

An Excellent Strategy In Reducing Turnover Intention At Permata Keluarga Bekasi Hospital

Johan Hendri Prasetyo, Joko Ariawan, Eny Ariyanto

Abstract: This research actually aims to discover way out in reducing turnover intention from nurses at Permata Keluarga Bekasi Hospital. This research used quantitative method by causality approach and were analyzed with multiple linear regression analysis and path analysis. These research Population were all nurses who served in outpatient polyclinics at Permata Keluarga Bekasi Hospital, but samples taken were only 110 respondents. From this research was found that nurses' turnover intention could be reduced by decreasing their 'work stress, increasing a conducive work environment and increasing their organizational commitment. Organizational commitment could play role as a mediator for the impact from work stress on nurse's turnover intention, but it cannot mediate those impact from work environment on nurse's turnover intention. Hospitals could reduce nurse's turnover intention through personal approach, good communication and good appreciation towards them. Next researcher need to considers different research contexts with wider object research.

Index Terms: Work stress, work environment, organizational commitment, turnover intention.

1 INTRODUCTION

Today, these Novel Coronavirus (Covid-19) has become a global pandemic which scared of people in the world, including in Indonesia, because it spreads quickly through objects, between humans, even the latest findings of Covid-19 said it could spread through the air/airborne. According to report from Worldometer. Info dated September 6, 2020, total number of Covid-19 cases worldwide reached 27,066,533 cases, with a death toll of 883,744 people. For ASEAN region, Philippines is in the first place with total of 234,570 cases and 3,790 people reported dying. The second rank is occupied by Indonesia with total of 190,665 cases and 7,940 deaths. The next rank is occupied by Singapore (56,982 cases, 27 people died), Malaysia (9,391 cases, 128 people died) and Thailand (3,444 cases, 58 people died). Sadly, from those five ASEAN countries with the highest number of Covid-19 cases, only Indonesia which not shown a progress on declining graph. This should be considers and of course get extra fast and precise handling so the number of Covid-19 cases in Indonesia could be handled immediately and not causing more fatalities. Therefore, the roles of all parties, starting from the government, government agencies, health facilities, and entire community need to work together to reduce the rate of Covid-19's growth. During this global pandemic the role of health facilities, especially hospitals in Indonesia is very needed to participate to solve these covid 19 issue and provide health care to others. Permata Keluarga Bekasi Hospital is one of favourite private hospital which located in Bekasi to provided medicine and health care treatment to people and need to improve its services to patients. However, based on patient's opinion on google search platform, it found that there has lots of complaints on Permata keluarga hospital therefore the hospital only get rating scale on 3,4 out of 5. These complaints referred to the length of queues when doing health services. The number of documents or requirements that patient should provide and complete when registered. Less friendly service from health workers and the hospital often run out the medicine so patients need to buy the drugs outside.

Those complaints of course need to resolved immediately by Management of Permata Keluarga Hospital Bekasi. Permata Keluarga Bekasi Hospital Management should be continue to invest in quality human resources to continue to support the hospital's performance, so as to reduce the number of complaints. The nurse are one of human resources in hospital who has duty and responsibility to provide health care and services to patients for 24 hours. However, based on the author's observations and data, the number of nurses at Permata Keluarga Bekasi Hospital continues to decline. This was indicated by the increased of nurse's turnover rate over the last 3 years. These data that authors earned said that the nurse turnover rate in 2017 reached 11.28%, then in 2018 it was increased into 11.44% and even in 2019 it was reached 43.80%. This of course becomes an extra homework for hospital management by considering that nurses are one of the spearheads for health agency to provide the best service for patients.

Based on these interviews result that gathered in author's pre-research, 10 nurses said they wanted to leave the hospital for various reasons, 9 nurses admitted that work environment in hospital was not good, 6 nurses stated that they experienced high work stress while working and 10 nurses stated that they were not committed to the hospital because they did not want to spend their career there. Based on these current phenomenon, the writer wants to help hospital management to solve these problems occur by reducing the turnover intention on nurses, because nurses are one of the foundations for hospitals to carry out adequate and appropriate health service activities like the patients expected.

2 LITERATURE REVIEW

Turnover intention referred as a behavior to leave the company. Turnover intention is one result from gap between the policies that implemented by organization and the expectations from employee. Turnover intention could be detrimental to organization both in terms of human resources and capital resources, because these organization has to replace a number of employees who leave with new employees. Things like that clearly had detrimental impact on organization. According to Mathis & Jackson, turnover intention reflects the desire of individuals to leave the organization and look for alternative jobs in other organizations [1]. The tendency of employees' intentions to

- Author name is lecturer in STMIK Nusa Mandiri, Jakarta, Indonesia. E-mail: johan.jnp@nusamandiri.ac.id
- Co-Author name is lecturer in Universitas Bina Sarana Informatika, Jakarta, Indonesia. E-mail: joko.jaw@bsi.ac.id
- Co-Author name is lecturer at postgraduate program in Universitas Mercu Buana, Jakarta, Indonesia. E-mail: eny_ariyanto@yahoo.com

leave the organization owned by the employee, so employee decisions and intentions should be concern to faced by organization [2]. In his research, Mobley stated that there are three indicators that could be used to measure turnover intention in organization [3]. The three indicators are thoughts of quitting, intention to quit and intention to search for another job. Mosadeghrad stated that turnover intention on hospital's nurses are indeed not an easy thing, so the more attention is needed because turnover intention can harm the organization in terms of costs, resources and the effectiveness of the nursing itself [4]. Research conducted by Cooper & Schindler found that work stress which experienced by nurses if left unchecked will cause symptoms in a person [5]. If a nurse is experiencing work stress and could manage this stress well, it will encourage the nurse to do their work efficiently, but if the nurse does not have the ability to manage stress levels, it will create problems for their work, which in results turnover intention behavior. Research which conducted by Leung, et al found that to measure a person's work stress, it is necessary to pay attention to personal support, social support, role conflict, workload received, good and bad of the environment, and the situation/condition of a person's home [6]. In addition to work stress factors, turnover intention is also thought to be influenced by work environment factors. In research conducted by Putra & Utama, it is revealed that one of the factors which driving turnover intention is work environment. Work environment is a place where employee carried out those activities everyday [7]. According to Nitisemito work environment is everything which surrounds by the workers which could influenced them in carrying out their tasks [8]. Meanwhile, Schultz & Schultz stated that work environment is a condition related to characteristics of place where they work towards the behavior and attitudes given by employee, where it is related to the process of psychological changes that caused by things in their work or in certain conditions that need more attention by organization which could give work boredom, work which always monotonous and also fatigue [9]. Furthermore, Davis & Newstrom stated in order to measure work environment in organization, it is necessary to considers the physical and non-physical aspects from work environment [10]. The last factor which thought to have an impact on turnover intention in this research was organizational commitment shown by nurses. In Bhatti, et al research, it was found that one way to reduce turnover intention is to increase the organizational commitment of its employee [11]. Organizational commitment is an attitude or form of someone behavior towards the organization in form of loyalty and achievement of organization's vision, mission and goals. According to Robbins & Judge, organizational commitment is a condition in which an employee sides on organization and its goals, and wants to defend itself as part of its membership in organization [12]. Furthermore, Mowday, et al stated that to measure an employee's organizational commitment, companies need to pay attention on employee's desire to be part of organization (affective commitment), pay attention to employee's desire to try and get what they wanted by work according to the wishes of organization (continuance commitment), and pay attention to the desire from employee to implemented an organizational values (normative commitment) [13].

2.1 Theoretical Framework

Based on the background of research and its theoretical

research above, so the writer wants to know more further regarding those impact from organizational commitment in mediated the influence of work stress and work environment on turnover intention at Permata Keluarga Bekasi Hospital, West Java. This could be explained through these measurement and schematic drawing below.

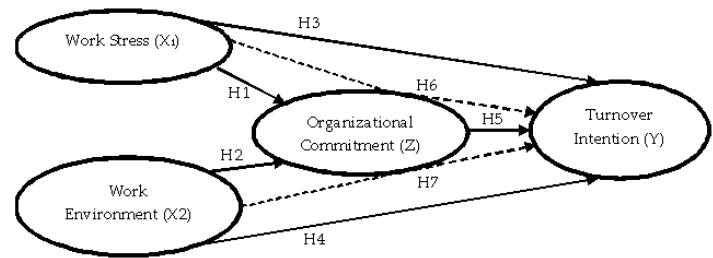


Fig. 1. Research Framework

2.2 Hypothesis

To find out the link between variables as illustrated in that theoretical framework above, the authors drawn formulated as several hypothesis which needs to be tested in this research.

H1: There had an impact of work stress on organizational commitment.

H2: There had an impact of work environment on organizational commitment.

H3: There had an impact of work stress on turnover intention.

H4: There had an impact of work environment on turnover intention.

H5: There had an impact of organizational commitment on turnover intention.

H6: There had such a mediating role from orgnaizational commitment on the impact of work stress towards turnover intention.

H7: There had such a mediating role from orgnaizational commitment on the impact of work environment towards turnover intention.

3 RESEARCH METHODS

These research design used quantitative method with causality approach. The quantitative method used to provide an overview of each variable by analyzing the influence of independent variable on dependent variable, while causality approach used to find out the cause-and-effect relationship between variables [14]. In these context of this research, the writer wanted to know the role of organizational commitment that shown by nurses in mediating the influence from work stress and work environment in decreasing the turnover intention of nurses who served in outpatient polyclinics at Permata Keluarga Bekasi Hospital, West Java.

3.1 Population and Sample

The population of this research were all nurses who served in outpatient polyclinic at Permata Keluarga Bekasi Hospital, which amounted to 110 people. Sample taken in this research used saturated sampling technique, a sampling technique in which all members from population were used as samples [14]. Thus, sample obtained by this research amounted to 110 respondents.

3.2 Data Analysis Method

These data analysis technique in this research used a combined analysis from multiple linear regression analysis and path analysis to obtained this research results. Multiple linear regression analysis used to lead the direction and amounted of influence on more than one independent variable against

dependent variable [14]. Meanwhile, path analysis used to estimate these causal relationship between variables (causal mode) which has been previously determined based on theory [15]. To earned a good research result, the writer used SPSS 25.0.

4 RESEARCH RESULTS AND DISCUSSION

4.1 Characteristic of Respondens

Participants in this research were all the nurses who served in outpatient polyclinic at Permata Keluarga Bekasi Hospital which amounted of 110 people based on sample in this research. The majority of these participants in this were female (58.18%) and aged between 26-30 years with percentage of 33.64%. This was indicated that majority of nurses at Permata Keluarga Bekasi Hospital are women who are in productive age and have a tendency to change jobs for short period of time. This could be said based on similarity of characteristics from millennials in Indonesia who have a tendency to quickly feel bored with atmosphere and place they work when they experienced a saturation point.

4.2 Validity and Reliability Test

Based on these validity test results with assist by SPSS application, all statements from these research variables (work stress, work environment, organizational commitment and turnover intention) have a value of r-count > 0.187. So, it could be said were valid.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Info
Work Stress	X1.1-X1.30	0.409-0.796	> 0.187	Valid
Work Environment	X2.1-X2.23	0.364-0.851	> 0.187	Valid
Organizational Commitment	Z1.1-Z1.11	0.250-0.820	> 0.187	Valid
Turnover Intention	Y1.1-Y1.10	0.258-0.605	> 0.187	Valid

Then, according to reliability test result, it shows that all research variables have a Cronbach's alpha value > 0.6 (required), so it could be said were reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Terms	Info
Work Stress	0.751	> 0.6	Reliable
Work Environment	0.758	> 0.6	Reliable
Organizational Commitment	0.757	> 0.6	Reliable
Turnover Intention	0.691	> 0.6	Reliable

4.3 Classic Assumption Test

These classical assumption test in this research includes normality test, multicollinearity test and heteroscedasticity test. According to data normality test result by Kolmogorov-Smirnov Test, the four variables respectively had Sig value. 0.051, 0.055, 0.200, and 0.200 (Sig.> 0.05), so it could be said that data tested had normal distribution.

Table 3. Data Normality Test Results

One-Sample Kolmogorov-Smimov Test					
	Work Stress	Work Environment	Organizational Commitment	Turnover Intention	
N	110	110	110	110	
Normal Parameters ^{a,b}	Mean	3.105	2.864	2.907	3.437
	Std. Deviation	0.406	0.443	0.423	0.208
Test Statistic	0.084	0.084	0.058	0.061	
Asymp. Sig. (2-tailed)	.051 ^c	.055 ^c	.200 ^{a,d}	.200 ^{a,d}	

Based on these multicollinearity test, the VIF value of work stress, work environment in rows and organizational commitment were obtained which is 2.035, 1.058 and 2.115, so it can be concluded that the data did not occur multicollinearity because all independent variables had VIF value < 10.

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Stress	0.491	2.035
Work Environment	0.945	1.058
Organizational Commitment	0.473	2.115

Based on these heteroscedasticity test result, it shows that the graph on scatterplot did not have a clear pattern such as the dots spread above and below the number 0 on the Y axis, and did not form a certain pattern, so it can be concluded that these data was free from heteroscedasticity.

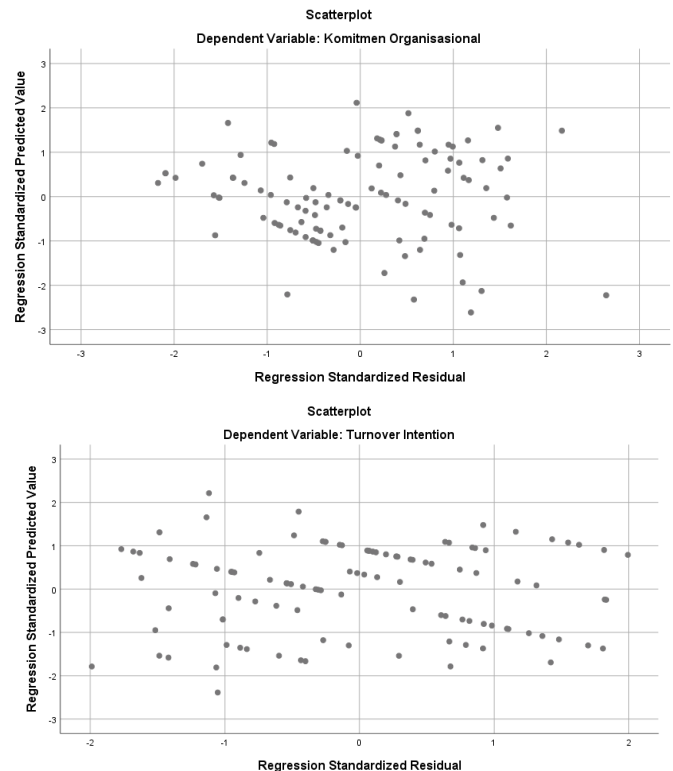


Fig. 2. Heteroscedasticity Test Results

4.4 Multiple Regression Analysis

After all these data were declared free from classical assumptions, then data were analyzed by multiple linear regression analysis. With the use of $\alpha = 0.05$, and it obtained the regression equation model 1: $Y = 4.765 - 0.724 X_1 + 0.137 X_2$.

- 1) Work stress has a moderate negative and significant affect on organizational commitment. This is proven by the value from the coefficient $\beta_1 = -0.724$ which sign of negative; the value of $SC_\beta = -0.695$ which means that it has a moderate level of relationship; t-count = -10.369 and Sig. = 0.000 < $\alpha = 0.05$ meaning it was significant.
- 2) The work environment has a weak positive and significant affect on organizational commitment. This is

proven by the value from coefficient $\beta_2 = 0.201$ which sign of positive; the value of $SC\beta = 0.143$ which means if it has a weak level of relationship; t-count = 2.134 and Sig. = 0.035 $< \alpha = 0.05$ meaning it was significant.

Table 5. Regression Analysis Model 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.765	0.302		15.786	0.000
Work Stress	-0.724	0.070	-0.695	-10.369	0.000
Work Environment	0.137	0.064	0.143	2.134	0.035

Moreover, based on the F test and R^2 test results in model 1, it was found that the F-count = 59.631 with Sig. 0.000 < 0.05 , so it could be concluded that work stress and work environment has a simultaneously affect to organizational commitment with an amount of 51.8% (adjusted R^2 value = 0.518).

Table 6. F-Test Results Model 1

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.280	2	5.140	59.631	.000 ^b
Residual	9.223	107	0.086		
Total	19.504	109			

Table 7. Coefficient Determination Result Model 1

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.726 ^a	0.527	0.518	0.294	1.586

Based on these regression analysis test results from model 2, it obtained the regression equation in model 2: $Y = 4.363 + 0.083 X_1 + 0.081 X_2 + 0.327 X_3$.

- 1) Work stress has a weak positive and significant affect on turnover intention. This is proven by the value of the coefficient $\beta_1 = 0.083$ which sign of positive; the value of $SC\beta = 0.143$ which means that it has a weak level of relationship; t-count = 2.189 and Sig. = 0.031 $< \alpha = 0.05$ meaning it was significant.
- 2) The work environment has a weak positive and significant affect on turnover intention. This is proven by the value of the coefficient $\beta_2 = -0.081$ which sign of negative; the value of $SC\beta = -0.173$ which means it has a weak level of relationship; t-count = -3.232 and Sig. = 0.000 $< \alpha = 0.05$ Meaning it was significant.
- 3) Organizational commitment has a moderate negative and significant affect on turnover intention. This is proven by the value of the coefficient $\beta_3 = -0.327$ which sign of negative; the value of $SC\beta = -0.667$ which means it has a moderate level of relationship; t-count = -8.836 and Sig. = 0.000 $< \alpha = 0.05$ meaning that it was significant.

Table 8. Regression Analysis Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.363	0.211		20.675	0.000
Work Stress	0.083	0.038	0.162	2.189	0.031
Work Environment	-0.081	0.025	-0.173	-3.232	0.002
Organizational Commitment	-0.327	0.037	-0.667	-8.836	0.000

Furthermore, based on the results from the F test and R^2 test in model 2, it was found that the F-count = 88.362 and Sig. 0.000 < 0.05 , so it could be concluded if the work stress, work environment and organizational commitment simultaneously affect turnover intention with an amount of 70.6% (adjusted R^2 value = 0.706).

Table 9. F-Test Results Model 2

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.355	3	1.118	88.362	.000 ^b
Residual	1.342	106	0.013		
Total	4.697	109			

Table 10. Coefficient Determination Result Model 2

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845 ^a	0.714	0.706	0.113	1.969

4.5 Mediating Analysis

To find out the indirect effect of work stress and work environment towards turnover intention through organizational commitment using the sobel test calculation. Based on the sobel test result, the indirect effect from work stress on turnover intention has a t-count value of 6.72 and less from the indirect effect from work environment on turnover intention which has a t-count value of -2.08.

Input:	Test statistic:	Std. Error:	p-value:
a: -0.724	Sobel test: 6.71899594	0.03523562	0
b: -0.327	Aroian test: 6.70091777	0.03533068	0
s _a : 0.070	Goodman test: 6.73722123	0.0351403	0
s _b : 0.037	Reset all	Calculate	

Input:	Test statistic:	Std. Error:	p-value:
a: 0.137	Sobel test: -2.08046798	0.02153314	0.03748263
b: -0.327	Aroian test: -2.06800097	0.02166295	0.03863993
s _a : 0.064	Goodman test: -2.09316323	0.02140254	0.03633459
s _b : 0.037	Reset all	Calculate	

Fig. 3. Sobel Test Results

Then, to find out the amount of indirect effect which obtained between standard coefficient beta ($SC\beta X \rightarrow SC\beta Y$ and $SC\beta Y \rightarrow SC\beta Z$).

- 1) The amount of indirect effect from work stress on turnover intention was 0.464. It was because the indirect effect value was greater than its direct effect value. Thus, it could be concluded that organizational commitment was able to mediate the impact of work stress on turnover intention.
- 2) The amount of indirect effect from work environment on

turnover intention was -0.095. It was because the direct effect value was greater than its indirect effect value. Thus, it could be concluded that organizational commitment could not mediate or either could mediate partially those affects of work environment on turnover intention.

Table 11. Indirect Effect Analysis

Construct Relationship	Direct Effect	Indirect Effect
Work Stress → Turnover Intention	0.162	$-0.695 \times -0.667 = 0.464$
Work Environment → Turnover Intention	-0.173	$0.143 \times -0.667 = -0.095$

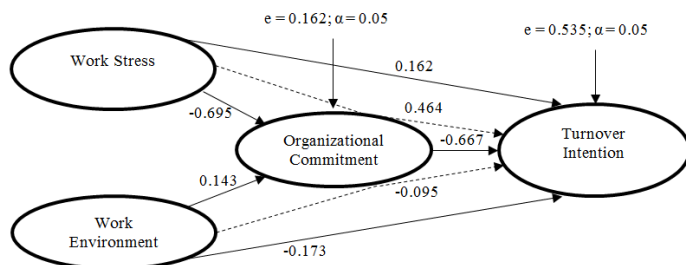


Fig. 4. Path Analysis Diagram

4.6 Discussion

The test results from work stress variable in this research was indicate that work stress had significant negative impact with a moderate level of relationship to organizational commitment. These results was strengthen the theory by Leung, et al, which stated that work stress could have an impact in an organization [6]. These results were in line with Firth, et al., who found that work stress had significant negative impact on organizational commitment [16]. Organizational commitment could be increased by reducing work stress experienced by nurses, especially the workload faced on nurses to increase continuance commitment. In reducing the workload experienced by nurses, organizations were expected to recognize and understand the psychological condition of nurses themselves. This could be done by giving assignments or jobs that according to nurse's expertise in a structured way and not in random so the nurse will complete the tasks assigned to her. This will affect the condition/mind by nurse to be calmer and will indirectly have implications for increasing work productivity and will increase the nurse's commitment in capable to participate in advance of the hospital. The results from research which conducted by the author was indicated that work environment had significant positive impact with a weak level of relationship to organizational commitment. These results was strengthen the theory by [8]. Work environment is everything that surrounds the workers that could affect them in carrying out assigned tasks. These results were in line from prior research by Herjany & Bernarto which stated that work environment had significant positive impact on organizational commitment [17]. This shows that the implementation of excellent work performed by a nurse will have a good impact on the organization, which in essence will improve the performance of organization itself to achieve goals. These implementation of tasks and work carried out to jointly achieve organizational goals is a tangible form of nurses as a form of their commitment to organization. According to research, organizational commitment could be increased by improving non-physical working conditions. By

improving these non-physical work environment, such as the relationship between coworkers and the relationship between superiors and subordinates, it will increase an employee's continuance commitment. With a good relationship between colleagues and superiors, nurses will feel good mood that could make them happy. They will feel that there's new family in the company, this will certainly increase the teamwork between employee to continuously improve their performance as form of their commitment to progressing the hospital. Test results on work stress variable in this research was indicated that work stress had significant positive impact with a weak effect on turnover intention. These results was strengthen the theory by Cooper & Shindler which found that work stress that experienced by nurses if left untreated will cause symptoms in a person [5]. These results were in line with prior by Leung, et al which stated that work stress had significant positive impact on turnover intention [6]. These results from this researchers was illustrated that high levels of stress would make nurses want to leave the hospital. Related with the results, workload has the highest correlation with intention to leave. To reduce turnover intention the hospital management should be able to control the stress level of employee by considering workload given to individual work capacity and also time given to complete work. In this case the hospital needs a review of the workload from tasks which carried out by each nurse to reduce the existing workload. If the workload could be handled properly, then turnover intention will decrease. One way to deal with this workload is by a clear division of labor and placing nurses according to their expertise, co-workers should be work hand in hand to ease the work of their teammates therefore they would resolved it quickly and reduce their workload. The results from research conducted by the author was indicated that work environment had significant negative impact with a weak level of relationship towards turnover intention. This research supports prior theory from Schultz & Schultz which stated that work environment is related to characteristics of the place where they work and reflected on their behavior and attitudes where it is related to the process of psychological changes occurring in cause things which experienced in work [9]. These results were confirmed the research that conducted by Putra & Utama, who found the same results that work environment had negative impact on turnover intention [7]. These results shows if there has any increase in a good and conducive work environment will reduce the level of turnover intention. These findings was indicate that non-physical work environment has strong influenced on turnover intention. Permata Keluarga Bekasi Hospital needs to create a conducive working atmosphere or environment for all its nurses so they will feel comfortable when working. By this comfort feeling they will not have thought of leaving the hospital. Other than that, the hospitals and superiors have to consider with communication which important to company, both colleagues and superiors. With good communication, it will create good cooperation as well creating a good work environment for each nurse, so they will not have desire to leave the hospital. The results from research which conducted by the author was indicated that organizational commitment had significant negative impact to moderate level of relationship on turnover intention. The results from this research was support the prior theory that put forward by Robbins & Judge which stated that the presence of organizational commitment in employee will shape their attitude to side with organization and goals and become part

of organization [12]. These results were in line with research by Bhatti, et al, that found if organizational commitment had significant negative impact on turnover intention [11]. These results of this research was illustrated that organizational commitment has strong direct influence on turnover intention. So with an increase in nurses's organizational commitment, it will reduce the turnover intention which very significant. In this case, the hospital need to try to instill company values in nurses, with understanding of company's values, the nurse will feel their own pride in hospital. In addition to instilling hospital values, affective commitment will increased by appreciating every work produced, therefore the nurse will work seriously in play an active role in advancing the hospital and will not think about leaving the hospital. These results showed that work stress, work environment and work commitment together (simultaneously) had impact on turnover intention with strong level category. Meaning that to decrease turnover intention on nurses, hospital management should be able to combine by these three variables. By reduction in work stress through reduction in workload and teamwork between divisions, it will have impact to decreasing turnover intention. Likewise with work environment variables, with good communication between leaders, colleagues, and between departments, it is hoped that it will increase teamwork in the hospital, therefore the nurses will feel comfortable at work and will not think of leaving the hospital. If the nurse already has a sense of belonging/wants to be part of organization more than before, then the nurse will work happily and enthusiastically to jointly the progress at the hospital and it will have an impact in reducing turnover intention. The results showed that organizational commitment could mediated work stress on turnover intention. Meaning organizational commitment mediated the relationship between work stress and turnover intention with positive impact, so if the work stress has low it will increase organizational commitment and will have an impact on reducing nurse's turnover intention. These results were confirm previous research by Chan, et al which stated that work stress was negatively related to organizational commitment, employee who have high levels of stress will have implications for low organizational commitment [18]. When the work stress increases, it will cause the nurses to want to leave. Hospitals should be able to minimize the workload on nurses so they would feel more comfortable and will not think about leaving the hospital. The results from this research were also found that organizational commitment cannot mediate the impact from work environment towards turnover intention. However, if the work environment in a hospital was conducive, it will increase the performance and commitment of a nurse, then they will not have desire to leave the organization. By these research results, the hospital should pay more attention to work environment factors, with the existence of a conducive work environment, good cooperation between departments so it does with communication it will increase the organizational commitment of nurses which will indirectly reduce the turnover intention at hospital.

5 CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on these research results, discussion and research findings which author was described in the previous capture,

the authors could draw several conclude as these following statements:

- 1) Work stress had significant negative impact on organizational commitment with moderate level of relationship. Meaning that if nurses' work stress could be decreased, it will increase organizational commitment which has significant impact of it.
- 2) Work environment had significant positive impact on organizational commitment with weak level category. Meaning that if work environment at hospital is good, it will increase organizational commitment even though it would impact very little of it.
- 3) Work stress had significant positive impact on turnover intention with weak level category. Meaning that if work stress could be controlled, then turnover intention will decrease even though it would have an impact very little of it.
- 4) Work environment had significant negative impact on turnover intention with a weak level category. Which means that if work environment at hospital is good condition, it will reduce the nurse's turnover intention at hospital even though it has very little impact of it.
- 5) Organizational commitment had significant negative impact on turnover intention with moderate level category. Meaning that if nurse's organizational commitment is high, it will reduce the level of turnover intention which also significant/huge.
- 6) Organizational commitment could mediate those impact from work stress on turnover intention. Meaning that organizational commitment is needed to participate in decreasing work stress and turnover intention on nurses.
- 7) Organizational commitment could not mediate those impact from work environment on turnover intention. Meaning that theres no need the role of organizational commitment in mediating the influence from work environment on turnover intention, in other words those influence from work environment on turnover intention was greater that organizational commitment as a mediating variable.

5.2 Suggestion

Based on the conclusions that the authors have described, there are several suggestions that the author can convey to hospital management and further researchers, including the following:

- 1) Management of Permata Keluarga Bekasi Hospital was advised to consider the level of workload and excessive work schedule to reduce those work stress level and this could be done through distribution of tasks, so it will ease the existing workload and will increase teamwork between co-workers who are one in the team.
- 2) The management of Permata Keluarga Bekasi Hospital was advised to created a conducive working environment through good communication between employee and leaders as well as between divisions so it could achieve that two-way communication. Also, companies need to improve and complement those existing facilities to support work through implemented more up-to-date technology for every health service in the hospital, therefore nurses could working effectively and efficiently.
- 3) Permata Keluarga Bekasi Hospital management was advised to give more personal and intense appreciation and attention to work which has been done by nurses, then it will provide more motivation to them to work better

and also will have an impact in reducing their desire to leave the hospital.

- 4) Permata Keluarga Bekasi Hospital management was advised to plan year-end holidays, outing and employee or family gathering, family health care (after these Covid-19 pandemic is over), it will help to create communication better and gets to know each other better also it would establish the bond unity for all employee and their families. By these activities, work environment would feel more familial also increase their organizational commitment so it would have a result in reducing turnover intention level.
 - 5) As for further researchers, it is suggested to further develop the role of other variables in decreasing turnover intention, such as compensation, work motivation, work discipline, employee training and development
 - 6) Also further researchers was expected to develop this research on a wider scale of hospital object or could be in other industries such as manufacturing industry and non-manufacturing industry, Therefore it will have more meaningful impact in an effort to reduce turnover intention.
- Absenteeism and Turnover. London: Academic Press Inc.
- [14] Sugiyono. (2018). Metode Penelitian Kuantitatif Kualitatif R&D. Bandung: Alfabeta.
 - [15] Ghozali, I. (2018) Aplikasi Analisis Multivariate dengan Progra IBM SPSS 25. Semarang: Badan Peneliti Universitas Diponegoro.
 - [16] Firth, C. J. (2004). Emotional Distress in Junior Hospital Doctors. *British Medical Journal*, 295(6):533.
 - [17] Herjany, E. & Bernarto, I. (2018). Pengaruh Lingkungan Kerja, Kepuasan Kerja, dan Stres Kerja Terhadap Komitmen Organisasi Guru TK dan SD pada Sekolah X di Jakarta Barat. *Jurnal Manajemen Indonesia*, 18(2):154-164.
 - [18] Chan, et al. (2011). Global Perspective of Burden of Family Caregivers for Persons with Schizophrenia. *Archives of Psychiatric Nursing* 25(5): 339–49.

REFERENCES

- [1] Mathis, R.L., & Jackson, J.H. (2013). *Human Resource Management: Essential Perspectives*. Cengage Learning.
- [2] Abdillah, F. (2012). Hubungan Kohesivitas Kelompok Dengan Intensi Turnover Pada Karyawan. *Journal of Social And Industrial Psychology*, 1(2).
- [3] Mobley, W. H. (2011). *Pergantian Karyawan: Sebab, Akibat dan Pengendaliannya*. Alih Bahasa: Nurul Imam. Jakarta: PT Pustaka Binaman Pressindo.
- [4] Mosadeghrad, A. M. (2013). *International Journal of Health Policy and Management*. Iran: Tehran University of Medical Sciences. Quality of Working Life: An Antecedent to Employee Turnover Intention, Vol. 1(x):1-10.
- [5] Cooper, D.R. dan Schindler, P. S. (2014). *Business Research Methods*. McGraw-Hill. New York.
- [6] Leung, et al. (2007). Pengaruh Stres Kerja, Konflik Kerja dan Kepuasan Kerja Terhadap Prestasi Kerja Karyawan pada PT. Japfa Comfeed Wonoayu Sidoarjo. *Jurnal Manajemen Branchmark*, 3(3).
- [7] Putra, I.G.D, & Utama, I.W.M. (2017). Pengaruh Lingkungan Kerja dan Kepuasan Kerja Terhadap Turnover Intention di Mayaloka Villas Seminyak. *E-Jurnal Manajemen Unud*, 6(9), 5116-5143.
- [8] Nitisemito, A.S. (2010). *Manajemen Personalisa Manajemen Sumber Daya Manusia*. Edisi Ketiga. Jakarta: Ghalia Indonesia.
- [9] Schultz, D., & Schultz, S E. (2006). *Psychology & Work Today Ninth Edition*. New Jersey: Pearson Education. Inc.
- [10] Davis, K., & Newstrom, J. (2008). *Perilaku Dalam Organisasi*. Jakarta: Erlangga.
- [11] Bhatti, M.H., et al. (2016). Impact of Organization Commitment on Turnover Intention: Mediating Role of Job Contentment. *European Journal of Business and Management*, 8(13), 24-39.
- [12] Robbins, S.P., & Judge, T.A. (2008). *Perilaku Organisasi Edisi ke-12*. Jakarta: Salemba Empat.
- [13] Mowday, R.T., et al. (2012). *Employee Organization Lingkages: The Psychology of Commitment,*