

ANALYZING THE ROLE OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN MINIMIZING TURNOVER INTENTION

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Abstract: As an organization, hospitals should always make efforts to improve the performance of their employees because those employees will help the hospitals to attain their vision, mission, and goals. This research aims to analyze the effect of organizational climate on turnover intention in mediating organizational commitment and job satisfaction. The research type is a cross-sectional study with a quantitative approach. Data collection is done in one-time observation through a survey involving questionnaires. Items of the questionnaire are arranged on the Ordinal Likert Scale. The data analysis instrument is Variance Based Structural Equation Modelling (SEM), or Second-Order Partial Least Square Program (Smart PLS Version 2.0). The research subject or analysis unit is all employees at Mother-Child Health Hospital of Rembang. Population (N) of research includes all hospital employees, a total of 218 individuals. The employees are divided into clinical staff involved in health care services and non-clinical staff who are definitely not included in the clinical group. The sampling technique is random sampling which takes only some population members to represent the population. There are 70 individuals selected from the workgroup to act as respondents. Then, several conclusions are obtained from the analysis and results of the hypothesis test. A good organizational climate can strengthen organizational commitment. Regarding this position, it is suggested that Mother-Child Health Hospital of Rembang maintain and improve its organizational climate.

Keywords: Organizational Climate, Turnover Intention, Organizational Commitment, Job Satisfaction

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Employees of the hospital are one of the important components in the hospital that influence not only any service delivered by the hospital but also the satisfaction of the patients. The users of hospital services usually assess their satisfaction with these services by whether the individuals who deliver the service are professional or not. Hidayat (2018) stated that employees are the only resource in the organization with the mind, feeling, desire, capability, skill, knowledge, motivation, power, and work. It was said by Jufrizen (2015) that an organization is capable of developing if there are individuals in that organization who also want to develop. A well-managed organization with complete structure and convenient work facility is considered meaningless if no human can manage, use and maintain this organization. Mangkunegara (2017) believes an organization may have an intelligent and sophisticated system and program. Still, without support and cooperation from individuals in the organization, the organization will be less functional than it should be.

Within the context of Indonesia, the capacity of the national health system to deal with the covid-19 pandemic is still low. National Task Force for Covid-19 Pandemic has taken efforts needed to cope with this pandemic, including reinforcing the health system to ensure that the hospitals are available and capable of handling patients. The other efforts are maximizing the usage of online medicine treatment (medicine network), optimizing the usage of telemedicine platforms (telemedicine system), and preparing emergency funds for the health sector to minimize health care costs. The hospital's health care services represent one factor, but another important factor is human resources or the hospital's employees. The covid-19 pandemic not only harms Indonesian citizens but also drains the energy of health workers in various treatment centers during the outbreak. Health workers have worked beyond their job description, including making coordination with Public Health Centers or other health facilities to determine programs and steps needed to handle covid-19 patients, conducting data analysis and identifying risk groups that need immediate treatment, and building coordination with neighborhood caretakers (Chief of Neighborhood, Chief of Residents,

Staffs at Village Office, and the elders) to determine the targeted risk group and modify health service based on field conditions, and socializing integratedly to the societies the programs that are considered essential for the prevention of covid-19 infection (Peraturan Menteri Kesehatan, 2020). The covid-19 pandemic has affected the development of human resource competence by making the competence stagnant for a while during uncertain times. The vanguard of efforts to counter the covid-19 pandemic is physicians, nurses, and all hospital or health facilities personnel who deliberately expose themselves to coronavirus infection. Most importantly, Physicians and Nurses are personnel who makes first direct contact with coronavirus patients.

Hospitals are providers of health care services, and the number seems to increase yearly. Indonesian Hospital Association (PERSI – Persatuan Rumah Sakit Seluruh Indonesia) showed 2,773 public and private hospitals in Indonesia. In the last six years, the growth of public hospitals is not rapid as the growth of private hospitals. Averagely, the growth level of public hospitals is 0.4% which is too low compared to the growth level of private hospitals, which reaches 15.3%. This comparison is unequal, although the number of non-profit private hospitals is decreasing. The remaining hospitals must confront each other in a strict competition, and that situation, sooner or later, will require them to develop their competitiveness. One way toward this competitiveness is by improving health care services' quality. It was explained by Putra and Suwandana (2018) in the *Journal of Health Service Management* that the efficiency and effectiveness of the delivery of health care services based on the available resources represent one of four aspects that constitute the indicator of quality control of hospital services. The other three aspects are the aspect of clinical matters, the aspect of safety, security, and pleasure of patients, and the aspect of patient satisfaction. Job satisfaction is usually good when organizational resources are managed efficiently and effectively. As an organization, hospitals should always try to improve their employees' performance because those employees will help them attain their vision, mission, and goals.

A review was conducted on documents in December 2018. It was later known that Mother-Child Health Hospital of Rembang, located at Lawu Street No 5 of Rembang City, had 218 employees. After examining retainer or salary given to employees, it was found that contractor and permanent employees have equal rights. Every employee was titled to a raise in the main salary by 10% every year and also titled to receive benefits, incentives, Great Day Benefit, and 13th Salary. The hospital protects employees under the coverage of health and wealth insurance. All employees are registered in two programs. One program is called National Health Insurance (JKN – Jaminan Kesehatan Nasional) that is handled by Social Security Administrator Agency (BPJS – Badan Penyelenggara Jaminan Sosial) for Health Sector. The second is a compilation of various programs managed by the Social Security Administrator Agency for the Employment Sector. This compilation comprises Work Accident Insurance (JKK – Jaminan Kecelakaan Kerja), Death Insurance, Old Age Treatment Plan (JHT – Jaminan Hari Tua), and Pension Plan. Every employee is allowed to attend training & education classes for 20 hours minimally in a year based on the competence that employee has. Every employee is allowed to participate in an outbound program or recreative event held annually. All these represent any organization's efforts to improve employee retention and keep the turnover rate low. The demand for employees for hospital operations has been arranged in the Regulation of the Minister of Health Affairs No 30 of 2019. The Regulation required that the number of nurses is set in a comparison of 1 nurse for one bed, whereas the number of other health workers should be adjusted to this comparison. However, Mother-Child Health Hospital of Rembang finds difficulty in dealing with the problem of efficiency in cutting down personnel budget. Two reasons are behind this problem. One reason is that the hospital does not yet have personnel reserves available to replace employees who decide to resign. The other reason is that orientation and training programs take four months to introduce the recruits to the jobs. Employee turnover at the hospital is a quite sensitive issue because the turnover may harm healthcare

delivery, and the new members must need enough time to be competent in healthcare operations. Considering this issue, the researcher is interested in investigating turnover intention to answer why competent human resources are always associated with high turnover.

Furthermore, Sutrisno (2017) defined Turnover Intention as the outcome of evaluation by individuals on the sustainability of their relationship with the organization where these individuals work. Still, those individuals do not yet act upon it. Effective organization cannot be separated from effective human resource management. An organization can develop only if the human resources in the organization can be developed. In general, the hospital as the provider of health care services always emphasizes the satisfaction of customers, patients, and families after receiving services. The current research does not discuss the delivery of health care services because many previous studies have already been conducted. Now, the researcher examines human resources supporting the hospitals' core business. As an organization, hospitals and their activities are regulated under several legal instruments. For instance, there is Law No 44 of 2009 concerning Hospitals. This Law has mentioned that concerning the improvement of quality of health care services, hospitals are required to show a Certificate of Accreditation periodically or minimally once in three years. The accreditation process must be carried out by an independent organization, either domestic or abroad, and the process should be based on accreditation standards. Stipulations concerning hospital accreditation are already explained in Regulation of the Minister of Health No 34 of 2017 concerning Hospital Accreditation. The accreditation is intended to guide the hospitals in improving the quality of health care services and ensuring patients' safety. The accreditation process must be carried out by any organization specializing in hospital accreditation, but for now, the recommendation is given to the International Society for Quality in Health Care (ISQua). The government reviews health care services the hospitals provide to determine whether the services comply with national or international standards. This review is carried out by an inde-

pendent agency appointed by the government, namely Hospital Accreditation Commission (KARS – Komisi Akreditasi Rumah Sakit). So far, KARS has revised accreditation standards a few times. In 2018, KARS issued Edition 1 of the National Standard for Hospital Accreditation (SNARS – Standar Nasional Akreditasi Rumah Sakit).

At the end of 2019, KARS issued Edition 1.1 to prevail at the beginning of 2020. Organizational climate is essentially about “what it’s like to work here.” While temperature is an important measure of geographic climate, it is not the temperature that is of interest but our perception of it. “What may be too cool for me may be too warm for you.” Its characteristics and perceptions are categorized into the nature of interpersonal relationships, the nature of hierarchy, the nature of work, and the focus of support and rewards. Organizational climate can therefore be regarded as a key variable in successful organizations. Organizations should provide necessary facilities and conducive organizational climate and take actions that cater to the welfare of the workers to improve organizational commitment. In sum, the construction of work environments moderates the relationship between certain climatic elements of organizations (i.e., emphasis on teamwork, innovation, quality of communication, managerial support, and the work itself) and employee affective attitudes such as job satisfaction. This research aims to analyze the effect of organizational climate on turnover intention in mediating organizational commitment and job satisfaction.

LITERATURE REVIEW

Organizational Climate

There are various definitions for the organizational climate. Western scholars associated organizational climate with physical characteristics and claimed that organizational climate is an attribution from the organization rather than from individual perception. Hamali (2016) stated that organizational climate is employee perception regarding the quality of the internal environment of an organization relatively felt by organization members, which can affect their behavior. Kurt Lewin first used the term organizational climate in the 1930s after using the

term psychological climate. Organizational climate as a term regarding organization was popularized by Tagiuri and Litwin (1968). Tagiuri proposed several words other than the organization (organizational) to be the replacement. The final term may be different but still describe the relationship between the behavior of members of the organization and the setting (background) where behavior is made. Those words are environment, milieu, culture, atmosphere, situation field, behavior setting, and condition. Diawati and Sugesti (2015) stated that organizational climate refers more precisely to the internal environment or organizational psychology. It was believed that organizational climate could influence practices and policies of human resources that are considered acceptable to members of the organization. It must be noted that different organization has different organizational climate. Different jobs are designed for an organization, and as a reflection of this difference, individuals in that organization have different work characteristics.

Regarding this position, Fariana and Majid (2017) said that organizational climate is a set of attributes of the job environment directly or indirectly assessed by employees as factors that influence their behavior. In addition, Hidayat (2018) saw organizational climate as an organizational personality that distinguishes an organization from others despite the different perceptions of members of the organization. Regarding the opinions above, it can be said that organizational climate is the final product of a group of individuals in an organization after working there for a particular time. Organizational climate is also seen as organizational personality because the organizational climate contains job environment attributes that can be felt and influence the behavior of organizational members. Most importantly, organizational climate is said as created after activities are done in the organization. Organizational goals can be achieved only if the job environment can support the performance of organizational members. The job environment is also said as the social environment, either formal or informal, experienced by organizational members. This environment has a significant impact on the job that organizational members do. The job environment

experienced by individuals in an organization is then popularly known as organizational climate. Several studies have confirmed that organizational climate is made up of dimensions (or also called in other studies elements, factors, attributes, or characteristics). Every organization has a different organizational climate (including its dimensions). It was reported by Kustrianingsih et al. (2016) that organizational climate scholars had found more or less 460 different dimensions that constitute organizational climate.

Studies on organizational climate started in 1968 when Litwin and Stringer (1968) conceptualized six (6) dimensions of organizational climate: Structure, Standards, Responsibility, Recognition, Support, and Commitment. After several studies, the most popular instrument to measure organizational climate is Gallup Workplace Audit (GWA). Items in GWA represent affective measures, including job satisfaction and emotional condition. There is an opinion that GWA is often used to understand employees' cognitive involvement and affective emotion. The understanding obtained is then used as material to measure employee performance (Pratama and Pasaribu, 2020). The questionnaire used in the current research is designed based on GWA. Six dimensions of organizational climate proposed by Litwin and Stringer (1968) are included in the questionnaire, but the leadership dimension is excluded. Although it has been eliminated from the questionnaire, the researcher still adds a statement representing a leadership item: "If I make a mistake, I will get assistance from my leader."

Organizational Commitment

Commitment refers to the propensity of the employee in an organization to stay and work at the organization and give service to the organization. Rosmaini and Tanjung (2019) explained that individual commitment is how far the propensity of employees to identify with an organization and its goals and to maintain their membership in an organization. Triastuti (2018) stated that organizational commitment is a form of employee loyalty. Wahyudi and Tupti (2019) stated that organizational commitment represents strong acceptance from individu-

als of organizational goals and values. It was believed that those individuals would work and stay at the organization by accepting organizational goals and values. When employees identify themselves with the organization, it is like creating a sense of belonging to the organization. This sense of belonging signifies that employees are convinced that what they do for the organization will give them benefits. Therefore, by supporting organizational values, vision, and mission and achieving organizational goals, employees feel that this will enable them to attain their personal goals. Commitment is a psychological condition that characterizes the relationship between employees and the organization. The implication of this commitment influences whether employees stay with the organization or not. It was asserted by Imran and Mahmoud (2017) that organizational commitment consists of indicators, respectively Affective Commitment, Continuance Commitment, and Normative Commitment. Affective Commitment represents emotional bonding to the organization and belief in organizational values. Continuance Commitment reflects a high propensity to stay with the organization, not for emotional reasons but because employees suffer a loss if they leave the organization. Normative Commitment is a sense of duty to become a member of an organization because of moral or ethical reasons.

Job Satisfaction

Job satisfaction is defined as a positive feeling about a certain job after evaluating the characteristics of the job (Kim and Fernandez, 2015). Hasibuan (2018) stated that job satisfaction is an emotional condition, which can be pleasant or unpleasant after employees give their perception of their job. The following opinion is given by Cynthia (2016), who described job satisfaction as a positive emotion after evaluating job experience. Job dissatisfaction emerges after failure to fulfill the expectations. Job satisfaction can be explained through many dimensions, including the job, salary, recognition, the relationship between supervisor and staff, and the opportunity to progress. Every dimension can be the whole representation of job satisfaction. Locke gives the most popular definition of job satisfaction in Arifin

(2017) stated that job satisfaction is a positive emotional condition produced after assessing job experience. This definition comprises two elements: the cognitive element (assessment of someone’s job) when an individual assesses the job based on information and experience of others, and the affective element (making job assessment based on self-perception). The affective element is affected by the emotional ambience and cognitive scheme. An emotional ambience is when individuals are affected by their emotions or feelings. The cognitive scheme shows how far the individuals have positive or negative feelings about their job. Finally, Arifin (2017) proposed five factors that influence job satisfaction. These factors are Need fulfillment, Discrepancy, Value attainment, Equity, and Dispositional/genetic components.

Turnover Intention

Turnover is a process where employees leave the organization, and the organization needs a replacement for these employees (Mathieu et al., 2016). Robbins and Judge (2017) stated that turnover occurs when employees leave the organization voluntarily or involuntarily. High turnover of employees in an organization is associated with high recruitment, selection, and training costs. High employee turnover can hamper an organization, especially when personnel with strong knowledge and relevant experience has left the organization. However, the replacement is not yet found; if it is, they are still unready to take the vacant position. As said by Robbins and Judge (2017), the decision of an individual to leave an organization (turnover) can

be nature of voluntary (voluntary turnover) or involuntary (involuntary turnover). Voluntary turnover (quit) is the decision of employees to leave the organization voluntarily because they find their job no longer attractive or they already get the alternative. Involuntary turnover (dismissal) is the decision of the employer to stop the effect of the job done by employees. Such turnover is uncontrollable to employees. Turnover intention is a desire to move from one workplace to another, but this desire is not yet realized. Turnover intention is a product of job dissatisfaction that stimulates individuals to seek a new job (Arianty et al., 2016). Turnover intention is an employee’s intention to leave one workplace for another (Lubis, 2015). Pratama and Pasaribu (2020) said that turnover intention is the result of evaluation made by individuals on their relationship with the organization where they work. Still, they have not decided to leave the organization. Although the actual action of turnover is not yet made, Mobley asserted that turnover intention is the early sign of turnover behavior because there is a significant relationship between turnover intention and turnover behavior. Factors influencing turnover intention are quite complex and related to one another. Among these factors, two factors are considered to have a powerful effect Psychological Factor and Economic Factor (Tambengi et al., 2016). In addition, Pratama and Pasaribu (2020) proposed three dimensions that can be used to measure turnover intention, and these dimensions are respectively, Thoughts of quitting, Intention to search for another job, and Intention to quit.

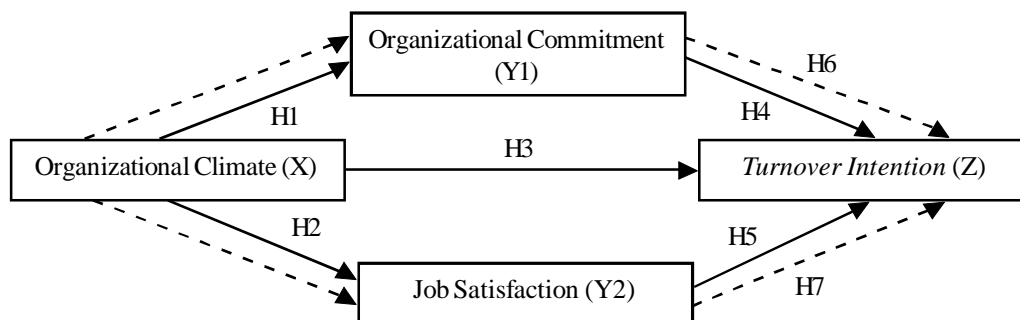


Figure 1. Research Model

Model of Research

A research model is constructed by referring to the outcome of Path Analysis. This model is displayed in Figure 1.

HYPOTHESIS DEVELOPMENT

Commitment is a psychological condition that characterizes the relationship between employees and the organization. The implication of this commitment influences whether employees stay with the organization or not. It was asserted by Imran and Mahmoud (2017) that organizational commitment consists of indicators, respectively Affective Commitment, Continuance Commitment, and Normative Commitment.

H1: Organizational Climate Has Significant Effect on Organizational Commitment

Job satisfaction is defined as a positive feeling about a certain job after evaluating the characteristics of the job (Kim and Fernandez, 2015). Someone with job satisfaction supposes to have a positive feeling about the job. Hasibuan (2018) stated that job satisfaction is an emotional condition, which can be pleasant or unpleasant after employees give their perception of their job. Job satisfaction can also be said as the attitude of individuals to their job. A positive attitude from employees to their job and job environment proves they are satisfied with their job.

H2: Organizational Climate Has Significant Effect on Job Satisfaction

Employee turnover has become a critical managerial problem in organizations. High employee turnover rates result in direct and indirect costs, such as costs associated with recruiting and training new employees and loss of organizational knowledge and a cohesive culture (Park and Min, 2020).

H3: Organizational Climate Has Significant Effect on Turnover Intention

Some employees have sent job application files to other companies. In particular, the turnover intention is proposed to have a predominantly negative impact on organizations, especially concerning low productivity and low staff morale (Li et al., 2019)

H4: Organizational Commitment Has Significant Effect on Turnover Intention

Turnover intention is a desire to move from one workplace to another, but this desire is not yet realized. Turnover intention is a product of job dissatisfaction that stimulates individuals to seek a new job (Arianty et al., 2016). Turnover intention is an employee's intention to leave one workplace for another (Lubis, 2015).

H5: Job Satisfaction Has Significant Effect on Turnover Intention

Wahyudi and Tupti (2019) that organizational commitment represents strong acceptance from individuals of organizational goals and values. It was believed that those individuals would work and stay at the organization by accepting organizational goals and values. When employees identify with the organization, it is like creating a sense of belonging to the organization. This sense of belonging signifies that employees are convinced that what they do for the organization will give them benefits. Therefore, by supporting organizational values, vision, and mission and achieving organizational goals, employees feel that this will enable them to attain their personal goals.

H6: The Effect of Organizational Climate on Turnover Intention through Organizational Commitment

It was Pratama (2020) said that turnover intention is the result of evaluation made by individuals on their relationship with the organization where they work. Still, they have not decided to leave the organization. Although the actual action of turnover is not yet made, Mobley asserted that turnover intention is the early sign of turnover behavior because there is a significant relationship between turnover intention and turnover behavior.

H7: The Effect of Organizational Climate on Turnover Intention through Job Satisfaction

METHOD

The research approach is quantitative. If observation time is taken into account, then the type of this research is a cross-sectional study because

data are collected in one-time observation or one schedule only. Suppose the benefit of research is taken into consideration. In that case, the type of research is an explanatory study because this research attempts to explain the effect of examined variables based on the results of a hypothesis test. The survey was carried out using questionnaires to obtain data from respondents. The data analysis instrument is Variance Based Structural Equation Modelling (SEM), or Second-Order Partial Least Square Program (Smart PLS Version 2.0). The subject of the research or analysis unit in this research is all employees at Mother-Child Health Hospital of Rembang. The research reviews the relationship between organizational climate, organizational commitment, and job satisfaction with turnover intention. The research was done at the Mother-Child Health Hospital of Rembang, located on Lawu Street No 5 in Rembang City. Population (N) of this research includes all hospital employees, a total of 218 individuals. Employees of the Hospital are differentiated into two groups. One group comprises clinical staff involved in health care services, whereas the other comprises non-clinical staff excluded from

a clinical group. The sampling technique is random sampling, in which some population members are taken to represent the population. Seventy employees are selected from the workgroup to become respondents.

RESULTS

Convergent validity of the measurement model is determined through the values of reflexive indicators, which are obtained based on the correlation across item scores/component scores. The process of this determination is supported by software called PLS. The value of a reflexive indicator is said to be high if its correlation with the measured constructs has a value of more than 0.70. The contents of Table 1 show the loading factor value (convergent validity) of each indicator. All loading factor values of the indicators are > 0.7. The rule of thumb for interpreting convergent validity is the loading factor value > 0.5. As shown in Table 1, all loading factor values from the indicators that explain Organizational Climate (X), Organizational Commitment (Y1), Job Satisfaction (Y2), and Turnover Intention (Z1) are higher than 0.70.

Table 1. Outer Loadings

	X		Y1		Y2		Z
X1.1.1	0.885	Y1.1.1	0.722	Y2.1.1	0.931	Z1.1.1	0.820
X1.1.2	0.853	Y1.1.2	0.827	Y2.1.2	0.918	Z1.1.2	0.812
X1.2.1	0.878	Y1.1.3	0.820	Y2.2.1	0.852	Z1.1.3	0.824
X1.2.2	0.920	Y1.1.4	0.848	Y2.2.2	0.920	Z1.2.1	0.838
X1.3.1	0.911	Y1.1.5	0.751	Y2.3.1	0.914	Z1.2.2	0.841
X1.3.2	0.901	Y1.1.6	0.848	Y2.3.2	0.922	Z1.2.3	0.852
X1.4.1	0.922	Y1.2.1	0.868	Y2.4.1	0.930	Z1.3.1	0.964
X1.4.2	0.913	Y1.2.2	0.872	Y2.4.2	0.963	Z1.3.2	0.977
X1.5.1	0.857	Y1.2.3	0.873	Y2.5.1	0.946	Z1.3.3	0.877
X1.5.2	0.888	Y1.2.4	0.895	Y2.5.2	0.948		
X1.6.1	0.835	Y1.2.5	0.741	Y2.6.1	0.969		
X1.6.2	0.827	Y1.2.6	0.741	Y2.6.2	0.966		
X1.7.1	0.818	Y1.3.1	0.750	Y2.7.1	0.876		
X1.7.2	0.815	Y1.3.2	0.769	Y2.7.2	0.880		
		Y1.3.3	0.862	Y2.8.1	0.981		
		Y1.3.4	0.853	Y2.8.2	0.984		
		Y1.3.5	0.871				
		Y1.3.6	0.872				

Source: Data processing with PLS, 2020

This result signifies that those indicators are valid. After determining convergent validity, the next process is determining discriminant validity through cross loading, square root of average variance extracted (AVE), and composite reliability. The con-

structs are measured through a discriminant validity test to obtain cross loading value. Later, this value is used to determine the discriminant validity of the measurement model.

Table 2. Cross Loading Values Organizational Climate (X)

	X	Y1	Y2	Z
X1.1.1	0.885	0.618	0.423	0.520
X1.1.2	0.883	0.425	0.538	0.453
X1.2.1	0.852	0.536	0.450	0.564
X1.2.2	0.920	0.749	0.662	0.672
X1.3.1	0.931	0.757	0.567	0.584
X1.3.2	0.911	0.649	0.772	0.598
X1.4.1	0.921	0.570	0.677	0.592
X1.4.2	0.912	0.579	0.619	0.499
X1.5.1	0.887	0.585	0.637	0.562
X1.5.2	0.894	0.683	0.545	0.546
X1.6.1	0.885	0.791	0.752	0.636
X1.6.2	0.877	0.407	0.634	0.583
X1.7.1	0.868	0.600	0.647	0.664

Source: Data processing with PLS, 2020

Table 3. Cross Loading Organizational Commitment (Y1)

	X	Y1	Y2	Z
Y1.1.1	0.785	0.795	0.562	0.423
Y1.1.2	0.887	0.897	0.669	0.521
Y1.1.3	0.880	0.850	0.516	0.433
Y1.1.4	0.848	0.838	0.565	0.332
Y1.1.5	0.741	0.761	0.459	0.443
Y1.1.6	0.878	0.868	0.541	0.434
Y1.2.1	0.581	0.848	0.536	0.426
Y1.2.2	0.482	0.882	0.472	0.449
Y1.2.3	0.486	0.823	0.351	0.243
Y1.2.4	0.383	0.885	0.483	0.454
Y1.2.5	0.483	0.761	0.372	0.365
Y1.2.6	0.463	0.781	0.365	0.461
Y1.3.1	0.568	0.770	0.559	0.530
Y1.3.2	0.565	0.769	0.534	0.544
Y1.3.3	0.468	0.862	0.552	0.340
Y1.3.4	0.571	0.853	0.667	0.548
Y1.3.5	0.491	0.841	0.563	0.447
Y1.3.6	0.484	0.802	0.578	0.345

Source: Data processing with PLS, 2020

Table 4. Cross Loading Job Satisfaction (Y2)

	X	Y1	Y2	Z
Y2.1.1	0.570	0.440	0.961	0.453
Y2.1.2	0.575	0.468	0.968	0.562
Y2.2.1	0.351	0.371	0.842	0.273
Y2.2.2	0.563	0.583	0.940	0.669
Y2.3.1	0.569	0.532	0.944	0.583
Y2.3.2	0.472	0.485	0.952	0.462
Y2.4.1	0.470	0.570	0.960	0.523
Y2.4.2	0.384	0.480	0.953	0.413
Y2.5.1	0.487	0.480	0.956	0.624
Y2.5.2	0.380	0.471	0.938	0.474
Y2.6.1	0.587	0.382	0.959	0.634
Y2.6.2	0.389	0.343	0.946	0.434
Y2.7.1	0.481	0.347	0.826	0.422
Y2.7.2	0.388	0.357	0.830	0.447
Y2.8.1	0.486	0.464	0.941	0.460
Y2.8.2	0.584	0.564	0.944	0.469

Source: Data processing with PLS, 2020

Table 5. Cross Loading Turnover Intention (Z)

	X	Y1	Y2	Z
Z1.1.1	-0.485	-0.379	-0.362	0.860
Z1.1.2	-0.489	-0.456	-0.567	0.852
Z1.1.3	-0.587	-0.469	-0.550	0.844
Z1.2.1	-0.435	-0.492	-0.443	0.828
Z1.2.2	-0.356	-0.435	-0.436	0.841
Z1.2.3	-0.462	-0.446	-0.331	0.852
Z1.3.1	-0.551	-0.438	-0.440	0.914
Z1.3.2	-0.683	-0.529	-0.551	0.904
Z1.3.3	-0.382	-0.333	-0.343	0.883

Source: Data processing with PLS, 2020

Table 2 to table 5 showed that all indicators of each variable have the biggest outer loading values (written in bold) for the variable explained. Therefore, it can be said that all indicators in each variable have fulfilled the requirement of discriminant validity. The measurement model can also be evaluated through the square root of the average variance extracted. The process is done by comparing Square Root AVE and correlation across constructs. If the value of Square Root AVE is higher than the correlation value across constructs, then discriminant validity is achieved. The recommended value for AVE is higher than 0.5.

The values of AVE for all constructs are higher than 0.5, which signifies that the evaluation of the measurement model has produced good discriminant validity. Besides the construct validity test, the construct reliability test is also conducted. The criteria of reliability involve Composite Reliability and Cronbach’s Alpha from the indicators that measure the constructs. Under these criteria, constructs are considered reliable if the values of Composite Reliability and Cronbach’s Alpha of the constructs are above 0.07. Table 6 showed that all constructs have good reliability.

Table 6. AVE, Composite Reliability, and Cronbach’s Alpha

Indicator	AVE	Composite Reliability	Cronbach’s Alpha
X1.1	0.7227	0.8137	0.6299
X1.2	0.7811	0.8296	0.7271
X1.3	0.843	0.9278	0.8208
X1.4	0.8529	0.9335	0.8345
X1.5	0.7938	0.8444	0.7388
X1.6	0.7735	0.8442	0.7122
X1.7	0.8016	0.8511	0.7556
Y1.1	0.6513	0.991	0.8939
Y1.2	0.6111	0.9264	0.902
Y1.3	0.6235	0.965	0.9023
Y2.1	0.8355	0.9163	0.8177
Y2.2	0.7414	0.844	0.7005
Y2.3	0.85519	0.932	0.8261
Y2.4	0.9355	0.9653	0.929
Y2.5	0.8459	0.9389	0.8235
Y2.6	0.8745	0.9253	0.8617
Y2.7	0.753	0.8591	0.6725
Y2.8	0.8369	0.9482	0.7983
Z1.1	0.7281	0.8382	0.8106
Z1.2	0.7299	0.89	0.8139
Z1.3	0.8105	0.9299	0.887

Source: Data processing with PLS, 2020

Table 7. Linearity Test Across Variables

Relationship Across Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P-Value
X on Y1	0.790	0.784	0.058	0.058	13.675	0.000
X on Y2	0.717	0.708	0.058	0.058	12.340	0.000
X on Z	0.207	0.213	0.158	0.158	1.308	0.195
Y1 on Z	0.353	0.349	0.151	0.151	2.344	0.022
Y2 on Z	0.298	0.285	0.137	0.137	2.178	0.033

Source: Data processing with PLS, 2020

Linearity Assumption Test

The linearity Assumption Test is carried out to see whether two variables have a linear relationship. SPSS supports the process of this test through the facility of Test for Linearity at a significance level of 0.05. Two variables are said to have a lin-

ear relationship if this relationship’s significance value (linearity) is less than 0.05. A linear model can explain the relationship across variables if significant linearity is less than 0.05 ($p < 0.05$). Meanwhile, if significant linearity is higher than 0.05 ($p > 0.05$), then data are considered not linear.

Table 7 shows that the relationship between Organizational Climate (X) on Turnover Intention (Z) has a value of $p > 0.05$, which signifies that the relationship is not linear or not significant. Meanwhile, the relationship of Organizational Climate with other variables has a $p < 0.05$, indicating that the relationship is linear or significant.

The Goodness of Fit Test on Structural Model (Inner Model)

The structural model has been tested with a goodness of fit test to determine the R-square value. Under PLS Model, the goodness of fit is determined from the Q-square value (predictive relevance). If the Q-square value is high, the model fits with the data.

Table 8. R-Square Value

Variable	R-Square
Organizational Commitment (Y1)	0.6246
Job Satisfaction (Y2)	0.5137
Turnover Intention (Z)	0.6089

Source: Data processing with PLS, 2020

Table 9. Path Coefficient (Mean, T-Values)

Relationship Across Variables	OriginalSample (O)	T Statistics(O/STERR)	p-value
X on Y1	0.790	13.675	0.000
X on Y2	0.717	12.340	0.000
X on Z	-0.207	1.308	0.195
Y1 on Z	-0.353	2.344	0.022
Y2 on Z	-0.298	2.178	0.033

Source: Data processing with PLS, 2020

Table 10. Indirect Effect Relationship

Variable	Direct Coefficient		Standard Error		Indirect Coefficient	t-count
X, Y1, Z	0.790	-0.353	0.058	0.151	-0.279	-2.304
X, Y2, Z	0.717	-0.298	0.058	0.137	-0.214	-2.138

Source: Data processing with PLS, 2020

$$Q^2 = 1 - (1 - R^2) (1 - R^2) (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.6246) \times (1 - 0.5137) \times (1 - 0.6089)$$

$$= 0.9286$$

The equation shows that the Q-square (Q2) value is 0.9286, which indicates that the proportion of data diversity explained by the structural model is 92.86%. In contrast, another factor beyond the model explains the remaining 7.14%. This result showed that the goodness of fit of the structural model is good.

Hypothesis Test

The significance value of the estimated parameter provides useful information about the relationship across research variables. The bootstrapping method was used on the sample. Bootstrapping test was conducted to minimize abnormality problems in research data.

The indirect effect of Organizational Climate on Turnover Intention through Job Satisfaction and Organizational Commitment is determined through the t-count value.

DISCUSSION

Relationship between Organizational Climate and Organizational Commitment

The result showed that Organizational Climate has a positive and significant effect on Organizational Commitment. Organizational climate has a positive and significant effect on Organizational Commitment. The commitment of the Maternal and Child Hospital can provide an excellent organizational climate. An organizational climate that can be created well requires support from the organization, in this case, the Mother and Child Hospital. Support in the form of a good commitment to employees and facilities. This positive commitment automatically creates a good organizational climate. Successful management of organizational issues is greatly determined by successful management of human resources. Employees' organizational commitment significantly determines how far the organization can achieve its goals. In business, employee commitment to the workplace is fundamental. The commitment of organizational members to the organization becomes crucial when the organization insists on surviving the competition in whatever type the organization has chosen. Triastuti (2018) stated that organizational commitment is a form of employee loyalty. This loyalty usually emerges after employees become familiar with suggestions about organizational values from coworkers or leaders.

Relationship between Organizational Climate and Job Satisfaction

The result showed that Organizational Climate has a positive and significant effect on Job Satisfaction. A positive organizational climate has an impact on employee job satisfaction. Job satisfaction requires good organizational support. Organizational climate is an important part of an organization. An organizational climate can be created when employees do their job well. Someone with job satisfaction supposes to have a positive feeling about the job.

Conversely, someone dissatisfied with a job often has a negative feeling about the job. Satisfied individuals consider satisfaction pleasure and joy because they get what they want. Hasibuan (2018)

explained that job satisfaction is an emotional condition, which can be pleasant or unpleasant after employees give their perception of their job. Job satisfaction can also be said as the attitude of individuals to their job. A positive attitude from employees to their job and job environment proves they are satisfied with their job.

Relationship between Organizational Climate and Turnover Intention

The result showed that Organizational Climate has a negative and insignificant effect on Turnover Intention. Organizational climate does not have a direct impact on employee turnover intentions. But being a part can be improved with organizational commitment and job satisfaction. Turnover intention can be reduced by the organizational commitment that supports a good organizational climate. These results are similar to the results of research conducted by Jaelani and Desiani (2020) stated that there is a negative and significant influence of Organizational Climate on Turnover Intention, meaning that the better the Organizational Climate, the lower the Turnover Intention.

Relationship between Organizational Commitment and Turnover Intention

The result showed that Organizational Commitment has a negative effect but is significant on Turnover Intention. If the job performance improves, the employee will not leave the organization because he becomes satisfied with his work. If the employee's job performance is not better, it will increase the intention of employees to leave the organization, and dissatisfaction will decrease. Higher performance leads to benefits and rewards and retains the entity of employees greater than the low job performance that can become a cause of turnover. Our study proved the negative relationship between job satisfaction and turnover intention. When the job satisfaction is greater, the turnover intention will be lesser and vice versa. Job performance is an individual's ability to perform specific tasks. Employees' feeling of pleasure in their job is job satisfaction. Job satisfaction is the difference between the employee's expected benefit and the

benefit they receive. The higher the difference between expected and actual benefits will result in higher turnover intention (Saeed et al., 2014).

Relationship between Job Satisfaction and Turnover Intention

The result showed that Job Satisfaction has a negative effect but is significant on Turnover Intention. These results are similar to the results of research conducted by Robbins and Judge (2017), which stated that the decision of an individual to leave an organization (turnover) could be the nature of voluntary (voluntary turnover) and involuntary (involuntary turnover). Voluntary turnover (quit) is the decision of employees to leave the organization voluntarily because they find their job no longer attractive or they already get the alternative. Involuntary turnover (dismissal) is the decision of the employer to stop the effect of the job done by employees. Such turnover is uncontrollable to employees.

Relationship between Organizational Climate and Turnover Intention through Organizational Commitment

The result showed that the mediation of Organizational Commitment to the effect of Organizational Climate on Turnover Intention is significant. It means that if the organizational climate improves, job satisfaction also improves. Leadership does not significantly affect turnover intention. It means that there is not enough evidence that leadership has a negative effect on turnover intention. Organizational climate has a significant positive effect on turnover intention. These results are similar to the results of research conducted by Pepe (2010), which stated that the better the existing organizational climate, the turnover intention will also be better.

Relationship between Organizational Climate and Turnover Intention through Job Satisfaction

The result showed that the mediation of Job Satisfaction to the effect of Organizational Climate on Turnover Intention is significant. The decline in

job satisfaction resulted in the turnover intention in the company will deteriorate. These results are similar to the research conducted by Li et al. (2020), which states that the influence of organizational climate on intention to leave the agency is fully mediated by job satisfaction. The research conducted by Goi (2014) on the organizational climate influence on turnover intention and employees' job satisfaction argues that the organization's climate outcomes and job satisfaction have a negative impact on turnover intention. Tadampali et al. (2016) stated that job satisfaction could radiate the organizational climate influence on turnover intention. The same results are also in the research by Putra and Suwandana (2017), stating that job satisfaction negatively affects the organizational climate to intention turnover. Pranata and Utama (2019) also received similar results stating that job satisfaction could mediate the organizational climate influence on turnover intention.

CONCLUSIONS

A good organizational climate can strengthen organizational commitment. Regarding this position, it is suggested that Mother-Child Health Hospital of Rembang maintain and improve its organizational climate. A good organizational climate can improve job satisfaction. In this position, it is suggested that Mother-Child Health Hospital of Rembang conduct job optimization to ensure that the hospital will be in a healthy state in the future. A good organizational climate cannot yet minimize turnover intention regarding this position. This position becomes guidance for Mother-Child Health Hospital of Rembang to optimize the work productivity of its employees. Organizational climate may contribute more optimally to the reduction of turnover intention if organizational commitment can be conditioned to be strong. Organizational climate may contribute more optimally to the reduction of turnover intention if job satisfaction can be conditioned to be high.

IMPLICATIONS

Organizational climate can increase organizational commitment that affects job satisfaction. Or-

ganizational commitment can reduce turnover intention. High job satisfaction in an organizational climate can optimize work productivity and reduce turnover intention.

LIMITATIONS

Based on the direct experience of researchers in this research process, there are some limitations experienced. Several factors can be considered for researchers who will refine the study further because this study certainly has shortcomings that need improvement in future studies. Of course, the limited number of respondents is still lacking in describing the actual situation. Research objects need to be added to get more comprehensive results.

RECOMMENDATIONS

Mother-Child Health Hospital of Rembang is suggested to identify and improve other conditions that still possibly support the hospital's sustainability. Strong organizational commitment can reduce turnover intention. Based on this position, Mother-Child Health Hospital of Rembang is suggested to maintain and even improve its organizational commitment. High job satisfaction can reduce turnover intention.

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