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## RESEARCH ARTICLE

### THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN NURSES' TURNOVER INTENTION IN MALAHAYATI ISLAMIC HOSPITAL, MEDAN

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#### ABSTRACT

**Background:** Some factors which cause nurses' intense turnover are organizational commitment and satisfaction. Nurses who have low commitment will withdraw from an organization and will eventually retire from the hospital. Likewise it is with job satisfaction where the feel dissatisfied with their job tend to leave an organization. When the condition of dissatisfaction continues, they will leave the organization. **Aims:** to find out the influence of organizational commitment and job satisfaction on nurses' turnover intention at Malahayati Islamic Hospital, Medan. **Methods:** The research used causality design. The population in this study were all nurses at the Malahayati Islamic Hospital in Medan, namely 160 people. The sample size was determined using the power analysis method and obtained a sample of 126 people. The sampling technique used proportional random sampling. The data were analyzed by using descriptive analysis and multiple linear regression analysis. **Results:** The result of the research showed that the most dominant organizational commitment of nurses was affective commitment of 40 people (31.8%) and the strength of these commitments was mostly in the moderate category as many as 71 people (56.3%), quite satisfied as many as 59 of them (46.8%) and had moderate turnover intention of 52 of them (41.3%). It was also found that, partially, there was negative and significant influence organizational commitment on nurses' turnover intention at  $p\text{-value} = 0.00 < 0.05$ , and there was negative and significant influence of organizational commitment and job satisfaction on nurses' turnover intention simultaneously at  $p\text{-value} = 0.00 < 0.05$ . **Conclusion:** It is expected that hospital management can improve organizational commitment by increasing nurse affective, continuance, and normative commitment. Furthermore, management must also increase nurse job satisfaction through increasing nurse satisfaction with satisfaction with salary and remuneration, recognition and promotion and work conditions.

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## INTRODUCTION

Nurses are medical teams that have many roles in providing health services to patients (Kuntardina, 2017). The loyalty of nurses in carrying out their duties will have a positive impact especially in creating qualified nurses in their respective fields. However, in reality today many nurses resign from their jobs for various reasons (Rivai, 2014). Tnay, Othman, Siong, and Lim (2013) explained that in the work environment, the issue of employee turnover increased dramatically. This can directly affect the practice of human resources, recruitment, training, selection, and stability of the workplace. In addition, if many employees leave the organization the workload and overtime hours will increase, thereby reducing productivity. This is due to the low morale of the employees.

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In addition, it not only makes negative consequences for employees, but spending can also be higher and affect overall performance. Therefore, to get high productivity and good performance, it is important for organizations to obtain employees who can contribute well to the organization. According to Sinambela (2016), turnover is a reality that must be faced by an organization because employees have left the organization. Turnover on employees is often based on intentions commonly referred to as turnover intentions. Turnover intention is the result of employee evaluation of the continuation of its relationship with work that has not been realized in definite actions that can be influenced by internal factors and external factors. Study in the United States, based on the results of the American Health Care Association (AHCA) survey of various health facilities as many as 1.3 million nurses in 2012 recorded the highest incidence of turnover occurred in nurses, amounting to 43.9% (AHCA, 2012). In Canada, based on a study by O'Brien et al (2010), it

was found that the average incidence of nurse turnover in hospitals reached 19.9% per year. Meanwhile, a study conducted by Al-Hussami, Darawad, Saleh, and Hayajneh (2013) reporting on nurses' turnover rates at 21 hospitals in Jordan showed that the annual turnover rate for nurses reached 36.6%. In addition to organizational commitment, job satisfaction is also known as the best contributor to turnover intentions. In the Siagian study (2012), it was noted that dissatisfied employees would intend to leave work because of the presumption that the work could not meet their needs. Hee and Kyung (2016) also show a finding that high job satisfaction is closely related to low employee turnover. The study was conducted by Asri and Subyantoro (2017) which showed the results that job satisfaction had a negative and significant effect on turnover intention. This means that the higher a person's job satisfaction the lower the desire to get out of work. He reported that when nurses are satisfied, they will tend to be comfortable and comfortable at work so they do not intend to leave the organization. Based on the description that has been described, it can be said that there is a gap between the theory and the reality that nurses should try to show full loyalty to the hospital, but in reality many nurses resign. While at first time working, all employees have been socialized and explained the commitments that must be carried out. In addition, several efforts to increase loyalty have also been made such as holding training aimed at increasing loyalty and a sense of responsibility towards the hospital. But so far, the turnover event continues. Therefore, researchers are interested in examining the effect of organizational commitment and job satisfaction on turnover intentions on nurses at Malahayati Islamic Hospital Medan.

## MATERIALS AND METHODS

The study was correlation from February to September 2018. The respondents were selected by proportional random sampling that amount 126 nurses. Data collections used organizational commitment by Mayyer and Allen (1990) that has indicators affective, continuance and normative commitment. Job satisfaction using questionnaire by Spector (1997) and collecting turnover intention data used questionnaire by Mobley (1978). The result of CVI is organizational commitment 0.89, job satisfaction 0.95 and turnover intention 0.92. Statistical test used F test.

## RESULTS

Based on Table 2, it can be seen that the majority of nurses have a moderate commitment to the indicators of commitment inherent in them as many as 71 people (56.3%). These results indicate that nurses have a moderate commitment to the commitment they have both affective, sustainability and normative commitments. Based on table 3, it can be seen that the majority of nurses felt quite satisfied with the work carried out as many as 59 people (46.8%). These results indicate that most nurses have not felt satisfaction with their work even as much as 28.6% felt dissatisfied. Although job satisfaction is assessed based on several indicator perspectives, in essence these results can represent a sense of nurse dissatisfaction. Based on table 4, it can be seen that most nurses have low turnover intentions, which are as many as 56 people (44.4%). These results indicate that nurses at Malahayati Hospital in Medan have a low intention to leave the hospital. In the world of organization, keeping intentions in the heart to leave work is

very bad for the organization. Whether we realize it or not, slowly this intention will lead to actions to actually leave the hospital. If this happens, it can be bad for the hospital. In addition to hospitals, they will be overwhelmed by finding a replacement, the costs that must be spent are not small because the cost of recruitment is not cheap. Based on Table 5. it can be seen that  $F_{count} = 119.714$  and  $F_{table} = 3.07$  in this case  $F_{count}$  is greater than  $F_{table}$  and the significant value is 0,000 smaller than alpha value 0.05. Based on the results of the statistical test, a decision can be taken that is  $H_0$  is rejected and  $H_a$  is accepted. Acceptance of alternative hypotheses shows that the independent variables of organizational commitment (X1) and job satisfaction (X2) can explain the diversity of turnover intention variables as dependent variables (Y). In this case the variable organizational commitment and satisfaction, work simultaneously have a significant effect on turnover intention.

Table 1. Characteristics of respondents

Characteristics	F	%
<b>Ages</b>		
20 - 30 years	91	72.2
31 - 40 years	27	21.5
41 - 50 years	5	4.0
> 50 years	3	2.3
<b>Gender</b>		
Male	21	16.7
Female	105	83.3
<b>Educations</b>		
Senior High School	2	1.6
Diploma 3	91	72.2
Ners	31	24.6
Master	2	1.6
<b>Years of survice</b>		
< 1 year	10	7.9
1 - 5 years	72	57.1
6 - 10 years	27	21.5
>10 years	18	13.5
<b>Marital status</b>		
Married	70	55.6
Single	56	44.4
<b>Current posision</b>		
Executive nurse	112	88.9
Head of nurse	14	11.1

Table 2. Malahayati Islamic Hospital Medan, 2018 (n = 126)

Organization commitment	Frequency	%
High	37	29.4
Moderate	71	56.3
Low	18	14.3
Amount	126	100.0

Table 3. Islamic Hospital Medan, 2018 (n = 126)

Job satisfiob	Frequency	%
Satisfied	36	28.6
Quite satisfied	59	46.8
Less satisfied	31	24.6
Amount	126	100.0

Table 4. Frequency distribution category of nurse turnover intention variables at Malahayati Islamic Hospital Medan, 2018 (n = 126)

Turnover intention	Frequency	%
High	56	44.4
Moderate	52	41.3
Low	18	1.3
Amount	126	100.0

**Table 5. Results of testing the research hypothesis simultaneously**

Model	F	Sig.
Regression	119.714	0,000

## DISCUSSION

Based on the results of the study, it was found that organizational commitment had a negative and significant effect on nurse turnover intention at the Malahayati Islamic Hospital in Medan. In a theoretical perspective, the results of this study can be stated correctly. This was stated by Nugroho (2012), where organizational commitment has a negative and significant influence on the individual's desire to leave membership and organizational activities. Basically, both low organizational commitment and high nurse turnover intentions are not expected by hospitals because they can adversely affect services. Therefore, this condition should be handled appropriately by management before impacting on the quality of nursing services. The results of the research obtained are supported by research conducted by Maheshwari and Maheshwari (2012) stating the hypothesis that organizational commitment is negatively related to turnover intentions. The results of their studies show that when organizational commitment increases, turnover intentions decrease. This shows an inverse relationship between organizational commitment and turnover intentions. Based on the results of the study, it was found that job satisfaction had a negative and significant effect on nurse turnover intentions at the Malahayati Islamic Hospital in Medan. Based on these results it can be interpreted that changes in job satisfaction will affect nurse turnover intentions. If nurses are increasingly satisfied with their work, the intention to leave the hospital will be lower. Theoretically the findings obtained can be stated correctly. This was stated by Sinambela (2016), namely job satisfaction affected by turnover intentions.

In addition to being supported by descriptions of nurses' responses, this research is also supported by previous research including: research conducted by Hee and Kyung (2016), where job satisfaction is an important factor in influencing the occurrence of turnover intentions. High job satisfaction is associated with low employee turnover. In addition, other studies also suggest the same results in which job satisfaction has a negative and significant effect on turnover which means that the higher a person's job satisfaction the lower the desire to get out of work. When nurses are satisfied, they will tend to be comfortable and comfortable in carrying out their work so they do not intend to leave the organization (Asri and Subyantoro, 2017). From the results of testing the hypothesis it was found that there was a negative and significant influence between organizational commitment and job satisfaction simultaneously on nurse turnover intentions at the Malahayati Islamic Hospital in Medan. These results indicate that organizational commitment and job satisfaction influence nurse turnover intentions together. Furthermore, when nurses have a high commitment and are satisfied with their work, the intention to leave the hospital will be lower and vice versa. In a theoretical context, this finding can be justified in which organizational commitment and job satisfaction together influence turnover intention (Kim *et al.*, 2016). Based on these reviews it is clear that organizational commitment and job satisfaction have a negative and significant effect on turnover intentions. However, there is a small number that does not

show this relationship, such as when nurses have low turnover intentions but feel less satisfied. This condition is caused by various things such as the nurses' perspective on satisfaction indicators submitted through statement items. In addition, the lack of courage of the nurse in expressing her intention to be discharged from the hospital through a statement could also be the cause of the condition.

## Conclusion

Based on the results of the research and discussion described in the previous chapter, it can be concluded that organizational commitment has a negative and significant effect on nurse turnover intentions at the Malahayati Islamic Hospital in Medan. This shows that the higher the nurse's commitment to work, the lower the intention to leave the hospital. In addition, job satisfaction also has a negative and significant effect on nurse turnover intentions at the Malahayati Islamic Hospital in Medan. This shows that the higher the job satisfaction felt by nurses, the lower the intention to leave the hospital. Furthermore, organizational commitment and job satisfaction have a negative and significant effect on nurse turnover intention at Malahayati Islamic Hospital Medan. This shows that the higher the organization's commitment and the sense of nurse's job satisfaction, the lower the intention to leave the hospital.

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