research model.

Hypothesis test

In testing the hypothesis, if the path coefficient value is indicated by the T-statistic value ≥ 1.96 then it can be stated that the alternative hypothesis is accepted, but if the T-statistic value is ≤ 1.96 then it can be stated that the alternative hypothesis is rejected. In PLS SEM, testing of each relationship is carried out using a bootstrapping method simulation of the sample. This test aims to minimize the problem of abnormal research data.

The influence of job satisfaction on turnover intentions

Job satisfaction is hypothesized to have an influence on turnover intentions in nurses. To test this hypothesis, a significance test is carried out between job satisfaction and turnover intentions by knowing the Tcount. The results of the significance test between these variables are listed in Table 6.

The interpretation of the hypothesis test results based on the data in Table 6 found that the coefficient of job satisfaction with turnover intentions of 0.0475 with t-statistik 0.316 is smaller than 1.96 then H1 in this study was rejected. This result can be interpreted to mean that job satisfaction has a positive and non significant influence on turnover intentions. This explains that job satisfaction is quite high but cannot reduce the desire of nurses to go out. These results do not support previous research conducted by Mardiana (2014) which stated that job satisfaction has a significant relationship with turnover intentions.

And the results of Nugraha's research (2014) which states that job satisfaction has a significant and negative effect on turnover intentions. The difference between the results of this study and other studies is possible because of several things, when viewed from field conditions and from the processed results of the contribution of indicator constructs to exogenous latent shows that the indicators of job satisfaction value are quite high but it turns out that this is not able to restrain the desire of nurses to come out.

Table 4. Average variance extracted (AVE) dan composite reliability

Variabel Laten	AVE	Composite Reliability	Cronbach's Alpha
Job satisfaction	0.642	0.947	0.939
Organizational commitment	0.642	0.926	0.908
Turnover intentions	0.702	0.934	0.914

Table 5. R-square value

	R-square
Y (Turnover Intentions)	0.191

From the results of interviews with HRD managers of private hospitals, information was obtained that the level of job satisfaction of nurses is quite high because hospital management tries to create policies that benefit nurses, policies that make nurses think that this private hospital is better when compared to other private hospitals so that nurses feel comfortable and prosperous. The nurse had already considered leaving the organization and decided to leave the organization. This is due to the desire of the nurse to return to the area of origin. As explained from the characteristics of respondents in Table 3, nurses at a young age are 38 percent aged 24-27 years and 20 percent are aged 20-23 years. Because they are still young and on average have just graduated from education, after the two-year contract period is over, they will return to their home areas. For a fresh graduate, after graduating from education, it is as fast as possible to find a job so that wherever the location works and the size of the salary is not a consideration, the most important thing is to get work experience. After working for two years, nurses feel expert, so the next consideration is that nurses think that they can work more comfortably, one of which is to return to their home areas because nurses feel that they have a high bargaining value feel that they are needed a lot so they don't worry when they have to go back to their home areas. In addition to returning to the area of origin, another reason is because of marriage reasons so that the husband must participate in the domicile. Based on the characteristics of respondents, nurses in these private hospitals are 70 percent predominantly female. Another reason nurses want to go out is that they are interested in becoming employees of State Civil Apparatus or Government Employees with Employment Agreements.

The influence of commitment to the organization on turnover intentions

Organizational commitment is hypothesized to have an influence on turnover intentions in nurses. To test this hypothesis, a significance test is carried out between organizational commitment and turnover intentions by knowing the T-count. The results of the significance test between these variables are listed in Table 7. Commitment to the organization is hypothesized to have an effect on turnover intentions in nurses. To test the hypothesis, a significance test was carried out between commitment to the organization and turnover intentions by knowing the Tcount.

The results of the interpretation of the hypothesis test based on the data in Table 7 found that the commitment coefficient in organizations with turnover intentions of -0.467 with t-statistics of 2.904 is greater than 1.96 then H2 is accepted. This result can be interpreted to mean that commitment to the organization has a negative and significant effect on turnover intentions. The results are in line with research conducted by Hapsari (2014) which shows that there is a significant influence between organizational commitment to turnover intentions. Kreitner and Kinicki (2014) presented a meta-analysis that revealed a significant negative relationship between organizational commitment and turnover, and high turnover can help reduce high turnover rates.

The Relationship between Job Satisfaction and Commitment to Organizations to Turnover Intentions

Based on the results of the study, it shows that there is a significant influence of job satisfaction and organizational commitment on turnover intentions. This means that work satisfaction and organizational commitment have a strong correlation with turnover. These results correspond to studies conducted by Mosadeghrad et al. (2008) which suggests job satisfaction and organizational commitment have a strong correlation with turnover.

Table 6. The influence of job satisfaction and turnover intentions

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistics	P-Value
job satisfaction (KJS)→ turnover intentions (IT)	0.0.045	0.0.015	0.0.141	0.0.316	0.0.752

Table 7. The influence of commitment on the organization and turnover intentions

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistic	P-Value
commitment on the organization (KOC) → turnover intentions (IT)	-0.467	-0.471	0.161	2.904	0.004

Managerial Implication

The private hospital already has a good capital, namely job satisfaction that is quite high. To keep the employment situation conducive, hospitals can maintain and even improve the policies that have been implemented so far, namely policies that are increasingly beneficial tonurses, especially salary policies. The main factor in the turnover of nurse intentions in this study was the desire of nurses to return to their home areas, hence the need for a more selective recruitment process. Especially nurses from out of town tend to get out of work more. Local recruitment, in addition to reducing the number of possible turnovers, in terms of costs, is also more manageable. And in recruitment, nurses with married status are prioritized because it will minimize the reason for nurses to leave work because they are married and domiciled by their husbands.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Job satisfaction is satisfactory but not able to reduce the nurse's desire to leave. Organizational commitment of nurses is enough to have psychological involvement in the organization and have a sense of responsibility to survive in the organization. Job satisfaction and organizational commitment have a strong correlation with turnover.

Recommendations

Based on the results of the study, job satisfaction and commitment to the organization are important things that every nurse must obtain so that turnover intentions decrease. In reducing turnover intentions , not only job satisfaction and commitment to the organization affect but there are other factors that influence the occurrence of high turnover intentions so that researchers provide advice for further research in considering other factors that influence the emergence of high turnover intentions.

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