



Job Satisfaction and Turnover Intention: are Workload and Organizational Commitment the Issue?

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Abstract

The aim of this study was to examine the effect of workload and organizational commitment on turnover intention through job satisfaction. The sample in this study were non-civil servant health workers at psychiatric Hospital Dr. Amino Gondohutomo. The data collection method using questionnaires. The data analysis method used were Structure Equation Model-Partial Least Square (SEM-PLS) using the SmartPLS 3.0. The results showed that workload had no effect on turnover intention while organizational commitment and job satisfaction had a negative and significant effect on turnover intention. workload has a negative and significant effect on job satisfaction, organizational commitment has a positive and significant effect on job satisfaction. Job satisfaction successfully mediates the relationship between workload and organizational commitment on turnover intention. suggestions for hospital management can reduce the workload by increasing the number of health workers. And also, in increasing organizational commitment can create a harmonious atmosphere in the environment.

INTRODUCTION

In a competitive business world, companies must continue to develop by managing their human resources properly (Anees & Heidler, 2021b: 1). With the current competitive level, companies must notice more about retaining employees than maintaining competitive advantage (Suifan et al., 2018: 621). Efforts to reduce employee retention can be performed with compensation, training, a good work environment, provide training so that employees get satisfaction and increase work commitment (Junaidi et al., 2020: 3873).

Desire to change jobs to someone else's employees is a very complicated thing because it is subjective and includes personal decisions of the employee (Anees & Heidler, 2021b). Turnover intention causes financial and non-financial losses for the organization and even becomes a wider social problem (Yu et al., 2020: 3). Therefore,

the increased turnover intention of the employee should be avoided by the management company.

Turnover intention that happens to health workers is a problem experienced by health institutions over the years (Labrague et al., 2020: 191). The turnover intention health workers causes a reduction in the number of health workers, has a negative impact on service quality and patient safety and increases training costs for new health workers (Adriaenssens et al., 2017: 86; Duffield et al., 2014: 2704; Lee & Kim, 2020: 2; North et al., 2013:). Among the factors that influence turnover intention, stress on health workers was found to be an important

Predictor of turnover intention among health workers (Fasbender et al., 2019:2; Labrague et al., 2020:3; Lee & Kim, 2020:1; Yim et al., 2017:1). Lim et al., (2010: 253) Stress is a individual's perception of external demands that

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exceed their perceived capacity. The main sources of stress felt by health workers are excessive workload, changing working hours, lack of rewards, and uncontrollable emotions.

Workload is a multidimensional concept that considers time, mental, physical and stressors (Anees & Heidler, 2021b:3). In terms of ergonomics, the workload felt by a person must be in accordance with the skills, cognitive capacities and limitations they have (Dwi Agustine & Nawangsari, 2020: 1305). Health workers who work in psychiatric hospitals have a high level of stress (Alsaraireh et al., 2014: 460). Health workers in psychiatric hospitals need more vigilance when working, because the patient's condition is uncertain, such as being able to tantrum and hurt people around him and himself. So that the workload felt by health workers can affect the level of turnover intention of the hospital or health agency.

Anees & Heidler (2021b) examines the effect of workload on turnover intention in the education sector. The results showed that workload had a positive impact on turnover intention. On the other hand, in the research belonging to (Bimaputra & Parwoto, 2020) In the results of construction company employees in Indonesia, workload has no effect on turnover intention, which proves that workload is not one of the dimensions that influence or is not a predictor of turnover intention. Based on this, to be able to reduce the level of turnover intention, another factor needed is organizational commitment, with high organizational commitment in employees will improve employee performance (Susanti & Palupingadyah, 2016: 78).

Tett & Meyer (1993) suggests that the high level of employee organizational commitment will increase employee job satisfaction, motivation, performance and creativity and reduce employee absenteeism and turnover intention. Therefore, organizational commitment is considered a quality that must be nurtured in employees because employees who are committed to their company are proven to be less likely to leave the organization. (Mahajan, 2014: 622). Vizano et al (2020a) conducted research on a number of employees in the pharmaceutical industry proved that organizational commitment has a negative effect on turnover intention, however, there are differences in the results of research on the relationship between organizational commitment and turnover intention, (Silaban & Shah, 2018) conducting a study on hospital health workers in Pakistan showed that organizational commitment had no effect on the turnover intention health workers.

That is, the cause of the turnover intention is not due to low organizational commitment but there are several other factors such as low compensation and job dissatisfaction.

Based on the differences in research that still shows a gap between workload and organizational commitment on turnover intention, further research is needed in order to comprehensively explain the effect of workload and organizational commitment on turnover intention. Some researchers suggest testing other variables that may be related to this effect (Dwi Agustine & Nawangsari, 2020; Dwinijanti et al., 2020; Junaidi et al., 2020; O'Brien-Pallas et al., 2010; Vizano et al., 2020). Vizano et al (2020a: 295) suggested adding work motivation and job satisfaction variables as mediators. Dwinijanti et al (2020: 73) suggested to examine more deeply the variables of workload and burnout with job satisfaction as a mediator to determine the behavior of turnover intention. Junaidi et al (2020a: 3877) proposes to add variables of organizational commitment, job satisfaction and organizational culture in examining the factors that influence the turnover intention. Then, the research conducted by (Agustine & Nawangsari, 2020b: 1310) also suggested to examine more deeply the effect of compensation and workload on turnover intention with job satisfaction as a mediator in business and other service sectors.

Of these variables, the authors chose the variable job satisfaction as a mediation because job satisfaction and turnover intention among health workers are very important issues that need to be addressed by hospital management (Dwinijanti et al., 2020: 68). Job satisfaction is also considered to have a strong indirect influence on a person's decision to quit his job (Tett & Meyer, 1993: 260). Not only that, job satisfaction affects the cost of turnover intention, including and can reduce patient satisfaction with hospital services (De Simone et al., 2018: 130; Hayes et al., 2012: 891; O'Brien-Pallas et al., 2010).

HYPOTHESIS DEVELOPMENT

Workload is generated by the relationship between task requirements, the work environment used as a workplace, skills, attitudes and views of employees (Hart & Staveland, 1988). Employees who work in the service industry face the negative impact of workloads that can burden their mental and physical well-being which eventually employees tend to leave their jobs because the workload is too heavy (Pradana & Salehudin, 2015).

Work in the health sector is considered quite challenging because the health profession has duties and responsibilities for the safety of patients' lives and during treatment, the patient's condition is always changing and requires long working hours and irregular work shifts.(Tomic & Tomic, 2011). The high workload felt by health workers will result in their health, decreased quality of work which will lead to dissatisfaction, work fatigue and turnover intention which can affect patient satisfaction and safety (Carayon & Alvarado, 2007). Anees & Heidler (2021b) proves that there is a positive and significant relationship or influence between workload on turnover intention. Therefore, it is important for institutions to be able to better maintain their human resources in order to reduce the risk of turnover intention of employees.

H1 : Workload has a positive and significant effect on turnover intention

Organizational commitment is the level of employee relationship with the organization for the purpose of maintaining membership in the organization or company where they work(Robbins, 2006).Mathis et al (2015: 59)the expansion of organizational commitment focuses more on continuance commitment which explains that the consideration to stay or leave the organization is reflected in the level of absenteeism and turnover.

Turnover can be detrimental to the company because the costs incurred are quite large, therefore, organizational commitment is considered a quality that must be nurtured in employees (Mahajan, 2014: 622). The higher the commitment of employees to the company, the better their loyalty and desire to survive in various conditions, so that the effectiveness of achieving company goals can run optimally (Ekhsan, 2015: 50).Vizano et al (2020a) conducting research in the Indonesian pharmaceutical industry proves that organizational commitment has a negative relationship on turnover intention. Therefore, agencies or organizations must consider ways to increase the commitment and loyalty of health workers to the hospitals where they work, because the consequences will be large and affect the quality of health workers and their patients which can have an impact on turnover intention (Al-Aameri, 2000: 531).

H2 : Organizational commitment has a negative and significant effect on turnover intention

Job satisfaction shows a person's general behavior at work. Employees who feel high job satisfaction tend to behave positively, on the contrary if employees who are dissatisfied with their work tend to behave negatively (Anees & Heidler,

2021b:3). Employees' satisfaction with their work and their commitment to the company has been seen as a major determinant of the effectiveness of a company (Lok & Crawford, 2004). Tett & Meyer (1993) also explained that job satisfaction was found to be one of the strongest predictors in influencing turnover intention. Job satisfaction and turnover intention health workers are important issues that must be addressed by hospital management because they not only have an impact on turnover costs but can also reduce patient satisfaction. Dwinijanti et al., 2020: 70). The relationship between job satisfaction and turnover intention has also been studied before Li et al (2019) on 385 nurses in 13 public hospitals in Beijing, China which proves that there is a negative relationship between job satisfaction and turnover intention, in other words, as job satisfaction increases, the turnover intention of the hospital will decrease.

H3 : Job satisfaction has a negative and significant effect on turnover intention

Workload (both physical and mental) can significantly affect job satisfaction. Physical workload causes fatigue, work errors and decreased productivity (Klussmann et al., 2017). The workload of health workers can be seen from various aspects such as the main function and additional functions, the number of patients treated and the services needed by patients directly or indirectly, the intensity of each job and the time required to complete the work of health workers (Nursalam, 2014). A high workload will cause errors due to inability to cope with work demands and cause negative effects such as job dissatisfaction (Barahama et al., 2019; Safitri & Astutik, 2019).

Job satisfaction can be increased by considering the number of employees' workloads because excessive workloads can reduce job satisfaction (Anees et al, 2021b). Job satisfaction refers to a person's attitude towards work. Health workers who are satisfied with their work tend to have a positive attitude, while health workers who are dissatisfied with their work affect their psychological conditions, such as frustration, fatigue, boredom, unstable emotions, and frequent absences which affect the turnover intention (Barahama et al., 2019). Novita & Kusuma (2020) which proves that workload is negatively related to job satisfaction

H4 : Workload has a negative and significant effect on job satisfaction.

When an employee in the organization has a strong organizational commitment, then this makes the employee responsible for the work so as to produce good performance and in the end will provide employee job satisfaction on the results of his work (Rasyid & Indarti, 2017: 41). Meyer & Tett (1993) argued that with a high level

of organizational commitment to employees, job satisfaction, motivation, performance and creativity of employees will increase and reduce the ratio of absenteeism and turnover intention.

The hospital industry is a health service agency that is closely related to service quality. The quality of service in a hospital is strongly influenced by the services provided by health workers in carrying out their duties and responsibilities to patients. With the feeling of being bound or committed between health workers and hospitals, health workers have a sense of trust, foster loyalty and show concern for hospitals so they don't think about leaving the institution (Vizano et al., 2020a: 289). Owned research (Renyut et al., (2017: 19) testing the relationship of organizational commitment on employee job satisfaction proves that organizational commitment has a positive and significant effect on job satisfaction

H5 : Organizational commitment has a positive and significant effect on job satisfaction.

Workload is the pressure or demand felt due to the amount of work and the severity of the task (Tomic & Tomic, 2011). When carrying out their duties and responsibilities, a health worker is expected to complete the task within a certain time (Safitri & Astutik, 2019). The high workload felt by health workers has an impact on the physical and mental health of health workers and affects the quality of work such as dissatisfaction, fatigue, and turnover intention which also affects patient safety and satisfaction (Carayon & Alvarado, 2007).

Job satisfaction is an important variable in the success of an organization because it is seen as one of the important factors for measuring the attitudes and behavior of a person in the organization on the influence of work in their lives and determining the life satisfaction of each employee. Health workers who are satisfied with their work will show a positive attitude that can affect performance and increase morale so that when doing work they do not feel burdened. This will reduce the turnover intention in the hospital where he works (Carayon & Alvarado, 2007). Therefore, job satisfaction of health workers plays an important role in influencing the relationship between workload and turnover intention of health workers. This research is supported by the results of research (Dwinijanti et al., 2020) on 190 nurses in hospitals (type B) in Indonesia found that job satisfaction was proven to mediate the relationship between workload and turnover intention.

H6 : Job satisfaction mediates the relationship between workload and turnover intention

Organizational commitment is one of the most decisive factors in an employee's decision to

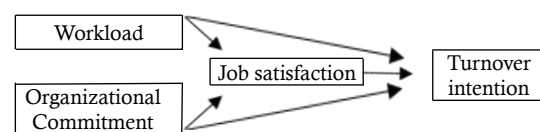
continue or leave the company (Meyer & Allen, 1991). Employees with a strong organizational commitment will make the employee responsible for his work so that it will provide good work results and will ultimately increase his own satisfaction with his work (Rasyid & Indarti, 2017: 41).

Job satisfaction and turnover intention are considered as factors that reflect employees' future expectations for their work. This expectation is influenced by feelings of commitment to work and feelings of satisfaction. When working conditions meet the expectations of health workers, health workers will feel relatively high job satisfaction and low turnover intention (Tran et al., 2020: 5). Owned research (Vizano et al., 2020b) in the pharmaceutical industry proves that job satisfaction can mediate the relationship between organizational commitment and turnover intention. In other words, organizational commitment through job satisfaction will encourage lower turnover rates.

H7 : Job satisfaction mediates the relationship between organizational commitment and turnover intention.

Based on the development of hypotheses, the research model can be formed as follows:

Picture 1. Framework of thinking



METHOD

The type of research used in this research is descriptive research which is defined as research that describes a series of processes. Descriptive research only explains what happened and does not explain the situation that happened, whether good or bad or having a positive or negative impact (ferdinand, 2014: 99). The research design used is quantitative. Quantitative research methods are scientific methods because the research data is in the form of numbers and the analysis uses statistics (sugiyono, 2016: 7). Quantitative research methods aim to show the relationship between variables, test theories and seek generalizations with predictive values (sugiyono, 2016: 14).

This study aims to examine the influence of workload and organizational commitment on turnover intention with job satisfaction as a mediating variable. Sources of data used in this study are primary data. Primary data were obtained through interviews, observations and research instruments which were distributed to respondents, namely non-CIVIL SERVANT health workers.

The population in this study were non-civil servant health workers at psychiatric hospital Dr Amino Gondohutomo, Central Java Province. The population in this study was less than 100, so the sampling used was saturated sampling. In this study, the authors use a sampling approach with a non-probability sampling technique, namely a sampling technique with a saturated sampling technique or can be called a census, this technique uses all members of the population to be sampled (Sugiyono, 2016: 84). So the sample in this study were 84 non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo, Central Java Province. The power analysis method uses Structural Equation Model Partial Least Square (SEM-PLS) with SmartPLS 3.0 software.

(Meshkati, 1988) defines workload as the difference between the capacity or ability of employees in the demands of work that must be borne at the expense of physical and mental, therefore each employee has a different level of burden. The level of workload that is too high allows a person to spend energy and stress occurs. Workload is measured using 7 statement items from (Hart & Staveland, 1988) through the NASA-Task Load Index (TLX) using a Likert scale of 1-5, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Some examples of statements from workload are "I often feel psychologically exhausted when doing work" and "I feel pressured because the time used to work is longer than it should be".

Organizational commitment according to (Meyer & Allen., 1996) is a psychological state that characterizes an employee's relationship with the organization and influences an employee's decision to stay on or leave his job. Organizational commitment is measured using 5 statement items from (Meyer & Allen., 1996) using a Likert scale of 1-5, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Here are some examples of statements of organizational commitment, namely "I have an emotional interest in the hospital where I work" and "I find it harder to leave this hospital from time to time".

According to (Anees & Heidler, 2021) Job satisfaction is the emotional state of an employee that reflects his emotional response to work and working conditions. Someone who feels high job satisfaction, will have positive behavior on their job, while people who feel low job satisfaction will behave negatively. Job satisfaction is measured using 7 statement items from (Spector, 1997) using a Likert scale of 1-5, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Some examples of statement items from job satisfaction "I feel happy working in this hospital"

and "I am paid enough according to the work I do".

Definition of turnover intention according to (Mobley, 1977) is the desire or intention of employees to voluntarily resign from one workplace to another according to their choice. Turnover intention is measured through the "Turnover Intention Scale (TIS) using 3 statement items that were in accordance with the object of research. The 3 statement items were measured using a Likert scale of 1-5, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Some examples of statement items of turnover intention are "I often think about leaving my job" and "I often look on the internet or other sources of alternative work".

RESULTS AND DISCUSSION

Rule of thumb used for convergent validity is the value of outer loading > 0.7 and Average Variable Extracted (AVE) > 0.5 to be able to meet convergent validity (Abdillah & Hartono, 2015: 195). Another method used to fulfill discriminant validity is to compare the constructs with other constructs with the rule of thumb. The rule of thumb of discriminant validity is outer loading > 0.70 in one variable and the root of AVE > correlation of latent variables. (Abdillah & Hartono, 2015: 195-196)

Table 1. AVE value and root AVE

Variable	AVE	$\sqrt{\text{AVE}}$
Workload	0.541	0.736
Organizational Commitment	0.530	0.728
Job satisfaction	0.577	0.760
Turnover intention	0.838	0.915

Based on Table 1, the AVE root value is greater than the AVE value. Therefore, it can be concluded that the construct is valid.

Instrument Reliability

Reliability is a measure that shows how well a questionnaire can measure variables consistently and stably. The concept of reliability is in line with construct or quantitative validity. A valid construct is definitely reliable, while a reliable construct is not necessarily valid (Abdillah & Hartono, 2015: 196). In testing the reliability of a questionnaire, there are two methods, Cronbach's alpha method and Composite reliability. The rule of thumb of Cronbach's alpha and Composite reliability is > from 0.70 (Abdillah & Hartono, 2015: 196).

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Workload	0.774	0.842
Organizational Commitment	0.705	0.816
Job satisfaction	0.807	0.912
Turnover intention	0.825	0.874

Based on Table 2, each latent variable has Cronbach's alpha and composite reliability values that meet the rule of thumb requirements > 0.7 . It can be concluded that the research instrument is able to measure the variables accurately and consistently.

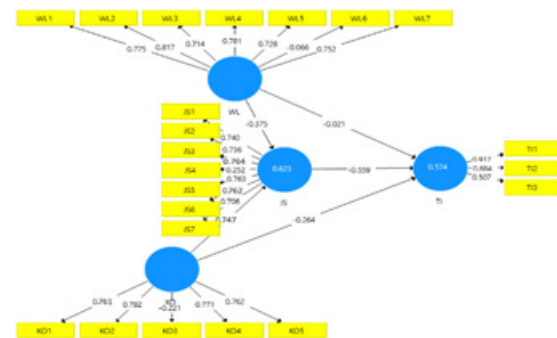
The R-square value is used to measure the level of variation of changes in the independent variable on the dependent, therefore the higher the R-square in a model, the better the prediction model of the proposed research model.(Abdillah & Hartono, 2015).

Table 3. Coefficient of Determination

Variable	R2	Composite Reliability
Job satisfaction	0.594	0.842
Turnover intention	0.597	0.816

Based on Table 3, it is known that R2 on the job satisfaction variable is 0.594 and the turnover intention variable is 0.597. If the value is multiplied by 100%, the value indicates that the coefficient of determination of job satisfaction of 59.4% can be explained by the workload and organizational commitment variables, while the remaining 40.6% is explained by other variables outside the model in this study. Furthermore, the coefficient of determination of the turnover intention variable is 59.7% which can be explained by the variables of workload, organizational commitment and job satisfaction, while the remaining 40.3% is explained by other variables outside the model in this study.

Hypothesis testing in this study uses analytical techniques using Structural Equation Modeling (SEM) with the alternative method Partial Least Square (PLS) using SmartPLS 3.0 software. Hypothesis testing is done by looking at the t-statistics and p-values on each variable. The rule of thumb used in this study is the original sample value which is used to distinguish the direction whether it is positively or negatively related, the t-statistic value > 1.97 with a significance level of p-value of 0.05 (5%).

Figure 2. Outer loading path diagram PLS Model

Information:

WL : Workload

KO : Organizational Commitment

JS : Job satisfaction

IT : Turnover intention

	Original Sample	T-Stats	P-Value	KET
WL → TI	0,051	0,531	0,596	Rejected
KO → TI	-0,278	2,838	0,005	Accepted
JS → TI	-0,583	5,327	0,000	Accepted
WL → JS	-0,368	4,103	0,000	Accepted
KO → JS	0,532	6,670	0,000	Accepted
WL → JS	0.251	2.953	0.003	Accepted
→ TI	0.251	2.953	0.003	Accepted
KO → JS	-0.310	3.906	0.000	Accepted
→ TI				

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample 0.051 and t-statistic 0.531 < 1.96 with p-value of 0.596 > 0.05 . So it can be concluded that H1 which states that workload has a positive and significant effect on the turnover intention in this study was rejected.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample -0.278 and t-statistic 2.838 > 1.96 with a p-value of 0.005 < 0.05 . So it can be concluded that H2 which states organizational commitment has a negative and significant effect on turnover intention in this study is accepted.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample -0,583 and t-statistic value 5.327 $>$

1.96 and p-value of $0.000 < 0.05$. Can be concluded that H3 which states job satisfaction has a negative and significant effect on turnover intention in this study is accepted.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample -0.368 and t-statistic value $4.103 > 1.96$ and p-value of $0.000 < 0.05$. So it can be concluded that H4 which is a workload that has a negative and significant effect on job satisfaction in this study is accepted.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample 0.532, t-statistic value $6.670 > 1.96$ and p-value of $0.000 < 0.05$. So it can be concluded that H5 which states organizational commitment has a positive and significant effect on job satisfaction in this study is accepted.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample 0.251 and t-statistic value $2.953 > 1.96$ and p-value of $0.003 < 0.05$. So it can be concluded that H6 which states that workload affects the turnover intention through job satisfaction as a mediating variable in this study is accepted.

Based on the results of hypothesis testing using Partial Least Square (PLS) the value of the original sample -0.310 and t-statistic value $3.906 > 1.96$ and p-value of $0.000 < 0.05$. So it can be concluded that H7 which states organizational commitment has an effect on turnover intention through job satisfaction as a mediating variable in this study is accepted.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of this researcher who was tested using Partial Least Square (PLS), it can be concluded that workload has no effect on turnover intention. This proves that the low or high workload felt by non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo did not affect the turnover intention of the non-civil servant health workers of psychiatric hospital Dr. Amino Gondohutomo.

Organizational commitment has a negative and significant effect on turnover intention. That is, if non-civil servant health workers psychiatric hospital Dr. Amino Gondohutomo has a high organizational commitment, his turnover intention is getting lower and he will choose to stay at psychiatric hospital Dr. Amino Gondohutomo.

Job satisfaction has a negative and significant effect on turnover intention. That is, the job satisfaction felt by non-civil servant health workers of psychiatric hospital Dr. Amino Gondohutomo is high, the turnover intention the hospital will be lower and health workers will stay at psychiatric hospital Dr. Amino Gondohutomo.

Workload has a negative and significant effect on job satisfaction. That is, if the workload felt by non-civil servant health workers at the psychiatric hospital of Dr. Amino Gondohutomo is low, it will increase the job satisfaction felt by non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo.

Organizational commitment has a positive and significant effect on job satisfaction. That is, if the organizational commitment felt by non-civil servant health workers of psychiatric hospital Dr. Amino Gondohutomo is high, it will increase the job satisfaction felt by non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo.

Job satisfaction was able to mediate the effect of workload on the turnover intention non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo. That is, when the perceived workload is low, the job satisfaction felt by non-civil servant health workers is high which can then minimize the turnover intention. On the other hand, if the perceived workload is high, the job satisfaction felt by non-civil servant health workers will be low which will then increase the turnover intention the non-civil servant health worker psychiatric hospital Dr. Amino Gondohutomo.

Job satisfaction also was able to mediate the effect of organizational commitment on the turnover intention non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo. That is, when the organizational commitment felt by non-civil servant health workers is high, the job satisfaction felt by non-civil servant health workers will also be high, which in turn can minimize the turnover intention. On the other hand, if the organizational commitment felt by non-civil servant health workers is low, then the job satisfaction felt by non-civil servant health workers is also low which can then increase the turnover intention the non-civil servant health workers at psychiatric hospital Dr. Amino Gondohutomo.

Suggestions for future researcher who want to test the indirect effect on turnover intention can use other mediating variables such as the work environment, because it is one of the external factors that has a big influence on improving performance so that it can reduce the turnover intention. Future research is expected to be able to conduct research on various objects to generalize research results such as in other service sectors

and manufacturing industries.

The hospital management can reduce the workload by increasing the number of health workers. And also, in increasing organizational commitment can create a harmonious atmosphere in the environment such as holding briefing every start of work or holding discussions about tasks and sharing about difficulties during work and finding solutions. So, that the bonds that non-civil servant health workers have with fellow colleagues and their superiors can be established properly.

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