

A Mobley Theory to Predict Organizational Commitment as a Media Factor on Turnover Intention: A Structure Equation Model

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Abstract

Background: In hospitals, competent human resources are needed in their fields. one of which is a nurse who has the responsibility and authority in providing nursing services to patients for 24 hours. **Objective:** The study aimed to examine the effect of work motivation, and compensation on turnover intention of inpatient nurses at Hospital X with organizational commitment as a mediating variable. **Method:** This study applied the quantitative with survey approach. **Result:** The results showed that the work motivation variable had a negative effect on turnover intention, this was indicated by the estimate value = -0.348 P-Values = 0.001 < = 0.05. Compensation has a negative effect on turnover intention, this is indicated by the value estimate = -0.288 P-Values = 0.004 < = 0.05. Organizational commitment has a negative effect on turnover intention, this is indicated by the value estimate = -0.350 P-Values = 0.014 < = 0.05. Work motivation has a positive effect on organizational commitment, this is indicated by the value estimate = 0.435 P-Values = 0.000 < = 0.05. Compensation has a positive effect on organizational commitment, it is indicated by the value estimate = 0.304 P-Values = 0.000 < = 0.05. **Conclusion:** Work Motivation and Compensation Variables have an effect on Turnover Intention mediated by Organizational Commitment.

Keywords: work motivation, compensation, organizational commitment, turnover intention

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INTRODUCTION

Along with the development of the hospital, the challenges faced are also increasing. One of them is the turnover intention that occurs in nurses. Mobley (2011) provides a limit on turnover as the cessation of an individual from a member of the organization concerned (1). Turnover intention is a serious problem in every company, including hospitals. Turnover can be in the form of resignation, transfer out of an organizational unit, dismissal, or death of a member of the organization.

A high turnover rate will have a negative impact on the organization, such as creating instability and uncertainty in labor conditions and increasing human resource costs, namely in the form of training costs that have been invested in employees to recruitment and retraining costs (1).

Mobley, 2011 suggests, there are three indicators used to measure turnover intention, namely thoughts of quitting, the desire to leave (intention to quit) and the desire to find another job (intention to search for another job). Robbins and Judge (2015) say that the main impact of turnover intention for companies is cost (2). High turnover rates will result in inflated recruitment, selection, and training costs. In addition, the employee turnover rate that is too large or involves valuable employees will be a disturbing factor that hinders the effectiveness of the organization. Griffin and Ebert (2007) state that high employee turnover has negative consequences, which include disruption of production schedules, high training costs, and reduced productivity.

Factors and theories that can influence the occurrence of turnover intention in nurses include: nurses' work motivation, compensation obtained, and organizational commitment. These three

factors can have a very large influence on the problem of nurse turnover intention.

The first factor is work motivation, which is an internal driving force that causes humans to do something or try to fulfill their needs (Maslow, 2010). Maslow said that work motivation will encourage people to fulfill their life needs. Basically work motivation can spur employees to work hard so that they can achieve their goals. This will increase employee productivity so that it affects the achievement of company goals. Robbins and Judge (2012) state that work motivation has a persistence dimension which is a measure of how long a person can maintain his business (3). Motivated individuals persist in performing a task long enough to achieve its goals.

The second factor is compensation, any form of payment or reward given to an employee and arising from the employee's work (4). Appropriate compensation will be able to affect employee job satisfaction. Employees who have a negative perception of compensation will cause a decrease in job satisfaction and an increase in turnover. Negative perceptions of the compensation received, indicating that employees are dissatisfied with the compensation received, employees tend to have beliefs, thoughts and opinions that the company provides compensation that is not in accordance with its performance contribution so that it has an impact on poor service to consumers, tends to move to other companies, and often absent from work.

The purpose of compensation is to emphasize that the goals and interests of the company must be aligned with the goals and interests of employees, with this alignment employees are expected to feel as owners of the company so that they have the initiative to take more

actions to improve business goals.

In general, the compensation system includes: Efficiency, Equity, Compliance with laws and regulations, Acquire qualified personnel, Retain current employees, Ensure equity, Reward desired behavior, Control costs, Comply with legal regulation, Facilitate understanding and Administrative efficiency. The compensation system should be designed to can be managed efficiently, making the human resource information system optimal, although this goal should be an additional consideration in addition to other goals.

The third factor is organizational commitment. The theory of Allen & Meyer (5) states that organizational commitment is the emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization. Low organizational commitment is one of the factors triggering the desire of employees to leave the organization. Organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the wishes of the organization, certain beliefs, and acceptance of the values and goals of the organization. It can be interpreted that how high an employee's commitment to the organization where they work determines the achievement of the organization's goals. If the commitment of the followers of the organization is high, they will carry out their duties optimally and can produce high performance.

Greenberg & Baron (2003) state that organizational commitment is the degree to which employees are involved in their organization (6). It wishes to remain members, which includes an attitude of loyalty and willingness of

employees to work optimally for the organization where the employee works.

The services provided by Hospital X are health services for general patients, BPJS insurance and private insurance. Hospital X has 132 beds supported by human resources consisting of general practitioners, specialists or subspecialists and dentists. For general practitioners, their employment status is as permanent doctors, while for specialists or subspecialists, dentists are part-time doctors. The results of interviews and a preliminary survey to 10 people found that most of the nurses (80%) said they rarely received training and promotion opportunities and developed themselves from the hospital because seen from the period of work and experience of nurses, most nurses (60%) considered work another with higher compensation. All nurses (100%) said the salary and benefits received were less and not balanced with the existing workload so that the work motivation of nurses decreased and it was found that all nurses (100%) experienced a decrease in organizational commitment caused by lack of attention from management on compensation, some nurses (60%) feel dissatisfied with their work.

OBJECTIVE

The study aimed to examine the effect of work motivation, and compensation on turnover intention of inpatient nurses at Hospital X with organizational commitment as a mediating variable.

METHOD

Design

This study applied the quantitative with cross-sectional approach. This study used a survey through data collection carried out by giving a questionnaire accompanied by limited respondent interviews.

Sample, Sample Size, & Sampling Technique

One hundred and seventeen nurses were recruited in this study from inpatient room, Hospital X. The researcher selected the samples using the Purposive Sampling technique.

Inclusion criteria in selecting samples in this study include: 1) Nurse on duty in the inpatient treatment room; 2) Nurses who have a minimum D3 Nursing background. The exclusion criteria such as 1) Nurses who not attend at the time of the study; 2) Nurses who refuse to be respondents

Ethical consideration

This research has obtained approval from the Esa Unggul University Research Ethics Commission No.0922-01.042/DPKE-KEP/FINAL EA/UEU/I/2022 published on 26 January 2022. Prior to data collection, the researcher used informed consent which was distributed to respondents.

The instrument for data collection

Demographic questionnaire. The questionnaire was used to measure the demographic data. The questionnaire consisted of 54 question items which were divided into four variable scale definitions, namely work motivation, compensation, organizational commitment and turnover intention. This research questionnaire was prepared by submitting a closed statement and answer choices to be submitted to the research sample with a Likert Interval scale.

Turnover intention questionnaire. This questionnaire is used to measure the assessment of nurses' wishes in terms of turnover intention. The researcher modified the instrument based on Mobley's Theory where the turnover intention instrument consists of three dimensions

with 7 indicators. The questionnaire measurement scale using a Likert scale 1-5 such as 1 = Strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The Cronbach alpha value of this instrument is 0.976 which indicates that the instrument is reliable.

Work motivation questionnaire.

The work motivation questionnaire was used to measure the nurse's assessment in terms of work motivation. The researcher modifies the instrument based on Maslow's theory where this instrument consists of 5 dimensions and 8 indicators. The measurement scale of the questionnaire uses a Likert scale of 1-5. 1= Strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The Cronbach alpha value of this instrument is 0.972 which indicates the instrument is reliable

Compensation questionnaire.

Compensation questionnaire was used to measure the assessment of nurses' perceptions of compensation. The researcher modifies the instrument based on Dessler's theory where this instrument consists of 2 dimensions and 8 indicators. The measurement scale of the questionnaire uses a Likert scale of 1-5. 1= Strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The Cronbach alpha value of this instrument is 0.960 which indicates that the instrument is reliable

Organizational commitment questionnaire.

The organizational commitment questionnaire was used to measure nurses' assessment of organizational commitment. Researchers modified the instrument based on the theory of Allen & Meyer where this instrument consists of 3 dimensions and 4 indicators. The measurement scale of the questionnaire uses a Likert scale of 1-5. 1= Strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The

Cronbach alpha value of this instrument is 0.977 which indicates the instrument is reliable.

Validity and reliability of Instruments

In this study, the validity test was carried out and tested on 30 samples. Based on the results of the validity test of the 54 variable indicators observed in the exogenous latent variables that have passed the validity test. Thus, the research instrument of 54 indicators has met the validity requirements.

Based on the reliability test shows that all variables CR > 0.70 and VE > 0.50, meaning that all indicators in this study are reliable

Data Analysis

The data analysis technique used is Structural Equation Modeling (SEM). (1) Testing the relationship of causality, validity and reliability, (2) Testing several dependent variables with independent variables, (3) Measuring indicator variables affect the factor variables.

RESULTS

Characteristic of respondents

The characteristics of the respondents in this study showed that there were 10 male respondents (14.29%) and 60 female respondents (85.71%). This shows that the majority of respondents are female. Most of the nurses are in the age group of 21-35 years by 42 people (60%). Of the 117 respondents studied based on education, it was dominated by Diploma education of 97.14% (70 people). Furthermore, respondents who were studied based on years of service, 10 respondents (14.29%) had worked <1 year, 20 respondents (28.57%) worked between 1-5 years and 40 respondents (57.14%) had worked > 5 years

Model of Fit

AMOS program to test a series of relationships between variables simultaneously. The test for goodness according to the factors influencing turnover intention in the Table. 1

Table 1. Goodness of fit model

GOF Index	Cut-Off Value	Output
Probability	$p > 0.05$	0.682
RMSEA	$RMSEA \leq 0.08$	0.001
RMR	$RMR < 0.05$	0.007
GFI	$GFI \geq 0.9$	0.919
AGFI	$AGFI \geq 0.8$	0.853
CMIN/DF	$CMIN/DF \leq 2$	0.896
TLI	$TLI \geq 0.95$	1.000
CFI	$CFI \geq 0.95$	1.000
NFI	$NFI \geq 0.90$	0.974
IFI	$IFI \geq 0.90$	1.000

Regression weight value

The results found that there is relationship between the Turnover intention with motivation (p-value =0.001). There is positive association between Turnover intention with compensation (p-value =0.004). There is relationship between turnover intention with organizational commitment (p-value =0.014). Other results showed that there is relationship between organizational commitment with motivation (p-value=0.000) and compensation (p-value=0.000). structural equations in this study are as follows:

$$Z = 0.435 X_1 + 0.304 X_2 + e;$$

$$Y = -0.348 X_1 - 0.288 X_2 - 0.350Z + e;$$

Table 2. Regression weight scores

Construct relationship	Estimate	S.E.	C.R.	p
Turnover intention → motivation	-0.348	0.109	-3.202	0.001
Turnover intention → compensation	-0.288	0.101	-2.865	0.004
Turnover intention → Organizational commitment	-0.350	0.143	-2.451	0.014

Organizational commitment → motivation	0.435	0.086	5.086	0.000
Organizational commitment → compensation	0.304	0.085	3.570	0.000

Coefficient of Determination Test Analysis (R-Square)

Structural model evaluation was conducted to obtain the coefficient of determination. The coefficient of determination aims to measure how far the model's ability to explain the variance of the dependent variable is. The value of the coefficient of determination is between 0

and 1. The value of the coefficient of determination (R^2) is close to the value of 1. The value of R^2 explains how much the independent variable hypothesized in the equation is able to explain the dependent variable. Sugiyono (2016) explains the criteria for limiting the value of R^2 into three classifications, namely the value of $R^2 = 0.67, 0.33,$ and 0.19 as substantial, moderate, and weak.

Squared Multiple Correlations: (Group number 1 - Default model)	
Variable	Estimate
Organizational commitment	0.788
Turnover intention	0.835

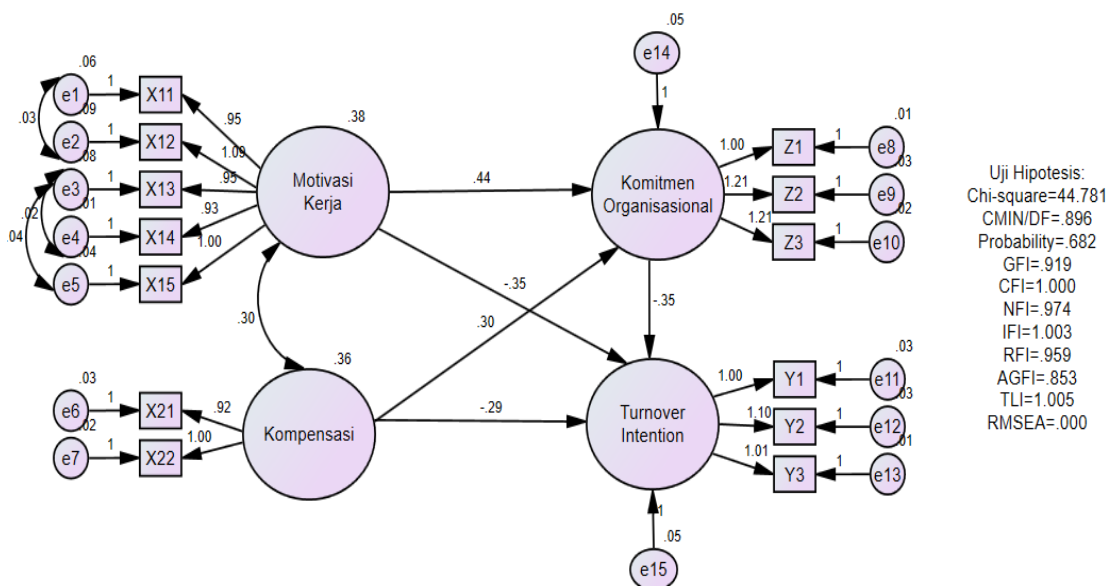


Figure 1. Structural equation model of turnover intention

Discussion

Work motivation, compensation, and organizational commitment have a simultaneous effect on the turnover intention of Hospital X.

The results of this study indicate that work motivation, compensation, and organizational commitment have a simultaneous effect on the turnover intention of nurses in Hospital X. This means that if work motivation, compensation, and organizational commitment increase, it will reduce the turnover intention of nurses at the Hospital. X, and vice versa if work motivation, compensation, and organizational commitment are low, it will increase the turnover intention of nurses at Hospital X.

Turnover intention will arise if the nurse experiences a decrease in motivation at work. Motivation is defined as a process that explains the intensity, direction and persistence of an individual to achieve his goals. High motivation from employees will lead to individual and company success in achieving high performance and impacting employee commitment to the company (7). With the results of this study as well as confirm the research conducted by Sartono et al. (8), and Diputra et al. (9) who found that work motivation, compensation, and organizational commitment were simultaneously able to reduce the level of turnover intention in companies.

Work motivation affects the turnover intention of hospital X.

The results of this study indicate that work motivation has a negative and significant effect on the turnover intention of nurses at Hospital X. This means that if work motivation increases, it will decrease the turnover intention of nurses at Hospital X, and vice versa if work motivation is low, it will increase the turnover intention of nurses in Hospital X.

Motivation is a change in the attitude that exists within a person to take action/work in order to achieve a better balance (10-11).

These results also were consistent with previous study confirm that work motivation has a negative and significant effect on turnover intention, where good employee motivation tends to experience low turnover intention (12)

Compensation affects the turnover intention of Hospital X

The results of this study indicate that compensation has a negative and significant effect on the turnover intention of nurses in Hospital X. This means that if compensation increases, it will decrease the turnover intention of nurses at Hospital X, and vice versa if compensation is low, turnover intention of nurses in Hospital X. Pain X will increase.

Thomson (2002) argues that compensation is one of the reasons why someone works in one organization rather than in another (13). Compensation can lead to an increase or decrease in the employee's desire to move. If the compensation obtained is in accordance with the contribution of the employee, the employee will feel comfortable working in the company, so that the desire to move to another place will decrease. The results were consistent with previous studies mentioned that compensation would reduce employee turnover intention, or conversely a low level of compensation would increase employee turnover intention (14). Another study reported that self-efficacy also has positive correlation with carrier development (15)

Organizational commitment affects nurses' turnover intention at hospital X.

The results of this study indicate that organizational commitment has a negative and significant effect on the turnover intention of nurses at Hospital X. This means that if organizational commitment increases, it will reduce the level of turnover intention of nurses at Hospital X, and vice versa if organizational commitment is low, then the level of turnover intention of nurses in Hospital X will increase.

Commitment is a force that binds individuals to take action (16). The facts in the field also prove that commitment is an important factor that is full of feelings of continuity, and is related to rewards that determine employees' decisions to leave or stay in the company (17). It was consistent with study found that organizational commitment plays an important role in reducing employee turnover intention in a company (14). However, another study also found that there was no effect between Organizational Commitment on Turnover Intention (18)

Work motivation affects nurses' organizational commitment at hospital X

The results of this study indicate that work motivation has a positive and significant effect on the organizational commitment of nurses at Hospital X. This means that if work motivation increases, it will increase the organizational commitment of nurses at Hospital X, as well as low work motivation, then the organizational commitment of nurses in Hospital X will increase.

A previous study found that there was a positive and significant effect between work motivation and organizational commitment (19). The better the work motivation that a person has, the higher the organizational commitment felt by that person.

Compensation affects nurses' organizational commitment at Hospital X.

The results of the research conducted showed that compensation had a positive and significant effect on the organizational commitment of nurses at Hospital X. This means that if compensation increases, it will increase the organizational commitment of nurses at Hospital X, and vice versa if compensation is low, then the organizational commitment of nurses in Hospital X. Hospital X will decline.

A previous study found that the compensation received by employees increases organizational commitment and has a positive and significant effect on organizational commitment (18).

Conclusion

Based on the results of this study with this sample, the results of the study indicate that work motivation, compensation, and organizational commitment have a simultaneous effect on nurses' turnover intention, therefore Hospital X must pay attention to work motivation and compensation experienced by nurses so that nurses will be able to play more roles far from work motivation. Organizational commitment is the variable that has the greatest direct influence on the turnover intention of nurses at Hospital X

Implication

Reviewing the remuneration system which includes a review of the incentive or salary increase system for health workers in accordance with work motivation and a compensation system designed to be managed efficiently

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