

## The Effect of Employees' Job Satisfaction and Motivation on Turnover Through Work Commitment at Bhayangkara Hospital



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**ABSTRACT:** The purpose of this study are to analyze The Effect of Employees' Job Satisfaction and Work Motivation on Turnover Through Work Commitment at Bhayangkara Lumajang Hospital. This study including explanatory research. Samples of this research are employees Bhayangkara Lumajang Hospital as many as 48 respondents. The analysis used in this research is path analysis. The result showed the job satisfaction does not significantly influence on work commitment; the work motivation significantly influence on work commitment; the work commitment significantly influence on turnover; the job satisfaction does not significantly influence on turnover; the work motivation does not significantly influence on turnover; the job satisfaction does not significantly influence on turnover through work commitment; the work motivation significantly influence on turnover through work commitment.

**KEYWORDS :** Job Satisfaction, Work Motivation, Turnover, Work Commitment.

### PREFACE

The global development related to health services in Indonesia is experiencing very rapid development. Starting from hospitals, health centers (puskesmas), clinics to family doctors. The competition ambience between health service providers has begun to be felt in recent years. So that agencies are competing to provide professional services that are the demands of every health service facility. The hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services (Law 44 of 2009).

Bhayangkara Hospital Tk. III Lumajang is a Level III Police Hospital that is fully accredited and structurally under the Biddokkes of the East Java Police. (<http://www.rumkitbhayangkaralumajang.com/page/profile>, accessed 11 August 2020). In accordance with its vision, which is to become a leading hospital in the field of police medicine in the Lumajang area and its surroundings. Perceiving this vision, hospitals are naturally obliged to provide complete services for the community or patients. Careernews (2013) in Arviana (2016) stated that the wealth of a company is not only in money or production machines, but the most valuable main wealth lies in competent Human Resources (HR). HR is the most important resource because it is a determinant for the success or failure of a company (Indrayanti, 2016).

Hospitals must always maintain the performance and quality of their employees in order to be able to compete in the business world. Quality human resources can create better performance. But human nature pushes the pursuit of a better life to be a challenge for the company. Both in terms of wages, facilities, and positions that will continue to encourage people to get better jobs. Conditions like this can create a high rate of turnover. Employee turnover poses a serious challenge to the effectiveness and efficiency of health services. Job transfer can be defined as a process of moving an employee from one hospital to another (Siregar, 2015).

Research conducted by Putri (2017) on employees of PT. Ratu Pola Bumi Bandar Lampung in 2016 showed that the number of outgoing employees was 13 people and the incoming employees were 13 people with an average number of 68 employees so that a turnover of 19% was obtained. Research conducted by Susilo (2019) throughout 2017 from January to December there was an employee turnover at PT. Charisma Duta Anggada. In January the number of employees of PT. Kharisma Duta Anggada totaled 289 people and in December amounted to 187 people. So, employees who left throughout 2017 amounted to 102 people or 42.9% in a year.

In the health sector, a study in Australia stated that the employee turnover rate was 6.7%, but in one State of New South Wales from 1% it increased by 1.4% per month (Dawson et al, 2014 in Yuniarti, 2019). The high incidence of job transfers for

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employees also occurred in one of the hospitals in Bali. The hospital is a type C private hospital consisting of three hospitals (Hospitals A, B and C). Based on the results of interviews conducted with the employee manager, HR department and document studies, it was found that the transfer of labor at the hospital increased from 2014 to 2017. The average job transfer to the three hospitals in 2014 was 5.52%, in 2015 by 10.58%, in 2016 by 11.29% and in 2017 by 18.98%. The incidence of work transfers has exceeded the figure that is considered reasonable, namely 5-10% (Gillies, 1994 in Yuniarti, 2019).

According to Jimad (2011) in Indrayanti (2016) one of the factors that influence job transfer was job satisfaction. This is also in accordance with Kusumaningrum (2015) which stated that job satisfaction had a contribution of 6.8% to turnover intentions and the rest was influenced by other factors. Job satisfaction is an employee's perspective on his work that is positive or negative.

In addition to job satisfaction, according to Soekiyono (2017) Motivation also influenced and had a negative impact on turnover intentions. According to Siagian (2014) in Hidayati (2018), work motivation was the driving force that causes a person or organization to be willing or eager to exert their abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations in the context of achieving predetermined goals and objectives of the organization.

Work motivation is influenced by internal and external factors. Internal factors include the desire to survive, have, gain appreciation, gain recognition, and power. While external factors include working environmental conditions, adequate compensation, good supervision, job guarantees, awards for achievements, flexible regulations, and status and responsibilities (Sutrisno, 2011) in (Hidayati, 2018). The best motivation comes from oneself because it is done without coercion from others and each individual has a different motivation to achieve his goals. Providing motivation by a company must be able to fulfill several goals. There are many purposes of providing motivation, according to Hasibuan (2012) in (Hidayati, 2018) one of which is to increase employee job satisfaction.

However, research conducted by Putri (2017) stated that job satisfaction has no effect on turnover intention, and work motivation has no effect on turnover intention. This shows that there are inconsistencies in the research results from several theories. So that the novelty in this study, in addition to job satisfaction and motivation, requires mediating commitment from within employees. Employees are expected to have a high commitment to realizing the goals set by the company. The commitment of employees will make them tend to be more responsible in providing services (Ping et al, 2012) in (Soekiyono, 2017). Commitment to employees will be formed if they are satisfied with their work, supervision, salary, promotion and co-workers (Harrison and Hubbard, 1998) in (Soekiyono, 2017).

According to Abdurrahim (2017) commitment is a way for employees to recognize, identify and take sides with the organization and desire to remain in the organization in carrying out organizational goals. Abdurrahim (2017) also explains that job satisfaction and organizational commitment have a significant relationship with the turnover intention variable. Soekiyono (2017) also explains that job satisfaction positively affects commitment. Job satisfaction negatively affects turnover intention. Commitment negatively affects turnover intention.

Based on the description above, the authors formulate the research objectives as follows:

1. Analyzing the effect of employee job satisfaction on work commitment.
2. Analyzing the effect of employee motivation on work commitment.
3. Analyzing the effect of employee job satisfaction on job turnover.
4. Examining the effect of employee motivation on job turnover.
5. Analyzing the effect of employee work commitment on job turnover.
6. Analyzing the effect of employee job satisfaction on job turnover through work commitment.
7. Examining the effect of employee motivation on job turnover through work commitment.

### **RESEARCH METHOD**

The research design used was descriptive quantitative. This research, based on the type of its research, was an explanatory research intended to explain the position of the variables studied and the relationship between one variable and another. The population in this study were employees who worked at Bhayangkara Lumajang Hospital. The total population of employees at Bhayangkara Lumajang Hospital is 192 people. Sampling using the opinion of Arikunto (2012:104) the total population in this study was 192 people, so the researchers took 25% of 192 and obtained 48 samples. Sources of data used were primary data obtained directly from the source or respondents which include satisfaction, motivation and work commitment. The independent variables used were satisfaction, motivation and work commitment. According to Putri (2017) job satisfaction indicators consist of the work itself, pay / compensation (pay), the opportunity to get a promotion (promotion opportunities), work relations (work relations). According to Putri (2017) indicators of work motivation consist of Physiological or physical needs, Security, Social, Appreciation,

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Self-Actualization. According to Atkinson and Hill (in Puspitasari, 2011) indicators of work commitment consist of individual financial income, financial income from work groups, desired physical job requirements, autonomy, job prestige, skill variety, personal growth and development, opportunities for affiliation, status symbol, working time, opportunity to get honor or recognition and all forms of appreciation, challenging work and big responsibilities, job security.

The dependent variable used is job turnover. According to Gillies (1994) the indicators of job turnover consisted of thoughts of leaving, the desire to find job vacancies elsewhere, evaluating the possibility of job eligibility in other places. The value of job turnover can be calculated using the formula (Number of employees leaving per year: Average number of employees) X 100%. For the purposes of discussion and analysis and hypothesis testing, the data were processed and analyzed using the SPSS 20 program which was in accordance with the research. The stages of data analysis in this study are as follows:

### **1. Descriptive analysis**

Descriptive analysis is used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply to the universal or generalizations. In particular, descriptive analysis is used to show the maximum value, minimum value, average value and standard deviation of each variable used in the study.

### **2. Instrument testing**

Instrument testing aims to determine the validity or validity of the questionnaire and its reliability, consisting of:

#### **a. Validity test**

This validity test is used to measure whether the questionnaire is valid or not. The questionnaire is said to be valid if the correlation coefficient value between question items with a total score ( $r$ ) is less than 0.01 or 0.05.

#### **b. Reliability Test**

Reliability test as a tool to measure a questionnaire which is an indicator of a variable or construct. The questionnaire is said to be reliable or reliable if it meets the requirements, namely the Cronbach Alpha ( $\alpha$ ) value is greater than 0.6.

### **3. Classical assumption test**

The classical assumption test aims to determine and test the feasibility of the regression model used in this study. The classic assumption test of this research consists of:

#### **a. Autocorrelation Test**

The autocorrelation test is useful for testing whether in the linear regression model there is a correlation between the confounding error in period  $t$  and the confounding error in period  $t-1$  (previous). If there is a correlation, it is called an autocorrelation problem. The condition is free from autocorrelation if the Durbin Watson (DW) value is more than 1 and less than 3.

#### **b. Heteroscedasticity Test**

Heteroscedasticity test is useful for testing whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. If the residual variance from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. The condition for being free from heteroscedasticity can be seen from the scatterplot diagram, if the points on the scatterplot do not form a certain shape, it can be said to be free of heteroscedasticity.

#### **c. Multicollinearity Test**

This multicollinearity test is useful for testing whether the regression model found a correlation between the independent (independent) variables. A good regression model if there is no correlation between the independent variables. If the independent variables are mutually correlated, then the variables are not orthogonal. The data can be said to be free from multicollinearity if each variable has a variance inflation factor (vif) value of less than 10.

#### **d. Normality test**

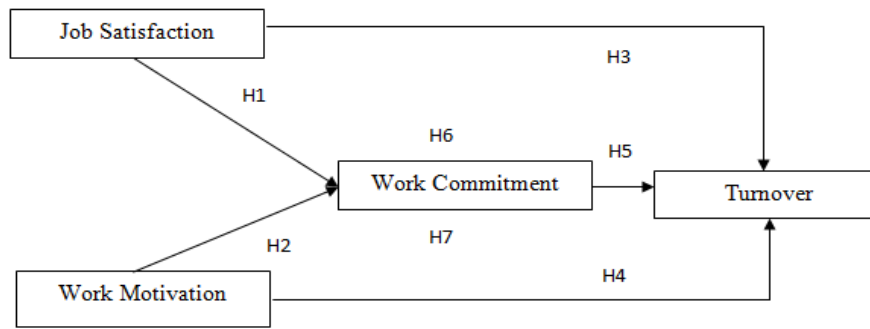
The normality test is useful for testing whether in the regression model the confounding or residual variables have a normal distribution. The data requirements can be said to meet the normality test seen from the normal P-Plot diagram, if the points are not too far from the normal line then the data can be said to be normal.

### **4. Data Analysis**

To determine the effect of independent variables consisting of job satisfaction ( $X_1$ ) and work motivation ( $X_2$ ) to the dependent variable consisting of work commitment ( $X_3$ ), turnover ( $Y$ ). The data analysis used in this research is Path Analysis. Researchers used IBM SPSS Statistics 20 software to assist the analysis in this study. Hypothesis testing with Path Analysis is used to test the direct or indirect effect of variables. The Path Analysis test is based on the significance value compared to the value of  $\alpha = 0.05$ . This

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means that the terms of the independent variable have a significant effect on the dependent variable if the significant value is  $< 0.05$ .



**Figure 1 Theoretical framework**  
 Source : processed by researchers, 2020

## RESULTS AND DISCUSSION

Before conducting the statistical test, the data that were going to be tested must meet linear regression assumptions. These assumptions are as follows:

### a. Autocorrelation Test

Autocorrelation problems will occur if there is a correlation in the research. To avoid this, the Durbin Watson (DW) value must be greater than 1 and lesser than 3 ( $1 < DW < 3$ ). Based on the data processing, the following autocorrelation test results were obtained:

**Table 1. Autocorrelation Test Results**

**Model Summary<sup>b</sup>**

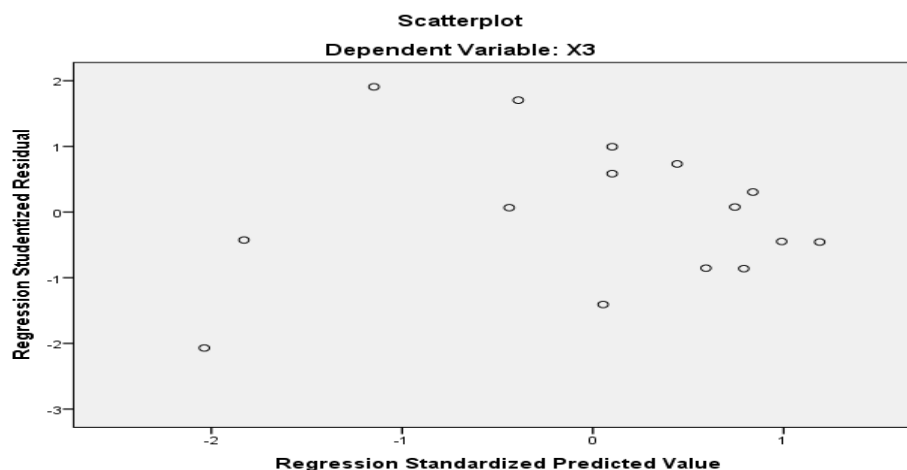
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.906 <sup>a</sup>	.821	.791		2.540	1.866

Source: primary data, processed in 2020

As the table indicates, the value of DW was 1.866 which value is greater than 1 and lesser than 3, thus the data are autocorrelation free.

### b. Heteroscedasticity Test

A good research has to undergo a heteroscedasticity test to prove the absence of it. Heteroscedasticity symptoms can be seen from scatterplot diagram. If the data dots spread above and below or around 0 point, the dots are not only focused on the highs and the lows. Thus, the spread do not make a pattern. The results of heteroscedasticity test can be observed as follows:



**Figure 2 Heteroscedasticity Test Results**  
 Source: primary data, processed in 2020

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Based on the figure above, it can be inferred that the data did not have heteroscedasticity. This is because the requirement was met where the dots do not make a pattern and they spread above and below or around 0 point. The dots are not spread on the highs and the lows.

### c. Multicollinearity Test

Multicollinearity test is a condition where there is a strong correlation, perfect or near-perfect relationship between independent variables or high correlation coefficient. To prove the presence of multicollinearity, the value of *Variance Inflation Factor (VIF)* must be closely observed. If the VIF value is smaller than 10, it can be concluded that there is no multicollinearity. The multicollinearity test results are presented as follows:

**Table 2. Multicollinearity Test Results**

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.666	1.448		1.150	.256		
	X1	.041	.032	.122	1.271	.210	.880	1.136
	X2	.058	.048	.131	1.210	.233	.702	1.426
	X3	.222	.036	.674	6.209	.000	.694	1.441

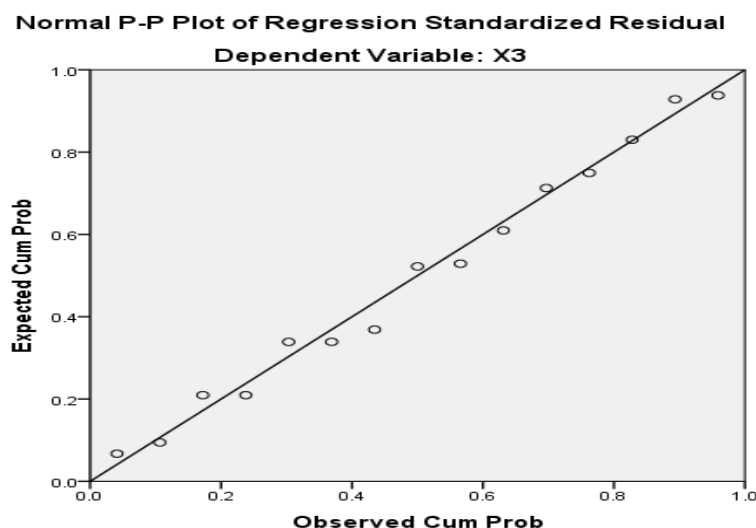
a. Dependent Variable: Y

Source: primary data, processed in 2020

Based on the table above, the value of VIF X1 was 1.136, X2 variable was 1.426, X3 variable was 1.441. Each of these VIF had a value smaller than 10, these results indicated that all variables met the requirement and did not yield multicollinearity among them.

### d. Normality Test

Normality test was used to check whether the data are distributed normally or not. The basic normality test can be observed from P-Plot diagram. Data are distributed normally if the dots on P-Plot diagram are close to or follow the diagonal line. The normality test results is shown as follows:



**Figure 3. Normality Test Result**

Source: primary data, processed in 2020

As the figure suggests, the data were distributed normally because the dots on the P-Plot diagram were relatively close to the diagonal line.

Path analysis was applied to discover job satisfaction, work motivation towards turnover through work commitment. These assumptions are namely:

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**Table 3. Test Result of Job Satisfaction Variable Plot and Work Motivation towards work commitment**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.086	5.530		2.909	.006
	X1	.172	.132	.170	1.306	.198
	X2	.650	.176	.479	3.689	.001

a. Dependent Variable: X3

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.553 <sup>a</sup>	.306	.275		3.09916

a. Predictors: (Constant), X2, X1

Source: primary data, processed in 2021

As the table exhibits, the significant value of job satisfaction (X1) was found exactly at 0.198 > α = 0.05. Thus, job satisfaction variable has an indirect influence on the work commitment variable (X3). Work motivation variable (X2) had a significant value of 0.001 < α = 0.05. This result implies that the work motivation variable (X3) has a direct influence on work commitment. The value of R square was 0.306. This result shows the significance of X1 and X2 contributions towards X3 as much as 30.6%, while the 69.4% were the variable contributions that were not included in this research. Meanwhile, the standard error value was determined by the formula  $\epsilon_1 = \sqrt{1 - (0,306)} = 0,83$ .

**Table 4. Test Result of Job Satisfaction Variable Plot, Work Motivation towards turnover through work commitment**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.666	1.448		1.150	.256		
	X1	.041	.032	.122	1.271	.210	.880	1.136
	X2	.058	.048	.131	1.210	.233	.702	1.426
	X3	.222	.036	.674	6.209	.000	.694	1.441

a. Dependent Variable: Y

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.800 <sup>a</sup>	.640	.616		.74462

a. Predictors: (Constant), X3, X1, X2

Source: primary data, processed in 2021

As the table shows, job satisfaction significant value (X1) was discovered 0.210 > α = 0.05. This result suggests that the job satisfaction variable does not have any direct influence on the turnover variable (Y). Work motivation significant value (X2) was 0.233 > α = 0,05, this result implies that the work motivation variable has an indirect influence on the turnover variable (Y). The significant value of work commitment (X3) was 0.000 < α = 0,05, this result means that the work commitment variable has a

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direct influence on the turnover variable (Y). The value of R square was 0.640. This value suggests the X1, X2, and X3 significantly contribute to the value of Y as much as 64%. The rest of the value, 36%, are contributions from other variables that were excluded from this research. Standard error was discovered by using formula  $\epsilon 1 = \sqrt{1 - (0,640)} = 0,6$ .

Based on the calculation and analysis results, equations and path diagram can be drawn as follows:

$$Y1 = \alpha + \beta 1X1 + \beta 2X2 + \epsilon 1 \quad (1)$$

$$Y1 = 0,05 + 0,198X1 + 0,001X2 + 0,83 \quad (1)$$

$$Y2 = \alpha + \beta 1X1 + \beta 2X2 + \beta 3 Y1 + \epsilon 2 \quad (2)$$

$$Y2 = 0,05 + 0,210X1 + 0,233X2 + 0,000 Y1 + 0,6 \quad (2)$$

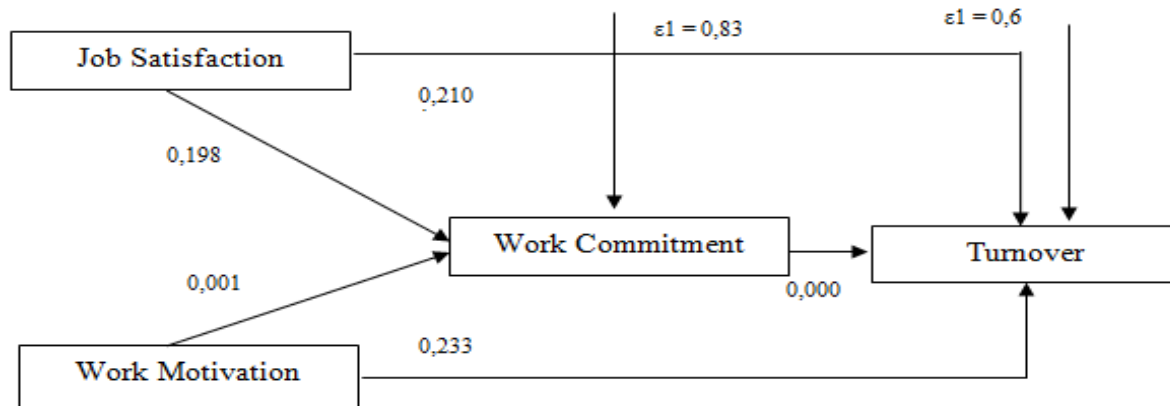


Figure 4. Path Diagram of Job Satisfaction (X1), Work Motivation (X2), Work Commitment (X3) towards Turnover (Y)

Source: primary data, processed in 2021

### Job Satisfaction Influence on Work Commitment

Job satisfaction variable negatively influenced work commitment. In other words, the job satisfaction variable does not influence work commitment. This result is different to the research conducted by Susilo (2019) claimed that job satisfaction positively and significantly influenced organizational commitment. Another research carried out by Soekiyono (2017) implied that job satisfaction was positively and significantly correlated with affective commitment. Kusumaningrum (2015) stated that job satisfaction contribution towards turnover intensity on employees, was influenced by other variables outside of the research. These results suggest that although job satisfaction is increased, it will not influence work commitment. Thus, to uplift job satisfaction, other supportive factors are needed.

### Work Motivation Influence on Work Commitment

Work motivation variable positively influenced work commitment. In other words, it influences work commitment. It was found that motivation is supported by a hope for a better future, and room for self-improvement (Suswati, 2021). This statement is correlated with the research of Rizal et.al (in Soekiyono 2017) stated that there was a positive motivational influence on commitment. This suggests that employees who have high motivations tend to have a strong commitment to the company.

### Work Commitment Influence on Turnover

Work commitment variable negatively influenced turnover. This can be inferred that work motivation variables influence turnover. This supports the previous research conducted by Abdurrahim (2017) stating that organization's commitment was proved to have simultaneous influence on *turnover intention*. Another research performed by Rizky and Ridwan (in Soekiyono 2017) showed the existence of negative influence between commitment and turnover intensity. Susilo (2019) stated that organizational commitment negatively influenced and was significant on *turnover intention*. Employees who have high commitment can achieve the goal set by the company, therefore wishing to stay and be a part of the company and they tend to be more responsible.

### Job Satisfaction Influence on Turnover

Job satisfaction variable did not have an influence on turnover. This result is different from the research conducted by Soekiyono (2017) which stated that there was an existence of negative influence from job satisfaction on *turnover intentions*. However, this result is correlated with the search performed by Putri (2017) which stated that work insecurity had an influence on turnover intention, job satisfaction did not influence turnover intention, nor did work motivation influence turnover intention.

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Furthermore, according to Indrayani (2016) career development factor, compensation and communication related to turnover intention, and a factor of the most dominant communication had influence on turnover intention. All these statements suggest that in order to increase job satisfaction, other supportive variables are needed.

### **Work Motivation Influence on Turnover**

Work motivation variable did not have an influence on turnover. This result is different from the research performed by Soekiyono (2017) which resulted in a negative influence between work motivation and *turnover intentions*. However this result is supported by the research of Putri (2017) which stated that work insecurity had an influence on turnover intention, job satisfaction did not influence turnover intention, and work motivation did not influence *turnover intention*. In conclusion, although work motivation is increased, it does not influence turnover. Therefore to increase work motivation other supportive factors are needed.

### **Job Satisfaction Influence on Turnover Through Work Commitment**

Job satisfaction variable had a much bigger direct influence compared to the indirect influence. These results suggest that the job satisfaction variable does not affect turnover through work commitment. This result is different from the research performed by Susilo (2019) which claimed that job satisfaction had a negative and significant influence on *turnover intention* through organizational commitment. The research conducted by Risky and Ridwan (in Soekiyono 2017) showed a negative relationship between commitment and turnover intensity. However, this research is correlated with the study conducted by Putri (2017) that stated, work insecurity affected turnover intention, neither job satisfaction and work motivation affected turnover intention. Furthermore, according to Indrayani (2016) career development factor, compensation and communication related to turnover intention, and a factor of the most dominant communication had influence on turnover intention. All these statements suggest that in order to increase job satisfaction, other supportive variables are needed.

### **Work Motivation Influence on Turnover Through Work Commitment**

Work motivation variable had a smaller direct influence compared to the indirect influence. This suggests the work motivation variable has a negative influence or directly influences turnover through work commitment. This statement is supported by the study of Soekiyono (2017) which resulted in a negative influence of work motivation on turnover intentions. Risky and Ridwan (in Soekiyono 2017) stated that there was a negative relationship between commitment and turnover intensity. In conclusion, companies or hospitals have to increase their employees' work motivation and commitment simultaneously, because the higher the work motivation, the lower their desire to commit turnover.

## **CONCLUSION**

Based on the discussion and according to the research problem and the aim of this research, it can be concluded as follows (1) Job satisfaction did not influence turnover. These results suggest that although job satisfaction is increased, indirectly it will not affect work commitment, thus to increase job satisfaction, other supportive factors are needed. (2) Work motivation influenced turnover. This means employees who have high motivation tend to have a strong commitment to the company. (3) Work commitment influenced turnover. Employees who have high commitment can achieve the goals set by the company and wish to stay to be a part of the company, and they tend to be more liable. (4) Job satisfaction did not influence turnover. Therefore, to increase job satisfaction, other supportive variables are needed. (5) Work motivation did not influence turnover. These results suggest that even though work motivation is increased, it will not influence turnover. Thus to increase work motivation, other supportive factors are needed. (6) Job satisfaction had a greater direct influence than the indirect influence. This implies that the job satisfaction variable does not influence turnover through work commitment. So, to increase job satisfaction, other supportive variables are needed. (7) Work motivation's direct influence had smaller influence than the indirect influence. This can be concluded that the work motivation variable affects turnover through work commitment. Therefore, companies or hospitals have to increase their employees' work motivation and commitment simultaneously, because the higher the work motivation, the lower their desire to commit turnover.

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