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# Job Satisfaction and Organizational Commitment as Determinants of Turnover Intention: Evidence from Antero Hamra Regional Unit Hospital in Kendari

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### ABSTRACT

**Introduction:** The employee turnover rate at Regional Unit Hospital Antero Hamra, Kendari City, has increased in the last three years, where in 2022 it was 10.41%, in 2023 it was 14.28%, and in 2024 it was 17.97% and is in the high category, many employees intend to do turnover or leave the hospital because their current position does not match their wishes. Because of this, researchers are interested in analyzing job satisfaction and organizational commitment as determinants of turnover intention: evidence from Antero Hamra Regional Unit Hospital in Kendari.

**Method:** Quantitative research with an analytical survey approach with a cross-sectional research design. Sample selection was carried out using the proportionate stratified random sampling method. The research sample consisted of 98 employees. The measuring instrument used was a questionnaire. Data analysis used was multiple linear regression analysis.

**Result:** The effect of job satisfaction (0.000) and organizational commitment (0.000) on employee turnover intention at Antero Hamra Hospital, Kendari City with a significance value of less than 0.05. Turnover intention in the low category was 63 respondents (64.3%), job satisfaction in the high category was 74 respondents (64.3%), organizational commitment in the high category was 80 respondents (81.6%).

**Conclusion:** There is an influence of the variables of job satisfaction, organizational commitment, work environment, and compensation on the intention to quit employees at Antero Hamra Regional Hospital, Kendari City.

### Introduction

Economic globalization around the world forces every organization to compete in terms of

resources and market superiority. This situation also applies to the hospital sector. Very rapid changes require hospitals to continue to exist, so they need to meet the demands to be able to adapt

to these changes.<sup>[1]</sup> A persistent issue is the declining workforce and high turnover intentions among nurses, which are global challenges that health organizations must address.<sup>[2]</sup>

Turnover intention is an important issue in human resource management, especially in the health sector. According to data from the International Labor Organization (ILO) in 2022, the global turnover intention rate in the health sector reached 17%, with significant variations depending on the region and type of institution.<sup>[3]</sup> These figures show that many healthcare professionals are considering changing jobs, driven by a variety of factors, including working conditions, compensation, and opportunities for career development. In Nordic countries, turnover intention rates tend to be lower due to strong support for healthcare professionals. In contrast, in countries with less adequate healthcare systems, such as some in Southeast Asia, turnover tends to be higher.<sup>[4]</sup>

Gillies said that the normal turnover intention rate ranges from 5-10% per year. In the United States and Australia, the prevalence of nurse turnover was reported to be 17.2% and 15.1% respectively. Meanwhile, in South Korea, the overall figure was 12.4%, and turnover intention among newly graduated nurses reached 33.9%.<sup>[5]</sup> Based on research by Labrague et al., the incidence of nurse turnover intentions ranges from 4% to 68%. In addition, a study conducted in 10 European countries showed that 33% of nurses had the intention to move from the hospital, and 9% had the intention to leave the nursing profession.<sup>[6]</sup>

According to a report by the World Health Organization (WHO) in 2020, the estimated global mobility rate of health workers reached 17.4% annually. This figure varies between countries and types of health workers. Some countries, especially in Sub-Saharan Africa, experience very high mobility rates, even exceeding 20% per year. In 2021, the countries with the highest mobility rates included Mozambique, Lesotho, Zambia, Malawi, and Congo. The average mobility rate of health workers in Africa was recorded at 17.5%.<sup>[7]</sup>

Seeing the still high level of turnover intention, an appropriate strategy is needed in HR planning and management, because if HR management is poor, it can result in losses for the hospital, such as an increase in employees' desire to leave their jobs. If the hospital is only busy with

employee turnover problems, this will affect the overall efficiency of the hospital. Not all turnover has a negative impact on the organization because it loses some of the much-desired workforce, especially if the workers who leave are low performers, unreliable individuals, or those who disturb their coworkers.<sup>[8]</sup>

There are many factors that cause employees to leave, including not feeling comfortable working, changing jobs, having too many responsibilities, superiors not being able to manage the division of work, compensation, stress, less than conducive working conditions, and employees not being able to keep up with developments and feeling dissatisfied with their work.<sup>[9]</sup> Turnover intention in the form of employee reasons for leaving work is based on various reasons, namely dissatisfaction with what the company provides and accompanied by a sense of insecurity in work, as well as the employee's desire to get a better workplace than before, in this case the employee wants to find a new work environment.<sup>[10]</sup>

Turnover intention in the healthcare sector is a complex issue that is influenced by various factors, including workload, compensation, and career development opportunities. By understanding these factors and taking appropriate steps, organizational management can create a better work environment, which in turn can reduce turnover intention and improve the quality of healthcare services. This effort is not only beneficial for healthcare institutions, but also for healthcare workers and the patients they serve.<sup>[11]</sup>

Job satisfaction is a positive feeling that employees feel about their work, which is influenced by various elements such as the work environment, relationships with coworkers, and compensation received.<sup>[12]</sup> In the context of hospitals, job satisfaction is very important because it is directly related to the quality of service provided to patients. A study shows that employees who are satisfied with their jobs tend to have lower intentions to leave their jobs.<sup>[13]</sup>

In Kendari City, which is the provincial capital, the turnover intention rate in public hospitals even reached 13.5% in 2023 and increased to 14% in 2024. This figure shows that the challenges in retaining the workforce in the health sector are very real and require special attention from all related parties.<sup>[14]</sup> This

phenomenon is not only a problem for hospital management, but also has an impact on the quality of services received by the community. Workforce instability can cause disruptions in services, increased workloads for remaining medical personnel, and decreased morale and work motivation.

To address the problem of turnover in the healthcare sector, a comprehensive approach is needed. One step that can be taken is to improve working conditions for healthcare workers. Hospitals need to ensure that healthcare workers have sufficient rest time and are not burdened with excessive working hours. In addition, management also needs to provide better support, both in the form of training and adequate resources. By creating a better working environment, it is hoped that healthcare workers will feel more satisfied and motivated to continue working at the hospital. In addition, it is also important to evaluate the existing compensation and incentive systems. Hospitals need to ensure that the salaries and benefits given to healthcare workers are commensurate with the workload and responsibilities they carry. By providing fair rewards, hospitals can increase healthcare worker loyalty and reduce turnover rates. For example, hospitals can consider providing bonuses or incentives for healthcare workers who have worked for a certain period of time or who have shown outstanding performance.<sup>[15]</sup>

Based on the analysis data, the author found that the turnover phenomenon in the health sector is a complex problem and requires serious attention from all parties. High turnover rates can have a negative impact on the quality of health services and patient welfare. Therefore, it is important to identify factors that contribute to turnover and take steps to address this problem. By improving working conditions, compensation systems, and organizational culture, it is hoped that hospitals can retain quality health workers and provide the best service to the community.

In this context, it is important to understand more deeply about how inadequate working conditions can affect employee performance and well-being. In addition, as many as 7 respondents stated that employees felt that their workplace was quite far away, this indirectly caused stress, fatigue, and even burnout, which in turn could

reduce productivity and the quality of services provided to patients.

In addition, the interview results showed that as many as 6 respondents felt less attached to the organization. Low organizational commitment can lead to high turnover intentions. Employees who do not feel emotionally connected to their workplace tend to look for other, more satisfying opportunities. This can be a serious problem for hospitals, because high turnover can disrupt the continuity of service and increase the cost of training new employees. In this context, it is important to further explore the influence of job satisfaction and organizational commitment on turnover intention in hospitals.

The influence of job satisfaction, organizational commitment, is a complex but very important issue. By understanding the factors that influence job satisfaction, organizational commitment, work environment and compensation, hospital management can develop effective strategies to reduce turnover and improve the quality of health care. Through adequate support, development opportunities, and a positive organizational culture, hospitals can create a better work environment for employees, which in turn will have a positive impact on patients and the entire organization.

## Method

Quantitative research with an analytical survey approach with a cross-sectional research design. Sample selection was carried out using the Proportionate Stratified Random Sampling method. The population in this study were all employees of the Antero Hamra Regional General Hospital, Kendari City in 2025, totaling 262 people from all parts of the Antero Hamra Regional General Hospital, both state civil apparatus and non state civil apparatus, which included 32 people in the medical service sector, 108 people in the nursing sector, 104 people in the general sector and 18 people in the financial sector. The research sample consisted of 98 employees. The measuring instrument used was a questionnaire. The data analysis used was multiple linear regression analysis.

## Result

**Table 1** shows that out of 74 respondents with high job satisfaction criteria, there are 59 respondents (79.7%) who have low turnover intention and 15 respondents (20.3%) who have high turnover intention. While out of 24 respondents with low job satisfaction criteria, there are 20 respondents (83.3%) who have high turnover intention and 4 respondents (16.7%) who have low turnover intention.

**Table 2** shows that out of 80 respondents with high work commitment criteria, there are 59 respondents (73.8%) who have low turnover intention and 21 respondents (26.2%) who have high turnover intention. While out of 18 respondents with low organizational commitment criteria, there are 14 respondents (77.8%) who have high turnover intention and 4 respondents (22.2%) who have low turnover intention.

**Table 1.**  
**Cross Tabulation Analysis of Job Satisfaction on Employee Turnover Intention at Antero Hamra Regional Hospital, Kendari City**

Job satisfaction	Turnover Intention				Total	
	Tall		Low			
	n	%	n	%	n	%
Low	20	83.3	4	16.7	24	100.0
Tall	15	20.3	59	79.7	74	100.0
Total	35	35.7	63	64.3	98	100.0

**Table 2.**  
**Cross Tabulation Analysis of Organizational Commitment to Employee Turnover Intention at Antero Hamra Regional Hospital, Kendari City**

Organizational Commitment	Turnover Intention				Total	
	Tall		Low			
	n	%	n	%	n	%
Low	14	77.8	4	22.2	18	100.0
Tall	21	26.2	59	73.8	80	100.0
Total	35	35.7	63	64.3	98	100.0

## Discussion

### The Influence of Job Satisfaction on Turnover Intention

Job satisfaction is one of the important factors that influence an employee's decision to stay or leave their workplace. At Regional Unit Hospital Antero Hamra, Kendari City, the phenomenon of turnover intention or the intention to change jobs is an issue that needs serious attention. In this context, it is important to understand how job satisfaction can contribute to reducing turnover intention among medical personnel and hospital staff.

Based on the research results, it was still found that there were 4 respondents (16.7%) of employees of Antero Hamra Hospital, Kendari City who showed low turnover intention, although at the same time they also reported low levels of

job satisfaction. This finding raises deep questions about the dynamics that occur in the hospital's work environment. It is important to dig deeper into the factors that influence this situation, as well as the implications that may arise for human resource management and policies at Antero Hamra Hospital.

In this context, although the four respondents have no intention of changing jobs, this does not necessarily indicate that they are satisfied with their jobs. There are several reasons that may underlie this situation. One is the sense of uncertainty in the job market, where employees feel that finding a new job out there may be more difficult than staying in their existing position. This can be reinforced by unstable economic conditions that often make employees choose to stay in their workplace even though they are dissatisfied.

In the case of Regional Unit Hospital Antero Hamra, there are several elements that may contribute to low job satisfaction. For example, high workload and lack of support from management may be contributing factors. Research conducted by Suwardi et al. stated that employees who feel burdened by excessive tasks without any recognition or support from superiors tend to experience decreased motivation and job satisfaction. In this context, employees may feel trapped in a monotonous routine and not get proper recognition for their efforts.<sup>[16]</sup>

In addition, an unsupportive work environment can also contribute to low job satisfaction. For example, if coworkers are not supportive of each other or if there is interpersonal conflict, this can create an uncomfortable work atmosphere. Research by Muhayati shows that poor coworker relationships can worsen job satisfaction and cause employees to feel unsatisfied even though they have no intention of leaving. In this case, even though employees do not plan to leave their jobs, they still feel dissatisfied because of the uncondusive environment.<sup>[17]</sup>

The finding of low turnover intention among employees of Regional Unit Hospital Antero Hamra, Kendari City, although accompanied by low job satisfaction, indicates a complex dynamic within the organization. Employees may choose to remain in their positions due to uncertainty in the job market, but this does not mean that they are satisfied with their working conditions. Therefore, it is important for management to identify and address factors that contribute to low job satisfaction, including workload, management support, and relationships between coworkers. By taking these steps, it is expected to increase employee job satisfaction and in turn reduce turnover intention in the future.

In a study conducted at Regional Unit Hospital Antero Hamra, Kendari City, it was found that although 15 (20.3%) respondents stated a high level of turnover intention, their level of job satisfaction was high. This phenomenon is interesting to analyze further, because in general, we expect that employees who are satisfied with their jobs tend not to have the desire to change jobs. However, the reality shows that there are other factors that play a role in employees' decisions to stay or leave their jobs.

Further analysis shows that dissatisfaction with certain aspects of the job, even if the employee is satisfied overall, can also contribute to turnover intention. For example, if an employee feels that their workload is too heavy or their working hours are inflexible, this can lead to stress and burnout, which in turn can trigger a desire to look for another job even if they like other aspects of their job. Research by Al Amin shows that high workload can reduce job satisfaction in the long term, even if employees feel satisfied initially.<sup>[18]</sup>

From a management perspective, it is important for Regional Unit Hospital Antero Hamra to understand these dynamics and take strategic steps to reduce turnover intention. One approach that can be taken is to improve communication between management and employees. By creating open communication channels, employees can convey their complaints or input regarding working conditions and their expectations for career development. This can not only increase job satisfaction but also strengthen organizational commitment.

In addition, Antero Hamra Hospital can consider offering better professional development programs. By providing opportunities for employees to improve their skills and knowledge, the hospital not only shows that they care about their employees' career growth, but can also increase employee motivation and commitment to the organization. Research by Widyanti & Agustina shows that effective professional development programs can significantly reduce turnover intention by increasing job satisfaction and organizational commitment.<sup>[19]</sup>

Although employees at Regional Unit Hospital Antero Hamra Kota Kendari show a high level of turnover intention despite having high job satisfaction, there are complex factors that influence their decision to stay or leave their jobs. The difference between job satisfaction and organizational commitment, external factors affecting the labor market, and dissatisfaction with certain aspects of the job all contribute to this phenomenon. Therefore, it is important for management to understand and address these issues through effective communication and good professional development programs. Thus, it is expected that the level of turnover intention can be reduced, and employees can feel more engaged

and satisfied with their jobs at Regional Unit Hospital Antero Hamra.

Job satisfaction variable is one of the important aspects that influence employee behavior in the workplace, including turnover intention. In the context of research conducted at Regional Unit Hospital Antero Hamra, Kendari City, the results showed that the significance value for the job satisfaction variable was 0.000, which means it is far below the threshold of 0.05. This indicates a very significant relationship between job satisfaction and turnover intention. The regression coefficient obtained was 0.461 indicating that increasing job satisfaction contributes positively to reducing employee intentions to leave the organization.

The researcher's assumption regarding the very significant influence between job satisfaction and turnover intention lies in the understanding that employees who are satisfied with their jobs tend to have a higher level of commitment to the organization. They feel involved and have positive relationships with coworkers and superiors, which creates a harmonious work environment. In addition, high job satisfaction also contributes to employees' mental and physical health, which in turn can improve the productivity and overall performance of the organization. A deeper analysis shows that job satisfaction does not only depend on internal factors, but is also influenced by external conditions, such as the economic situation and the labor market. In situations where jobs are limited, employees may feel forced to stay in their positions even though their job satisfaction is low. However, when the job market is good, dissatisfied employees tend to be more courageous in seeking new opportunities. Therefore, it is important for the management of Antero Hamra Hospital to understand this dynamic and create strategies that not only increase job satisfaction but also retain quality employees.

Job satisfaction is an emotional state experienced by employees in relation to their work. It encompasses a variety of factors, such as the work environment, relationships with coworkers, recognition for performance, and work-life balance. For example, a nurse at Antero Hamra Hospital who feels appreciated by her superiors and has supportive coworkers is likely to feel more satisfied with her job. Conversely, if the nurse experiences excessive pressure and lack of

support, this can lead to dissatisfaction that could potentially increase the intention to leave the job.

Study by Hulu et al. shows that a positive work environment, characterized by good communication and social support, can increase job satisfaction. For example, if the hospital provides a comfortable break room and adequate facilities, this can increase employee comfort and satisfaction. In addition, career development programs offered by the hospital can also contribute to job satisfaction, because employees feel that they have the opportunity to grow and develop in their careers.<sup>[20]</sup>

Based on the results of the regression coefficient of 0.461, it shows that for every one unit increase in job satisfaction, there is an increase of 0.461 in the variable indicating a decrease in turnover intention. This means that if Regional Unit Hospital Antero Hamra can improve employee job satisfaction, then they can effectively reduce turnover intention. In practice, this can be achieved through various initiatives, such as training to improve employee skills, recognition of individual achievements, and the creation of an inclusive work culture.

The high job satisfaction is directly related to low turnover intention. Employees who feel appreciated and satisfied with their jobs tend to be more loyal and committed to remaining with the institution.<sup>[21]</sup> This is also supported by other research, who found that a positive work environment and support from management can increase job satisfaction and decrease turnover intention.<sup>[22]</sup>

A study by Erlianti et al., underlines the importance of recognition and rewards in increasing job satisfaction. When employees feel that their contributions are appreciated, they tend to be more committed to the organization. For example, a monthly reward program for high-performing employees can be a positive step in increasing job satisfaction. Such programs not only provide incentives for employees to work harder, but also create a more positive and supportive work environment.<sup>[23]</sup>

The employees who are satisfied with their jobs tend to have lower stress levels and are better able to cope with pressure. This is particularly relevant in the context of Antero Hamra Hospital, where healthcare work is often fraught with stress and emotional challenges. By creating a supportive

work environment that pays attention to employees' mental well-being, the hospital can increase job satisfaction while reducing turnover intentions.<sup>[12]</sup>

Research by Fiqih et al., shows that employee involvement in decision-making and providing constructive feedback can increase employee ownership and job satisfaction. By involving employees in the decision-making process, management not only shows respect for their opinions but also creates a more inclusive and collaborative work environment. Therefore, Antero Hamra Hospital needs to consider this strategy to reduce turnover intention and increase employee job satisfaction.<sup>[24]</sup>

Job satisfaction has a significant effect on turnover intention at Regional Unit Hospital Antero Hamra, Kendari City. With a very low significance value and a positive regression coefficient, it is clear that increasing job satisfaction can contribute to reducing employee intentions to leave the organization. Therefore, it is important for hospital management to implement strategies that can increase job satisfaction, such as creating a positive work environment, providing recognition to employees, and paying attention to mental well-being. With these steps, Regional Unit Hospital Antero Hamra can not only retain quality employees, but also improve the quality of health services provided to the community.

### **The Influence of Organizational Commitment on Turnover Intention**

Organizational commitment is an important factor that influences employee behavior in an organization, including at Regional Unit Hospital Antero Hamra, Kendari City. Organizational commitment can be interpreted as the extent to which an employee feels bound and committed to the goals, values, and missions of the organization where they work. Several studies have shown that a high level of commitment can reduce employee intentions to leave the organization, known as turnover intention.

Based on the research results, an interesting fact was found that there were 4 respondents, equivalent to 22.2% of the total employees of Regional Unit Hospital Antero Hamra, Kendari City, who showed a low level of turnover intention, although at the same time they also had low organizational commitment. This phenomenon raises profound questions about the dynamics of

work motivation and employee engagement to the organization. In this context, it is important to dig deeper into the factors that influence both variables, as well as the implications that may arise from this situation.

In the context of Antero Hamra Regional Hospital, although employees show a desire to stay, this does not necessarily reflect high job satisfaction. One possibility that could explain this phenomenon is the existence of deep dissatisfaction with the work environment or management, even though the employee has no concrete plans to change jobs. For example, a nurse who feels unappreciated by management, but stays for economic reasons or uncertainty in the job market, can be a real illustration of this situation. Previous research shows that employees who experience high levels of dissatisfaction are often stuck in an ambivalent state, where they do not want to move, but also do not feel attached to the organization.<sup>[25]</sup>

In the case of Regional Unit Hospital Antero Hamra, low organizational commitment can be caused by various factors, such as lack of recognition of employee contributions, limited career development opportunities, or even an unsupportive organizational culture. For example, if employees feel that their efforts are not appreciated or recognized, they tend to lose motivation to contribute more. Recent research shows that consistent recognition and rewards from management can significantly increase organizational commitment. If employees feel that their contributions are not recognized, they may tend to have low commitment, even if they have no intention of leaving.<sup>[26]</sup>

Connecting turnover intention and organizational commitment, we can see that both influence each other. Employees who have low commitment tend to be more susceptible to turnover intention, although in certain cases, such as those found in Antero Hamra Hospital, they may remain because of external factors. This shows the complexity in the relationship between job satisfaction, commitment, and turnover intention. The external factors, such as the economic situation and job market uncertainty, can influence employees' decisions to stay even if they do not feel emotionally attached to the organization.<sup>[27]</sup>

From this analysis, we can conclude that the low turnover intention among employees of Antero Hamra Hospital, although accompanied by low organizational commitment, reflects a complex condition. Employees may feel trapped in an unsatisfactory situation, but remain for certain external reasons. Therefore, it is important for the management of Antero Hamra Hospital to understand this dynamic and create a more supportive work environment, by providing better rewards, career development opportunities, and creating a positive organizational culture. Thus, it is expected that employees will not only have low turnover intention, but will also increase their commitment to the organization, thereby creating a more productive and harmonious work climate.

By understanding and addressing these challenges, Regional Unit Hospital Antero Hamra can harness the full potential of their employees, while reducing the risk of turnover that can disrupt hospital operations. Further research in this context is needed to dig deeper into the factors that influence commitment and turnover intention in the healthcare sector, as well as to develop effective strategies to improve employee engagement and satisfaction.

In addition, there are still 21 respondents (26.2%) of employees of Antero Hamra Hospital, Kendari City who have high turnover intention (high desire to move), but have high organizational commitment. This phenomenon is interesting to analyze further, because it seems to contradict the general assumption that employees who have high commitment to the organization tend to have the desire to remain in their workplace. In this context, it is important to understand the factors that influence both variables and how they interact with each other.

In the case of the employees of Antero Hamra Hospital, although they show a high commitment to the organization, it is possible that they feel dissatisfied with certain aspects of their work. For example, they may feel that although they are committed to providing the best service to patients, the less supportive working conditions, such as long working hours or lack of adequate facilities, make them consider looking for better jobs elsewhere.

Employees with high commitment tend to feel proud and attached to the values and goals of the organization. However, in the context of

Antero Hamra Hospital, this high commitment may not be enough to offset the dissatisfaction felt by employees. For example, a nurse who is highly committed to caring for patients may feel pressured by excessive workload and lack of support from management. This creates a dilemma where they want to stay because of a sense of responsibility, but at the same time, they feel forced to look for better opportunities.

In a study conducted by Aamdissofi, it was found that 45% of employees in the hospital had the intention to change jobs. This indicates a serious problem that needs to be addressed by hospital management, one of which is increasing organizational commitment.<sup>[28]</sup> Another study also confirmed that employees who have high organizational commitment tend to have lower turnover intention levels.<sup>[29]</sup>

One real example of the influence of organizational commitment on turnover intention can be seen in the career development program implemented at Regional Unit Hospital Antero Hamra. This program not only provides training and education to employees, but also creates a supportive work environment. Employees who feel that their organization is investing in their career development tend to be more emotionally attached and have lower intentions to leave the organization. This suggests that investment in employee development can increase organizational commitment and reduce turnover intention.

In addition, social support from superiors and coworkers also contributes to organizational commitment. In a study conducted by Syafitra, it was found that good interpersonal relationships between employees and management can increase a sense of belonging and commitment to the organization. At Regional Unit Hospital Antero Hamra, the mentoring and coaching program implemented has succeeded in creating a better relationship between employees and management, thereby reducing turnover intention. Data shows that employees who feel supported by their superiors are 30% less likely to intend to leave the organization.<sup>[30]</sup>

The importance of a positive organizational culture cannot be overstated. An organizational culture that supports the values of collaboration, innovation, and employee appreciation can increase organizational commitment. Research by Kowawin showed that a strong organizational

culture contributes to increased employee affective commitment, which in turn reduces turnover intention. At Regional Unit Hospital Antero Hamra, initiatives to build an inclusive and supportive organizational culture have shown positive results, with a 15% decrease in employee turnover rates in the past two years.<sup>[31]</sup>

A study conducted at PT. Adidaya Andalan Asia showed that there is a complex relationship between organizational commitment and turnover intention. In the study, they found that employees who feel valued and supported by the organization tend to have lower turnover intentions, even though they have high commitment. This suggests that support from management and a positive work environment can reduce turnover intentions, even among highly committed employees.<sup>[32]</sup>

In this context, it is important to consider the steps that can be taken by the management of Regional Unit Hospital Antero Hamra to reduce turnover intention among highly committed employees. One approach that can be taken is to improve communication between management and employees. By providing space for employees to convey their complaints and expectations, management can better understand the needs and desires of employees. For example, if employees feel that they need more support in terms of training or career development, management can respond by providing relevant training programs.

The phenomenon where employees of Antero Hamra Hospital have high turnover intention despite having high organizational commitment reflects the complexity of the relationship between the two variables. Although employees may feel attached to the organization, factors such as dissatisfaction with working conditions, stress, and lack of support can trigger the desire to leave. Therefore, it is important for management to understand and address these factors to retain committed employees. By creating a positive and supportive work environment, and improving communication between management and employees, organizations can reduce turnover intention and retain valuable employees.

Organizational commitment variable is one of the important aspects in the world of human resource management, especially in the context of health. Recent studies have shown that organizational commitment not only affects job satisfaction, but also plays a significant role in

reducing turnover intention. In a study conducted at Antero Hamra Hospital, Kendari City, it was found that the significance value for the organizational commitment variable was 0.002, which means less than the critical limit of 0.05. This shows that there is a significant relationship between organizational commitment and turnover intention. The recorded regression coefficient of -0.161 indicates that the higher the organizational commitment, the lower the employee's intention to move jobs. This indicates that a strong commitment to the organization can be a determining factor in employee retention.

Organizational commitment refers to the extent to which employees feel attached to and loyal to the organization they work for. Employees who are highly committed tend to have a greater sense of responsibility for the organization's tasks and goals. They feel that the organization's success is also their personal success, which in turn will strengthen their desire to remain in the organization. For example, a nurse at Antero Hamra Hospital who feels appreciated and recognized for her contributions will be more likely to remain at the hospital, compared to those who feel ignored or unappreciated.

In addition, organizational commitment can also be influenced by various factors, including organizational culture, leadership, and opportunities for career development. A positive organizational culture, where employees feel safe and supported, tends to increase commitment. For example, hospitals that implement training and development programs for employees can increase their attachment to the organization. In a study conducted by<sup>33</sup>, it was found that employees who had access to good career development programs showed higher levels of commitment compared to those who did not have such access.

However, while organizational commitment has a positive impact on employee retention, it is also important to examine other factors that may contribute to turnover intention. In the context of Antero Hamra Hospital, factors such as high workload, lack of support from management, and dissatisfaction with compensation may also contribute to employee turnover intention. For example, a doctor who feels burdened by a busy work schedule without adequate support from management may consider looking for a job elsewhere that offers a better work-life balance.

Further analysis shows that organizations seeking to reduce turnover intention should consider a holistic approach that includes increasing organizational commitment while addressing other issues that may trigger employee dissatisfaction. This can be done through regular employee satisfaction surveys, where employee feedback can be used to identify areas for improvement. If employees are dissatisfied with the compensation system, management may consider reviewing and improving the remuneration package offered.

The results of the study at Regional Unit Hospital Antero Hamra, Kendari City showed that organizational commitment has a significant negative effect on turnover intention. With a significance value of 0.002 and a regression coefficient of -0.161, it is clear that increasing organizational commitment can be an effective strategy in retaining employees. However, organizations must also pay attention to other factors that can affect employee satisfaction and intention to stay. With a comprehensive approach, including the development of a positive organizational culture and increased managerial support, Regional Unit Hospital Antero Hamra can create a better work environment, which will ultimately reduce turnover intention and improve the overall performance of the organization.

The underlying assumption of this study is that organizational commitment acts as a barrier to turnover intentions. Employees who have a strong commitment feel more emotionally and psychologically attached to the organization, so they are more likely to stay despite challenges or pressures in their work. This is not only beneficial for the employees, but also for the organization itself, because the costs associated with recruiting and training new employees can be very high. By reducing turnover rates, organizations can save resources and retain the knowledge and skills that experienced employees have built.

In addition, it is important to note that the relationship between organizational commitment and turnover intention is not a one-way street. Employees who feel that the organization provides adequate support and creates a conducive work environment are more likely to reciprocate with their loyalty. This creates a positive cycle in which organizational commitment strengthens job satisfaction, which in turn reduces turnover

intention. In this regard, organizations need to actively create and maintain a culture that supports employee engagement, such as through training programs, open communication, and opportunities to participate in decision-making.

This phenomenon can be explained through several aspects. First, employees who feel connected to the organization tend to have a greater sense of ownership of their work. They feel that the success of the organization is also their personal success. For example, a nurse who has worked at Antero Hamra Hospital for years and has contributed to various public health projects will feel proud and responsible for the reputation of the hospital. This sense of pride can reduce the desire to change jobs, even when there are offers from other places that may be more tempting.

Thus, it can be concluded that organizational commitment has a significant influence on employee turnover intention at Regional Unit Hospital Antero Hamra, Kendari City. Through various efforts to improve organizational commitment, such as career development programs, social support, and positive organizational culture, management can reduce employee turnover intentions. This study shows the importance of attention to organizational commitment as a strategy to retain employees and improve overall organizational performance.

## Conclusion

Job satisfaction partially has a positive but insignificant effect and organizational commitment partially has a positive but insignificant effect on employee turnover intention at Regional Unit Hospital Antero Hamra, Kendari City. So that the work environment is in the low category, while job satisfaction, organizational commitment and compensation and turnover intention are in the high category. This needs to be a concern for the hospital to suppress or reduce the level of employee turnover intention by monitoring and evaluating employee retention.

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Hatta et.al (Job Satisfaction and Organizational Commitment as Determinants of Turnover Intention: Evidence from Antero Hamra Regional Unit Hospital in Kendari)

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Hatta et.al (Job Satisfaction and Organizational Commitment as Determinants of Turnover Intention: Evidence from Antero Hamra Regional Unit Hospital in Kendari)