

## Organizational commitment and job satisfaction affect nurse turnover intention

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### ABSTRACT

**Background:** In Indonesia, the turnover prevalence rate was significantly high, recorded at 20.8% in 2019. The high turnover intention will have an impact on the high incidence of nurse transfer in the hospital so that it will become an obstacle for the hospital in providing health services to patients. Turnover typically begins with turnover intention, which can be influenced by organizational commitment and job satisfaction. The nurse turnover rate at Wonosari Regional Hospital remains within the normal range and has decreased over the past three years. However, preliminary study interviews with five inpatient nurses revealed that 3 out of the five nurses might consider seeking alternative employment and leaving the hospital if a better opportunity presented itself.

**Objectives:** This study aims to determine the influence of organizational commitment and job satisfaction on nurse turnover intention at Wonosari Regional Hospital in 2024.

**Methods:** This study is a quantitative study carried out by utilizing a cross-sectional design. The population consisted of inpatient nurses at Wonosari Regional Hospital, with a sample size of 131 nurses selected through proportional random sampling. Data were collected employing questionnaires and analyzed using logistic regression techniques.

**Results:** The result of the study revealed a significant effect of organizational commitment on the turnover intentions of nurses at Wonosari Regional Hospital, with a significance level of  $0.001 < 0.05$ . Similarly, job satisfaction also significantly influenced turnover intentions, with a significance level of  $0.016 < 0.05$ .

**Conclusions:** There is an influence between organizational commitment to nurse turnover intention. There is an influence between nurse job satisfaction to nurse turnover intention.

**KEYWORD :** job satisfaction; organizational commitment; turnover intention

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## INTRODUCTION

The increasing demands of the community on health facilities, especially hospitals, indirectly make hospitals have to make efforts to improve the quality of services, one of which is the quality of nursing services (1). Hospitals as health service providers must continue to try to build and develop marketing strategies and increase patient satisfaction and loyalty (2). Nurses are one of the human resources owned by the hospital as a determinant of the good and bad quality of health services in the hospital, because nurses interact a lot with patients and patients' families (3). In an effort to manage hospital human resources, it is important for hospitals to provide a sense of work comfort so that hospital human resources do not intend to leave (turnover intention) due to lack of attention from the hospital (4). Turnover intention is an employee's intention to stop working from their job according to their own choice (5). The high rate of turnover intention will have an impact on the high turnover of nurses in the hospital, which will hamper the hospital in providing health services to patients (6).

In Indonesia, the prevalence of nurse turnover showed a high rate of 20.8% in 2019 (2). Employee turnover can occur starting with the desire to quit or leave the organization. The desire to quit or leave the organization is supported by several reasons including organizational commitment and job satisfaction (3). The existence of a high sense of organizational commitment in nurses can lead to a sense of responsibility to the

organization and will affect the level of job satisfaction of nurses, on the other hand, if the nurse's organizational commitment is low, it will result in turnover intention, absenteeism, nurses being slower to work, decreased nurse performance, and lack of loyalty to the organization (4). The success of organizations, especially health services, currently lies in how well nurses build organizational commitment, especially in nursing performance (5).

Another factor that can affect turnover intention is job satisfaction. When job satisfaction in an organization is fulfilled,) there will be a belief in employees that the organization cares about its employees (6). Likewise with hospitals, it is important for hospitals to prioritize the job satisfaction of their nurses so that nurses' work motivation is high (7). Higher employee commitment and job satisfaction generally lead to lower turnover intention rates (8).

Based on the results of the calculation of the turnover rate of nurses at Wonosari Hospital, it shows that the turnover of nurses at Wonosari Hospital is still included in the normal category, where in the last 3 years the turnover of nurses at Wonosari Hospital has decreased. However, based on interviews in the preliminary study conducted to 5 nurses of the Wonosari Hospital inpatient room, it shows that 3 out of 5 nurses of the Wonosari Hospital inpatient room said they were likely to look for other alternative jobs, and would leave the hospital if there was a better opportunity. This shows that the nurses have

not embedded a sense of commitment to stay in the hospital and contribute to the good of the hospital. The reason nurses have thoughts of looking for alternative jobs is because they feel dissatisfied with the incentives provided by the hospital because they are not proportional to the workload they feel.

According to Mobley's Turnover Intention theory, turnover is a process that begins with dissatisfaction, the emergence of the intention to resign, the search for work alternatives, the evaluation of alternatives, the decision to leave, and the act of resignation (9). Although there have been many studies that discuss the factors that

influence nurse turnover, most studies still focus on individual aspects such as work stress, burnout, workload, or financial compensation factors. On the other hand, organizational factors such as organizational commitment and job satisfaction have not been widely studied. Based on the background of these problems, researchers are interested in conducting research on the effect of organizational commitment and nurse job satisfaction on turnover intention of nurses at Wonosari Hospital.

## MATERIALS AND METHODS

This research is a quantitative study with a cross sectional research design. The

**Table 1. Frequency distribution based on characteristics of nurses in the inpatient room of wonosari regional general hospital**

Characteristics of Respondent	Turnover Intention		Total	
	Low	High	f	%
Sex				
Male	1	15	16	12.2
Female	23	92	115	87.8
Age				
17 - 25	2	8	10	7.6
26 - 35	7	53	60	45.8
36 – 45	11	34	45	34.4
46 – 55	4	12	16	12.2
Level of education				
D1/D2/D3	18	87	105	80.2
D4/S1	6	19	25	19.1
S2/S3	0	1	1	0.8
Lenght of Employment				
≤ 5 years	5	30	35	2.7
>5 years	19	77	96	73.3
Employment Satatus				
Civil Servant	21	86	107	81.7
Non Civil Servant	3	21	24	18.3
<b>Total</b>			<b>131</b>	<b>100</b>

research location was Wonosari Hospital with the research time conducted in February - April 2024. The population in the study were inpatient nurses at Wonosari Hospital. The population in this study were nurses in the inpatient room of Wonosari Hospital, totaling 159 people. The inclusion criteria determined were inpatient nurses at Wonosari Hospital who had worked for more than 6 months after the training period, were functional nurses, and were willing to become respondents. The sample of this study was 131 nurses with a sampling technique that is probability sampling with proportional random sampling type. Data collection techniques using a questionnaire with 50 statement items of organizational commitment, job satisfaction, and turnover intention that have been tested for validity and reliability. The data analysis technique used is logistic regression analysis.

## RESULTS AND DISCUSSION

### RESULTS

Respondents in this study were nurses in the inpatient room of Wonosari Hospital. The characteristics of respondents in **Table 1** show that the majority of research respondents were female as many as 115 (87.8%) respondents. Characteristics of respondents based on the age of most nurses at the age of 26 years - 35 years as many as 60 (45.8%) respondents. Characteristics of respondents based on education level show that the majority of nurses have a diploma education as many as 105 (80.2%) respondents.

Characteristics of respondents based on length of work the majority of nurses work >5 years as many as 96 (73.3%) respondents. Characteristics of respondents based on employment status, the majority of nurses are civil servants as many as 107 (81.7%) respondents.

**Table 2. Organizational commitment of nurses in the Inpatient Room of Wonosari Hospital**

Organizational Commitment	f	(%)
High	72	55
Low	59	45
<b>Total</b>	<b>131</b>	<b>100</b>

Based on the research results in **Table 2**, it shows that the majority of respondents in this study gave an assessment of organizational commitment in the high category as many as 72 (55%) respondents. While the other half gave an assessment of organizational commitment in the low category as many as 59 (45%) respondents.

**Table 3. Indicators of organizational commitment of nurses in the Inpatient Room of Wonosari Hospital**

Indicator	(%)
Affective Commitment	35
Continuance Commitment	33
Normative Commitment	32
<b>Total</b>	<b>100</b>

Based on **Table 3**, it is known that the percentage value of the highest organizational commitment variable is in the affective commitment indicator of 35%, the continu-

ance commitment indicator is 33%, and the lowest indicator is the normative commitment indicator of 32%.

**Table 4. Job satisfaction of Inpatient Nurses At Wonosari Hospital**

Job Satisfaction	f	(%)
High	79	60.3
Low	52	39.7
<b>Total</b>	<b>131</b>	<b>100</b>

Based on **Table 4** above, the results show that the majority of respondents in this study gave an assessment of job satisfaction in the high category as many as 79 (60.3%) respondents. Others gave an assessment of job satisfaction in the low category as many as 52 (39.7%) respondents.

**Table 5. Indicators of job satisfaction of nurses in Inpatient Room Wonosari Hospital**

Indicator	(%)
Salary	19
Work it self	20
Promotion	10
Surveillance	15
Coworkers	21
Working Condition	15
<b>Total</b>	<b>100</b>

**Tabel 6. Turnover Intention of Nurses in the Inpatient Room of Wonosari Hospital**

Turnover Intention	f	(%)
High	107	81.7
Low	24	18.3
<b>Total</b>	<b>131</b>	<b>100</b>

Based on **Table 5**, it is known that the percentage value of the highest job satisfaction variable is in the coworker indicator of

21%, the work indicator itself of 20%, the salary indicator of 19%, the supervision indicator of 15%, working conditions of 15%, and the lowest indicator in the promotion indicator of 10%.

Based on **Table 6** above, the results show that the majority of respondents in this study gave an assessment of turnover intention in the high category as many as 107 (81.7%) respondents. Others gave an assessment of turnover intention in the low category as many as 24 (18.3%) respondents.

**Tabel 7. Indicators of turnover intention of nurses in the Inpatient Room of Wonosari Hospital**

Indicator	(%)
Intention to leave the organization	50
Intention to look for a new job	34
Thoughts of leaving the organization	16
<b>Jumlah</b>	<b>100</b>

The research results shown in **Table 7** show that in terms of turnover intention indicators, the highest percentage of respondents' answers lies in the indicator of the desire to leave the organization, namely 50%, while the turnover intention indicator that gets the lowest percentage of respondents' answers lies in the indicator of thoughts of leaving the organization, namely 16%.

Based on **Table 8**, the results of logistic regression analysis show that the significance value of the P-value is  $0.001 < 0.05$ , so it can be concluded that  $H_a$  is accepted and

**Table 8. The effect of organizational commitment on turnover intention of nurses in the Inpatient Room of Wonosari Hospital**

Organizational Commitment	Turnover Intention				Total		P Value	R Square	OR
	High		Low		N	%			
	F	%	F	%					
High	49	37.4	23	17.6	72	55	0.001	0.277	27.224
Low	58	44.3	1	0.8	59	45			
Total	107	81.7	24	18.3	131	100			

**Table 9. The effect of job satisfaction of nurses on turnover intention of Inpatient Room Nurses at Wonosari Hospital**

Job Satisfaction	Turnover Intention				Total		P Value	R Square	OR
	High		Low		N	%			
	F	%	F	%					
High	59	45	20	15.3	79	60.3	0.016	0.087	0.246
Low	48	36.6	4	3.1	52	39.7			
Total	107	81.7	24	18.3	131	100			

H0 is rejected, which means that there is an influence between organizational commitment on the turnover intention of nurses in the inpatient room of Wonosari Hospital. This is in line with research by Ryani Dhyana Parashakti, Firda Apriani who found that organizational commitment has a negative and significant effect on turnover intention with a P-value of  $0.006 < 0.05$ , and an original sample value of  $-0.335$  which shows a negative value, which means that if employee organizational commitment is low, turnover intention increases (21).

Based on **Table 9** above, the results of research on the effect of job satisfaction on turnover intention of nurses in the inpatient room of Wonosari Hospital show that the results of logistic regression analysis show that the significance value of the P-Value is  $0.016 < 0.05$ , so it can be concluded that Ha is

accepted and H0 is rejected, which means that there is an influence between job satisfaction on turnover intention of nurses in the inpatient room of Wonosari Hospital.

## DISCUSSION

### Organizational Commitment

The affective commitment indicator gets the highest percentage value of respondents' answers. This affective commitment indicator relates to the emotional feelings and beliefs of employees towards their organization (10). This shows that the higher the affective commitment of employees, the more confident employees will be to contribute to achieving organizational goals and will be able to reduce the desire to leave employees (11). The normative commitment indicator gets a low percentage because based on the results of the research question-

naire it is known that in terms of loyalty or loyalty nurses to the hospital have the lowest assessment and this is important to note. Where based on the respondents' answers to the questionnaire there are still nurses who give answers that they are not sure that a nurse must be loyal or loyal to the hospital.

The results of research by Harwin Sukamto, Yoshua Junarto, Thomas Kaihatu, Endo Wijaya Kartika show that normative commitment has a significant negative effect on turnover intention. Turnover intention can occur because employees feel they have no obligation to stay in the organization because the employee really has a desire to leave the organization (12). So it is important for organizations to be able to instill a sense of employee loyalty to their organization. This aligns with the findings of Layla Hafni and Devi Diana Sari, which show that employee loyalty significantly affects turnover intention. (13).

### **Job Satisfaction**

The results showed that in terms of job satisfaction indicators, the highest percentage of respondents' answers lies in the coworker indicator, which is 21%, while the job satisfaction indicator that gets the lowest percentage of respondents' answers lies in the promotion indicator, which is 10%. The coworker indicator in this study received the highest percentage value of respondents' answers. It is known based on the results of the study that the majority of respondents feel that there is very good cooperation between

coworkers and cowork-ers who always help each other when they get difficulties or problems at work. Based on research by Julia Anisa, it is suggested that coworker support has a negative effect on turnover intention with a significance value of  $0.002 < 0.05$  (14). Coworkers have an important role in creating job satisfaction, where every employee needs coworkers who are friendly and can provide support to each other, and employees also need superiors who can provide encouragement, and always give appreciation for the work done by their subordinates (15). Based on the research results, the promotion indicator gets the lowest percentage of respondents' answers. The results of the research questionnaire show that the majority of respondents think that the hospital provides career education opportunities to certain people only. The results of research by Devia Lorensaa, Sukisno Slamet Riadi, Dirga Lestarib show that promotion opportunities have a significant effect on turnover intention with a negative relationship direction, which means that the higher the promotion opportunities, the lower the employee turnover intention (16). Promotion is one of the factors that can affect job satisfaction. Promotions carried out by company management have an important role for employees, even every employee makes promotion a dream and goal that they always want to achieve (15). Promotion has many goals, one of which is to create job satisfaction and personal pride and higher social status for employees (17).



### **Turnover Intention**

The indicator of the desire to leave the organization gets the highest percentage value of respondents' answers. Based on the results of the respondents' answers, it shows that there are still respondents who disagree with the statement in the questionnaire that they do not plan to change jobs because the hospital has provided what they expect. The cause of the emergence of plans to quit work from employees can be caused by feelings of dissatisfaction which then lead to efforts to evaluate other job alternatives, and desire to leave in the hope of finding another better job (18).

The turnover intention indicator that gets the lowest percentage of respondents' answers lies in the indicator of thoughts of leaving the organization. Based on the results of the questionnaire, it shows that respondents find it difficult to leave the hospital and they will continue to work at the hospital even though many coworkers are planning to move. However, based on other respondents' answers, there were still respondents who gave answers that if there was a possible opportunity they would leave the hospital. The situation in the organization that is felt to be uncomfortable causes employees to have thoughts of leaving the organization (19).

Based on research by Leider et al, the results show that most nurses like their jobs, but many of them are dissatisfied with the salary given, so they tend to have thoughts of leaving and looking for work elsewhere (20). Therefore, hospital management needs to

pay attention to how to treat employees and pay attention to the suitability of the salary and workload given to employees because if the level of employee job satisfaction is higher, it will be able to reduce employees' thoughts of leaving the organization (19).

### **Organizational Commitment and Job Satisfaction Affect Nurse Turnover Intention**

Based on table 8, this study shows that the majority of respondents have low organizational commitment with high turnover intention as many as 58 (37.4%) respondents. Without commitment to employees, employees do not have maximum effort in improving competence and low motivation in achieving organizational goals (8). Low employee organizational commitment will have an impact on low employee loyalty and increase the desire of employees not to maintain their membership in the organization (turnover intention) (22). In terms of commitment indicators in Wonosari Hospital nurses show the lowest normative commitment indicator. So it is important for hospitals to increase normative commitment in Wonosari Hospital Inpatient Room nurses. If normative commitment is well formed, then employees do not have the desire to leave (turnover intention) from the organization ' (23).

Based on the results of logistic regression analysis (table 9), the coefficient of determination R Square is 0.277 which explains that the effect of organizational



commitment on nurse turnover intention is 28.2%, while the other part is influenced by other variables not examined by the researcher. Other factors causing turnover intention include work stress, work environment, job satisfaction and others (25). The Odds Ratio value of organizational commitment in this study is 27.224, meaning that organizational commitment has a tendency to be 27.404 times more effective in reducing nurse turnover intention. The existence of nurses who have good commitment will certainly reduce nurse turnover intention so that nurses will feel at home and continue to work in the organization. If nurses are able to do good for the organization, accept any job, correct mistakes, provide good work results, it will have an impact on turnover intention which will decrease (26).

The results showed that the majority of respondents had high job satisfaction with high turnover intention as many as 59 (45%) respondents. This study shows that Wonosari Hospital inpatient room nurses with high satisfaction actually have high turnover intention. The results of this study are in line with the research of Riski Eko Ardianto, Muhamad Bukhori who found that the more satisfied an employee is, the higher the employee's turnover intention with the regression coefficient of job satisfaction affecting turnover intention of 0.168 (27). This can occur due to internal and external factors of individual nurses. Internal factors of nurses in the form of a desire to keep looking for a new job elsewhere to add to their experience

even though the salary and other facilities at work have fulfilled their wishes or expectations (26). Quality of working life affects the quality of life of nurses, which can provide consideration for quitting work (28). External factors in the form of the attraction of other organizations that attract nurses, it is also very possible that high job satisfaction is not able to hold employees to keep leaving to find a job with a higher offer (26).

Nurses' job satisfaction can also be seen from satisfaction with the promotion given (19). This aspect should be addressed to enhance nurse job satisfaction. Promotions carried out by company management have an important role for employees, even every employee makes promotion a dream and goal that they always want to achieve (29).

Based on the results of the logistic regression analysis, the R Square determination coefficient value is 0.087, which explains that the effect of job satisfaction on nurse turnover intention is 8.7%, while the rest is influenced by other variables not studied by the researcher. The Odds Ratio value for job satisfaction in this study was 0.246, meaning that job satisfaction has a tendency to be 0.248 times more effective in reducing nurse turnover intention.

## **CONCLUSION AND RECOMMENDATION**

From the results of this study it is concluded that there is an influence between organizational commitment and nurse turnover intention and there is an influence

between job satisfaction and nurse turnover intention.

It is recommended that hospital management focus on improving nurse job satisfaction and organizational commitment, so that it can reduce turnover intention. Hospitals can improve nurses' job satisfaction by creating a healthy work environment, providing support and recognition, involving nurses in decision-making, and providing opportunities for career development and promotion. Hospitals can increase organizational commitment by clearly communicating organizational goals, building a sense of community, providing fair and appropriate compensation, and creating fair and transparent leadership.

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