

The Relationship of Job Satisfaction and Organisational Commitment with Turnover Intentions in PNS Employees in Mataram City Hospital, Indonesia

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Abstract. This research aims to determine the relationship between job satisfaction, organisational commitment, and turnover intentions among Mataram City Regional Hospital civil servant employees. This research was conducted at the Mataram City Hospital with 78 respondents. Respondents in this study used a random sampling method. Data collection was carried out by distributing questionnaires using a Likert scale. The data analysis technique used is a multiple linear regression analysis technique. The results of this test are that the job satisfaction variable is in the quite satisfied category, the organisational commitment variable is quite moderate, and the turnover intention variable is relatively mild. Thus, it is concluded that there is a significant influence between job satisfaction and turnover intentions, and organisational commitment significantly influences employee turnover intentions.

Keywords: Job satisfaction; organizational commitment; turnover intentions.

INTRODUCTION

Changes in society today greatly influence the quality of hospital services, including changes in demographics, socio-economics, science and technology, market competition, and human resources. Hospitals also need to analyse weaknesses, strengths, opportunities, and challenges in the future to develop strategies for coping with these changes [1].

Likewise, to face current developments, hospitals must have quality human resources. Human resources in an organisation are a crucial aspect that determines the effectiveness of the organisation [2]. Therefore, organisations must invest in human resource management functions, from recruitment and selection to retaining human resources. Turnover refers to the final reality an organisation faces in the number of employees who leave the organisation in a certain period. In contrast, turnover intention relates to the results of an individual's evaluation regarding the continuation of the relationship with the organisa-

tion, which has yet to be implemented in a definite action to leave the organisation [3, 4].

Based on the pre-survey results, job satisfaction is the main factor influencing turnover intention among civil servant employees at the Mataram City Regional General Hospital. Robbins states that satisfaction is a general attitude toward one's work, indicating the difference between the reward workers receive and the amount they believe they should receive. According to Robbins and Judge, indicators of job satisfaction include satisfaction with salary, satisfaction with the job itself, satisfaction with superiors, satisfaction with coworkers, and satisfaction with promotions.

Based on the pre-survey results, organisational commitment has the second most significant influence on turnover intention among medical employees at the Mataram City Regional General Hospital. Luthans stated that organisational commitment is an attitude that shows employee loyalty and is a continuous process of how members of an organisation express their concern for the success and good of their organisation. Or-

organisational commitment is an effort to involve oneself in the company, and there is no desire to leave it. Commitment indicators include organisational identification, work involvement and loyalty [4, 5].

Turnover intention is an attitude tendency or the level at which an employee can leave the organisation or voluntarily resign from his job [6]. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work [7–9]. Organisational commitment requires an active relationship with the organisation such that people are willing to contribute to the success of the organisation [8].

Based on the background and problems above, this research aims to determine the relationship between job satisfaction, organisational commitment, and turnover intentions among civil servant employees at the Mataram City Regional Hospital.

METHOD

This type of research is quantitative and is viewed from a causal research objective, which aims to determine the influence/causal relationship pattern between the independent variables, job satisfaction, organisational commitment and the dependent variable, Turnover Intentions [10]. Based on theory and further research, a conceptual framework can be presented as follows:

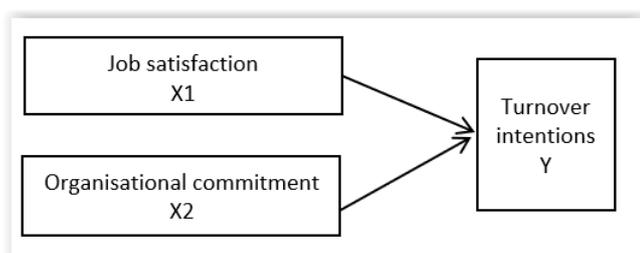


Figure 1 – Conceptual framework

Based on the chart above, researchers try to conclude temporarily through hypotheses: 1) There is a relationship between job satisfaction and turnover intention; 2) There is a relationship between organisational commitment and turnover intentions. In this study, the dependent variable is turnover intentions (y), while the independent variables are job satisfaction (x1) and organisational commitment (x2).

The population in this study were 345 civil servant employees at Mataram City Regional Hospital. Sampling in this research was carried out using a stratified proportional random sampling technique. This sampling design is characteristic of dividing the population into several classes, categories, or groups. The sample size was determined using the Slovin formula, which had an accuracy level of 0.1. Based on the sampling technique, the number of samples was 78 people. A random sampling model was used to determine the sampling distribution in this study.

Each variable studied is measured using a Likert scale, which measures the attitudes, opinions and perceptions of a person or group of people about social phenomena. The analysis technique used in this research is a multiple linear regression analysis technique. Multiple linear regression tests, namely, find out how much of the independent variables being tested can influence the shift in the value of the dependent variable. In this study, the independent variables are job satisfaction and organisational commitment, while the dependent variable is the turnover Intentions of civil servants at Mataram City Regional Hospital.

RESULTS AND DISCUSSION

The questionnaire results are described by providing a clear interpretation of the data. Analysis of the findings of this research uses SPSS Version 23.00 tools. To produce data interpretation. In this research, the number of samples used was 78 respondents who were civil servants at the Mataram City Regional Hospital.

Characteristics of Respondents Based on Age. The respondent profile description describes the identity of the respondents used as research samples. Regarding age, the questionnaire distributed to 78 respondents shows that the existing civil servants at the Mataram City Regional Hospital are dominated by those aged between 30 and 40.

Characteristics of Respondents Based on Gender. The characteristics of respondents based on gender in this study show that women dominate civil servants at Mataram City Regional Hospital.

Characteristics of Respondents Based on Years of Work. Another characteristic is length of service, while the respondents' data is based on length of service, namely 11-20 years at most.

Descriptive Analysis of Job Satisfaction Variables. Descriptive data displays identification regarding respondents' answers to the statements contained in the questionnaire. In this research, job satisfaction reflects what civil servants feel about their work at the Mataram City Regional Hospital.

Table 1 – Descriptive analysis results of Job Satisfaction

		Frequency	%
Valid	Satisfied	15	19.2
	Enough	61	78.2
	Not satisfied	2	2.6
	Total	78	100.0

Civil servant job satisfaction at Mataram City Regional Hospital is generally considered unsatisfactory. This is shown by the total number of respondents who answered satisfactorily, 61 people or 78.2%.

Descriptive Analysis of Organisational Commitment Variables. The following data displays the identification of civil servants' answers to the statements contained in the respondents. The research results can be seen from the respondents' answers by looking at the value of the respondents' answers.

In general, the organisational commitment of civil servants at the Mataram City Hospital is categorised as a medium, shown by the answer value of respondents in the medium category, namely 54 people (69.2%).

Table 4 – Multiple linear regression test results

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	9,940	2,819		3,526	,001		
	Job Satisfaction	,200	,097	,257	2,073	,042	,638	1,568
	Organisational Commitment	,279	.109	,317	2,559	.013	,638	1,568

Notes: a) Dependent Variable: Totaly

Table 4 above shows that the Coefficients column model 1 has a sig value of 0.001. If the sig value is smaller than the probability value of 0.05 or $0.001 < 0.05$, then H1 is accepted and H0 rejected. The sig value of job satisfaction is 0.042 < 0.05 , the significance value is smaller than the probability value of 0.05 or $\alpha < 0.05$, then H1 is accepted, and H0 is rejected. The sig value of or-

Table 2 – Descriptive analysis results of Organisational Commitment

		Frequency	%
Valid	Tall	8	10.3
	Currently	54	69.2
	Low	16	20.5
	Total	78	100.0

Descriptive Analysis of Turnover Intentions Variables. The following data shows the identification of civil servants' answers to the statements contained in the questionnaire. The research results can be seen from the respondents' answers by looking at the total score.

In general, turnover intentions or the desire to move/leave civil servants from the Mataram City Regional Hospital is categorised as moderate, indicated by a moderate score of 44 people or 56.4 %.

Table 3 – Results of Descriptive Turnover Intentions Analysis

		Frequency	%
Valid	Tall	31	39.7
	Currently	44	56.4
	Low	3	3.8
	Total	78	100.0

Multiple linear regression test results (Tables 4, 5).

organisational commitment is 0.013 < 0.05 or $\alpha < 0.05$. If the significance value is smaller than the probability value 0.05, then H1 is accepted, and H0 is rejected. Through the table above, a function can be formulated from the results of multiple linear regression testing, so an equation can be drawn as follows:

$$Y = 9.940 + 0.200X_1 + 0.279X_2 + e \tag{1}$$

where Constant – 9.940; Y – Turnover Intentions; $b_1 = 0.200$; X_1 – Job Satisfaction; $b_2 = 0.279$; X_2 – Organizational Commitment.

The regression equation above shows the partial relationship between the independent and dependent variables. From this equation, it can be concluded that A constant value of 9.940 means that if each independent variable, namely job satisfaction and organisational commitment, has a value of 0, then Turnover Intentions in civil servants in Mataram City Hospital has a positive value of 9,940. This means that civil servant turnover Intentions will remain positive without any changes/improvements in the job satisfaction and organisational commitment variables. This value is relatively high, so it can be concluded that the desire/intention among civil servants at

the Mataram City Regional Hospital to leave the organisation is currently relatively high. The regression coefficient for job satisfaction (b_1), which is 0.200, means that if the job satisfaction variable (X_1) is added to the linear regression model, turnover intentions will increase by 0.200. The regression coefficient of organisational commitment (b_2) is 0.279, meaning that if the organisational commitment variable (X_2) is added to the linear regression model, turnover intentions will increase by 0.279.

Determination Coefficient Test (R^2). Determination analysis in multiple linear regression is used to determine the percentage contribution of the influence of the independent variable (X_1, X_2) job satisfaction, organisational commitment and promotion simultaneously on the dependent variable (Y) turnover intentions.

Table 5 – Results Coefficient of Determination Test

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.515a	.265	.245	1,544	.265	13,508	2	75	.000	1,888

Notes: a) Predictors: (Constant), Organisational Commitment, Job Satisfaction; b) Dependent Variable: Totally

Based on the table above, the coefficient of determination (R^2) value of 0.265 shows that job satisfaction and organisational commitment can explain the turnover intentions variable for civil servants at Mataram City Regional Hospital by 26.5%. Meanwhile, the remaining 73.5% was influenced by other factors not discussed in this research.

Simultaneous Test Analysis (F-Test). Simultaneous testing to determine whether the independent variables of job satisfaction and organisational commitment significantly affect the dependent variable turnover intentions in civil servants at the Mataram City Regional Hospital.

The calculated F value is $13.508 > F$ table 3.12 with a significant value of $F 0.000 < 0.05$, which means that simultaneously, the variables of job satisfaction and organisational commitment significantly affect the turnover intentions of civil servants in the Mataram City Regional Hospital. This means that the ratio of civil servants who want to leave/move from Mataram City Regional Hospital can be minimised by increasing job sat-

isfaction and strengthening civil servants' organisational commitment to the organisation.

Table 6 – Anova Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	64,399	2	32,200	13,508	.000b
Residual	178,780	75	2,384		
Total	243,179	77			

Notes: Dependent Variable: Totally; Predictors: (Constant), Organisational Commitment, Job Satisfaction

The analysis results show that job satisfaction significantly influences the turnover intentions of civil servants at Mataram City Regional Hospital. This means there is an influence or relationship between job satisfaction and the turnover intention of civil servants in the Mataram City Regional Hospital. If employees feel satisfied with their work, their desire to move or leave the company or workplace is less likely.

The research hypothesis on the influence of job satisfaction variables on turnover intentions can be proven true. The proof of this hypothesis is in line with the research results conducted by [11], which state that job satisfaction has a negative and significant effect on turnover intentions. This conclusion also supports the results of empirical studies in research [12], which concluded that job satisfaction has a close influence on turnover intentions.

Job satisfaction is individual, and each individual has a different level of satisfaction. The higher the assessment of activities according to the individual's desires, the higher the satisfaction with those activities. Thus, job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work [3].

The analysis results show that organisational commitment significantly affects the turnover intentions of civil servants at Mataram City Regional Hospital. This means organisational commitment can influence turnover intention among Mataram City Regional Hospital civil servants. This can also be interpreted as the higher desire to move from the organisation for civil servants who lack strong commitment. If employees have high organisational commitment, then the possibility of their willingness to move or leave work will be lower.

In this way, the second hypothesis in this research can be proven true. These results are rel-

evant to the theory stated by [4] that employees with high organisational commitment will be more motivated to be present and try to achieve organisational goals. Research conducted by [13] explains a significant negative influence between organisational commitment and intention to leave or turnover intentions.

CONCLUSIONS

From the results of the research and discussion above, it is concluded that job satisfaction has a significant influence or relationship with the occurrence of civil servant turnover intentions in the Mataram City Regional Hospital, meaning that if employees have a sense of satisfaction with their work, there is a slight or low possibility of wanting to leave or move from their place of work. Organisational commitment significantly affects the intentions of civil servants at Mataram City Regional Hospital regarding turnover. The linear regression test analysis results prove this: the p-sign value is $0.013 < 0.05$, so H_0 is rejected, and H_1 is accepted. So, the second hypothesis can be accepted. So it can be concluded that organisational commitment has a significant influence or relationship on the occurrence of turnover intentions for civil servants in the Mataram City Regional Hospital, meaning that the lower the organisational commitment, the higher the turnover among employees.

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