

Analysis of Job Satisfaction on Turnover Intention Through Organizational Commitment Mediation

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Abstract. *The decline in human resources and high turnover rates among nurses continues to be a global problem that needs to be addressed by health organizations. Diponegoro National Hospital Semarang faced with the challenge of reduced resources caused by the acceptance of employees in new jobs with permanent employee status. This situation requires management to conduct screening to obtain the resources needed. This study will analyze the effect of job satisfaction on turnover intention through the mediation of organizational commitment. This type of research is observational with a cross-sectional design. The sampling method that will be used in this study is purposive sampling on nurses working at Diponegoro National Hospital. Data were obtained from taking questionnaires via google form and analyzed using SEM-PLS. The results showed that organizational commitment had a significant negative effect on turnover intention ($O = -0.529$), job satisfaction had a significant negative effect on turnover intention ($O = -0.811$), job satisfaction had a significant positive effect on organizational commitment ($O = 0.782$), and job satisfaction had a significant negative effect on turnover intention ($O = -0.414$). The implications of this study indicate that hospitals should increase organizational commitment and nurse job satisfaction in achieving a decrease in turnover intention.*

Keywords: *Job Satisfaction; Organizational Commitment; Turnover Intention.*

1. Introduction

Globalization of the world economy requires every organization to compete with each other in terms of resources and market advantages. This situation also applies to the hospital industry. Such rapid changes require hospitals to survive so that hospitals must meet the demands to be able to respond to these changes. The decline in the number of human resources and high turnover rates in nurses continue to be a global problem that needs to be resolved by health organizations. (Kim & Kim, 2021). In Indonesia, the turnover rate of nurses in hospitals has reached its highest figure in recent years, namely 20.8% in 2019. (Susanti et al., 2020). This shows that hospital management is facing a problem, especially in the field of human resources. The growth of the number of hospitals in Indonesia is

increasing. Data on the number of hospitals changes every day and increases every year, which is around 80% in a period of 10 years (2010-2020)(KPPU, 2020). This condition risks the turnover of nurses from one hospital to another.

The results of an interview with dr. Hari Peni Julianti, M.Kes, Sp.KFR, as the Human Resources Manager of Diponegoro National Hospital Semarang, stated that the hospital is faced with the challenge of reduced resources caused by the acceptance of employees in new jobs with permanent employee status. This situation requires management to conduct screening to obtain the required resources. The number of nurses who resigned from Diponegoro National Hospital Semarang is presented in Table 1. The challenge of turnover in nurses will have a significant impact on hospitals in facing the pandemic because the decrease in the number of resources causes increasing work pressure on hospitals(Hou et al., 2021). These statements raise a gap phenomenon regarding the need for analysis to reduce the turnover rate of employees at Diponegoro National Hospital Semarang, especially nurses.

Number of Nurses Leaving Diponegoro National Hospital Semarang

	2019	2020	2021
Nurse	7	28	38
Dental Nurse	1	2	0
TOTAL	8	30	38

Source: Department of Human Resources, Diponegoro National Hospital, Semarang (2022)

Turnover intention refers to the desire for voluntary withdrawal by employees from the organization and profession they are engaged in. This employee desire can result in consequences for organizations such as hospitals, in the form of low nurse productivity, poor nursing care, and additional costs for the organization in carrying out the re-screening process.(Labrague et al., 2018). Organizations must be able to ensure that nursing staff are highly committed and dedicated so that nurses are willing to survive in any situation. Nurses with high commitment are also expected to make it easier for hospitals to ensure continuity of quality patient care and services, organizational efficiency, performance, and productivity.(Hayes et al., 2012; North et al., 2013). There is a research gap between organizational commitment and turnover intention. Faizah et al.'s (2021) research in the banking sector states that organizational commitment has a significant negative effect on turnover intention.(Faizah et al., 2021), but research by Silaban and Syah (2018) in the hospitality sector stated that organizational commitment does not have a significant effect on turnover intention.(Silaban & Syah, 2018).

Apart from organizational commitment, job satisfaction is a factor that influences turnover intention, as stated that turnover intention begins with dissatisfaction with the work felt by the individual.(Mobley, 1977). Dissatisfaction triggers the tendency for an employee to have the possibility of leaving the organization.(Santoni & Harahap, 2018). This shows that job satisfaction is a factor that influences turnover intention. There is a research gap between

job satisfaction and turnover intention. Faizah et al.'s (2021) research in the banking sector shows that job satisfaction has a significant negative effect on turnover intention.(Faizah et al., 2021), but research by Setiyanto and Selvi (2017) shows that job satisfaction has a negative and insignificant effect on turnover intention.(Setiyanto & Selvi, 2017). Job satisfaction is also a determining factor in the success of an organization in achieving committed human resources.(Yamazakia & Petchdee, 2015). This is stated in the research of Kartika and Purba (2018) that job satisfaction has an indirect effect on turnover intention through commitment to the organization.(Kartika & Purba, 2018). This means that the level of job satisfaction accompanied by high organizational commitment has the potential to reduce turnover intention. Employees with high job satisfaction through strong commitment to the organization tend to make employees stay in an organization.

Job satisfaction is a determinant in achieving organizational commitment(Meyer et al., 1993). Kovach (1977) defined that "job satisfaction is recognized as a component of organizational commitment", while other researchers clearly stated that job satisfaction is a predictor of organizational commitment (Porter et al., 1974; Price, 1977; Spector, 1997). Job satisfaction is more of a response to a particular job or aspect of a job, while commitment is more of a global response (Weiner, 1980). Organizational commitment indicates an employee's attachment to the organization, as opposed to a particular task, environment, or job location.(Nath Gangai & Agrawal, 2015)

Previous empirical research has shown that the correlation between job satisfaction, commitment, and turnover intention shows no direct relationship. It was found that satisfied and committed employees can still decide to leave, but dissatisfied and ambivalent employees who remain in their jobs. Factors that weigh on an individual's decision to stay or leave are due to various things, such as personal pressure to stay, the absence of other alternatives in obtaining the expected job, and the type of obstacles. Some authors conclude that the relationship between a weak negative correlation between job satisfaction and turnover intention(Nath Gangai & Agrawal, 2015).

This study uses turnover intention as a benchmark to resolve the existing phenomenon gap. Turnover intention has been proven as a benchmark for turnover as an outcome (actual)(Singh & Loncar, 2010). The existence of the research gap presented requires further analysis. Based on the phenomenon gap and research gap above, this study will analyze the effect of job satisfaction on turnover intention through the mediation of organizational commitment. The study will be conducted at Diponegoro National Hospital, Semarang.

2. Research Methods

This study is an observational analysis study with a cross-sectional design. The analysis shows that the study aims to determine the relationship between variables in the population. Observational shows that the study was conducted through observation

without intervention. Cross-sectional indicates that all research data was taken in one period.

3. Results and Discussion

3.1. Respondent Overview

The respondents of this study were registered nurses at Diponegoro National Hospital Semarang with employee status as Civil Servants (PNS), Diponegoro University Employees (PU), Partnerships, and Contract Workers (TKK). This study was conducted by indirectly providing questionnaires (google form) to all nurses for approximately one month until all questionnaires were collected. Respondents can fill out the questionnaire if they have agreed to the informed consent given. The rate of return of questionnaires that can be further processed will be presented in Table 3.

Primary Data Collection Results

Criteria	Amount	Percentage
The questionnaire was distributed	103	100%
Unreturned questionnaires	17	17.5%
Number of returned questionnaires	85	82.5%
Number of questionnaires that do not meet the criteria	6	5.8%
Number of questionnaires that meet the criteria	79	76.6%

Source: Processed primary data, 2022

The table above shows that the number of distributed questionnaires is 103. The questionnaires that meet the criteria are 79 with a questionnaire return rate of 76.6%. The demographics of respondents in this study include, name, gender, age, final education, length of service, marital status, employment status, and salary received, which are then attached in Table.

Respondent demographics show that nurses at RSND are mostly female (64.5%) than male (32.9%). The respondents are dominated by nurses aged 25 to 45 years (50.6%). The highest final education of respondents is D3 (58.2%), followed by S1 (37.9%), nursing profession (3.8%), and D4 (1.2%). Respondents in this study are dominated by nurses who have worked for more than 5 years (56.9%), followed by nurses who have worked for less than 3 years (25.3%), and those who have worked between 3 to 5 years (17.7%). More nurse respondents are married (73.4%) than single (26.5%). RSND nurses consist of four employment statuses, where respondents in this study are dominated by nurses with PU employment status (36.7%), followed by PNS (31.6%), TKK (29.1%), and partnership (2.5%). Most respondents received salaries in the range of IDR 3,000,000 to IDR 5,000,000 (64.5%), then 22 respondents received salaries of more than IDR 5,000,000 (27.8%) and 6 respondents received salaries of less than IDR 3,000,000 (7.5%).

Descriptive Analysis of Variables

Descriptive variable analysis is conducted to obtain a descriptive picture of the respondents' answers to each question in the research instrument, especially the indicators in the research variables used. The interval score index can be developed to obtain a picture of the degree of respondents' perception of the variables studied (Augusty Ferdinand, 2006). Measurement at the interval uses a score of 1 for the lowest and 5 for the highest score

Turnover Intention

Turnover intention has 5 indicators developed by researcher Rahman (2020), namely negligence (TI1), delaying work (TI2), wanting another job (TI3), wanting to leave the workplace (TI4), and looking for a new job (TI5). The results of the descriptive analysis of the variables are explained in Table

Turnover Intention

Code	Indicator	Mean	Criteria
TI1	Negligence	2,481	Currently
TI2	Postpone work	2,380	Currently
TI3	Want another job	2,330	Currently
TI4	Desire to leave the workplace	2.304	Currently
TI5	Looking for a new job	2.266	Currently
	Average	2,352	Currently

Source: Processed primary data (2022)

It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on turnover intention is included in the moderate category, which is 2,352. The highest assessment is in the TI1 indicator in the form of "negligence", with a mean value of 2,481. These results indicate that the negligence indicator is a value that contributes to turnover intention, although the indicator's level of confidence is included in the moderate category.

Organizational Commitment

Organizational commitment in this study is described through indicators of affective commitment, ongoing commitment, and normative commitment.

Affective Commitment

Affective commitment from Al-Haroon and Al-Qahtani's (2020) research consists of emotional attachment (KA1), sense of belonging to the organization (KA2), and pride in being part of the organization (KA3). The results of the descriptive analysis of the variables are explained in Table 6.

Affective Commitment

Code	Indicator	Mean	Criteria
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KA1	Emotional attachment	3,747	Tall
KA2	Sense of belonging to the organization	3,747	Tall
KA3	A sense of pride in being part of the organization	3.823	Tall
Average		3,772	Tall

Source: Processed primary data (2022)

It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on affective commitment is included in the high category, which is 3,772. The highest assessment is in the KA1 and KA2 indicators in the form of "emotional attachment" and "sense of belonging to the organization", with a mean value of 3,747.

Ongoing Commitment

The continuance commitment from Al-Haroon and Al-Qahtani's (2020) study consists of the need to survive (KB1), reluctance to change jobs (KB2), and the disadvantages of leaving the organization (KB3). The results of the descriptive analysis of the variables are explained in Table.

Ongoing Commitment

Code	Indicator	Mean	Criteria
KB1	The need to survive	3,722	Tall
KB2	Reluctance to move	3.696	Tall
KB3	The disadvantages of leaving an organization	3,646	Currently
Average		3.688	Tall

Source: Processed primary data (2022)

It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on ongoing commitment is included in the high category, which is 3,688. The highest assessment is in the KB1 indicator in the form of "the need to survive" with a mean value of 3,722.

Normative Commitment

Normative commitment from Al-Haroon and Al-Qahtani's (2020) research consists of the obligation to survive (KN1), loyalty (KN2), and debt of gratitude (KN3). The results of the descriptive analysis of the variables are explained in Table.

Normative Commitment

Code	Indicator	Mean	Criteria
KN1	Obligation to survive	3,658	Currently
KN2	Loyalty	3,797	Tall
KN3	Debt of gratitude	3,810	Tall
Average		3.755	Tall

Source: Processed primary data (2022)

It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on normative commitment is included in the high category, which is 3,755. The highest assessment is in the KN3 indicator in the form of "debt of gratitude" with a mean value of 3,810.

Job Satisfaction

Job satisfaction in this study is described into two dimensions, namely the Work Itself and Coworker Support.

The Work Itself The work itself has 3 indicators developed by researchers Lee, Yang, Li (2017), namely pride (PIS1), satisfaction for oneself (PIS2), and pleasure (PIS3). The results of the descriptive analysis of the variables are explained in Table.

The Job Itself

Code	Indicator	Mean	Criteria
PIS1	Pride	3.696	Tall
PIS2	Satisfaction for yourself	3.329	Currently
PIS3	Pleasure	3,797	Tall
	Average	3,607	Currently

Source: Processed primary data (2022)

It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on the job itself is included in the moderate category, which is 3,607. The highest assessment is in the PIS3 indicator in the form of "Pleasure" with a mean value of 3,797.

Coworker Support

Coworker Support has 3 indicators developed by researchers Lee, Yang, Li (2017), namely interpersonal behavior (DRK1), helping each other (DRK2), and division of work roles (DRK3). The results of the descriptive analysis of the variables are explained in

Coworker Support

Code	Indicator	Mean	Criteria
DRK1	Behavior between people	3.937	Tall
DRK2	Mutual help	4,051	Tall
DRK3	Division of work roles	4.013	Tall
	Average	4,000	Tall

Source: Processed primary data (2022)

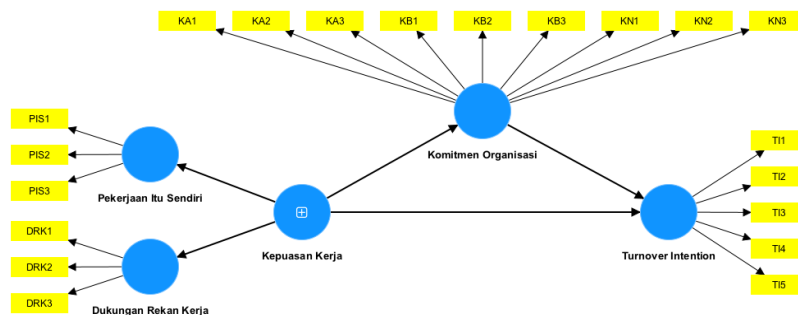
It can be seen from the mean results of each indicator, that the respondent's research on exogenous variables on work support is included in the high category, which is 4,000. The highest assessment is in the DRK2 indicator in the form of "mutual assistance" with a mean value of 4,051.

Data Analysis

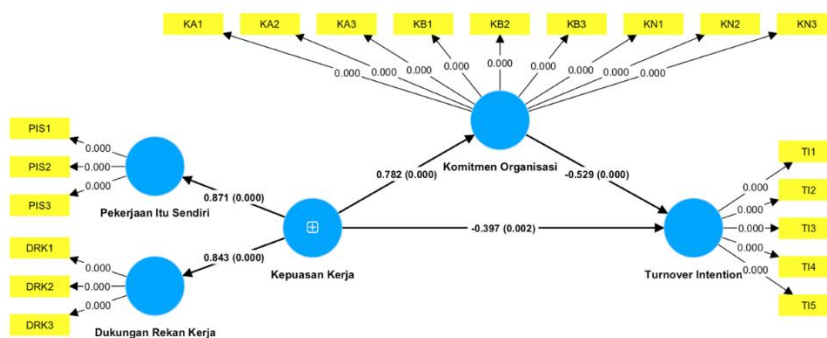
Data analysis and model testing using Smart PLS 4.0. PLS analysis uses two sub-models, namely the outer model measurement model used for validity and reliability testing, and the inner model measurement model used for quality testing or hypothesis testing for prediction testing.

Measurement Model Analysis (*Outer Model*)

The stage before testing the measurement model is to make an estimate of the research model which can be seen in Figure 2. Testing the measurement model is carried out to show the results of the validity and reliability tests. Evaluation of the measurement model with convergent validity, internal consistency, and discriminant validity is shown in Table 11.



Research Model Estimation



Model Evaluation

Results PLS algorithm run model evaluation shows that the outer loading, AVE, composite reliability, cornbach's alpha, and HTMT values on all variable indicators have met the requirements. This proves that all indicators in this research variable are valid, so there are no indicators that need to be eliminated.

Structural Model Analysis (*Inner Model*)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the magnitude of the pathway coefficient, Coefficient of Determination (R^2) for the dependent construct, Effect Size (f^2), Predictive Relevance (Q^2), and Hypothesis Testing.

Pathway Coefficients

	Coefficient	t-count	Sig
Organizational Commitment→Turnover Intention	-0.529	4.359	0.000
Job satisfaction→Turnover Intention	-0.811	24,484	0.000
Job satisfaction→Organizational Commitment	0.782	16,233	0.000
Job satisfaction→Organizational Commitment→Turnover Intention	-0.414	3,555	0.000

Source: Processed primary data (2022)

Mark The sample on the pathway coefficient shows a number between -1 and 1 which indicates that there is a relationship in each variable. The T-statistic on a sample size of 79 is 1.66 so that the relationship between variables occurs significantly. The P-Value in this study also shows <0.05 so that the relationship between variables occurs significantly

Coefficient of Determination (R^2)

	R^2	R^2 Adjusted
Turnover Intention	0.767	0.761
Organizational Commitment	0.611	0.606
The Job Itself	0.759	0.755
Coworker Support	0.711	0.707

Source: Processed primary data (2022)

Mark R^2 ranges from 0 to 1, with higher scores indicating the level of model prediction accuracy. The higher the R^2 value, the higher the model prediction accuracy. A high R^2 value is indicated by a value > 0.75 , namely on Turnover Intention and the Job Itself, while a moderate R^2 value is indicated by a value > 0.5 , namely on Organizational Commitment and Coworker Support.

Effect size (f^2)

	Turnover Intention	Organizational Commitment	Job satisfaction
Turnover Intention	-		
Organizational Commitment	0.466	-	
Job satisfaction	0.263	1,573	-

Source: Processed primary data (2022)

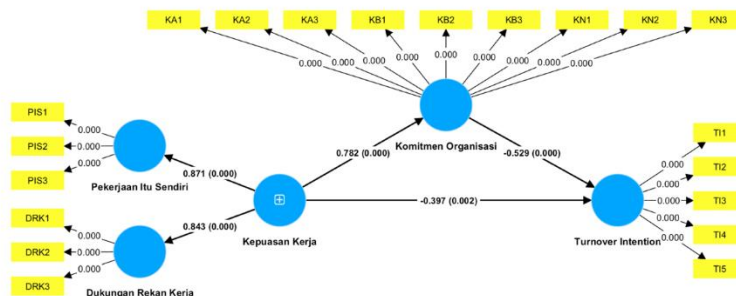
Mark f^2 shows the influence given by exogenous variables to endogenous. The f^2 value in this study shows a value > 0.35 in each relationship assessed, so that the influence between Organizational Commitment and Turnover Intention, Job Satisfaction and Turnover Intention, and Job Satisfaction and Organizational Commitment has a strong influence.

Predictive Relevance (Q^2)

	Q^2
Turnover Intention	0.637
Organizational Commitment	0.578
The Job Itself	0.755
Coworker Support	0.706

Source: Processed primary data (2022)

Cross-validated Redundancy(Q^2) is a way to test predictive relevance. A value > 0 indicates that the model has predictive relevance, while < 0 indicates that the model has less predictive relevance (Ghozali & Laten, 2015). A value > 0.35 on turnover intention, continuance commitment, normative commitment, the job itself, and coworker support indicates that the exogenous construct has great predictive relevance, while a value > 0.1 on affective commitment indicates that the exogenous construct has moderate predictive



relevance.

Structural Model Testing

This study has four hypotheses in the inner model which can be summarized in Table.

Conclusion of Hypothesis Test Results

H-	Pathway	Hypothesis	Results	Conclusion
H1.	Organizational Commitment → Turnover Intention	Negative, significant	Negative, significant	Accepted
H2.	Job satisfaction → Turnover Intention	Negative, significant	Negative, significant	Accepted
H3.	Job satisfaction → Organizational Commitment	Positive, significant	Positive, significant	Accepted
H4.	Job satisfaction → Organizational Commitment → Turnover Intention	Negative, significant	Negative, significant	Accepted

3.2. Discussion

Organizational Commitment and *Turnover Intention*

Results This study shows that organizational commitment has a significant negative effect on turnover intention. The results of statistical analysis show that the pathway coefficient indicates that both variables have an effect ($O = -0.529$), with t-values greater than 1.66 and p-values showing 0.000 ($p < 0.05$) so that H_0 is rejected and H_1 is accepted. Increasing organizational commitment will reduce turnover intention in employees, namely nurses at the Diponegoro National Hospital in Semarang.

Organizational commitment is a concept that is closely related to employees in identifying the involvement that individuals feel towards an organization. High organizational commitment allows individuals to persist longer in fighting for the goals, missions, and objectives of an organization. (Meyer et al., 1993; Mowday, 1984; Mowday et al., 1982). This shows that organizational commitment is a significant predictor in reducing turnover intention. Organizational commitment represents a state of being emotionally attached to a person or organization related to behavior and loyalty, to achieve goals and a sense of obligation to the organization. (MA Shah et al., 2020). This study examines organizational commitment through three dimensions, namely affective, ongoing, and normative. The three dimensions show results that organizational commitment has a significant negative effect on turnover intention. These results are in accordance with previous studies that high organizational commitment will reduce employees' desire to leave the organization so that increasing employee commitment is needed for organizations to reduce turnover rates. (Mensah & Kosi, 2016; Prabowo, 2018; Ramalho Luz et al., 2018; Serhan et al., 2022).

This study shows that continuance commitment has the greatest influence, followed by affective commitment and normative commitment. These results indicate that the turnover intention experienced by nurses at Diponegoro National Hospital Semarang is more due to the perception of the impact felt by individuals regarding the benefits and disadvantages of leaving the organization. Continuance commitment is a commitment that arises because of individual awareness of the risks that must be accepted if they lose their jobs so that the emergence of this commitment is based on the reciprocity needed by individuals (Meyer et al., 1993). This result is supported by previous research that continuance commitment has a more negative and significant influence on turnover intention than other commitments because continuance commitment shows that employees tend to stay in the organization due to the need for each individual to obtain work and income. (Elisabeth et al., 2021). It is shown through several answers given by respondents that the reasons for staying in the organization are felt by the existence of "fear of losing job opportunities", "reduced income", "far from parents", and "fear of getting sanctions from the agency". This means that Diponegoro National Hospital Semarang can pay more attention to the need to avoid nurses' fears in the future in order to achieve sustainable commitment.

In addition to ongoing commitment, this study shows that affective commitment and normative commitment have a significant negative effect on turnover intention. Affective commitment is stated to be the most influential dimension in reducing turnover intention in several previous studies.(Ramalho Luz et al., 2018; Serhan et al., 2022). It is stated that the higher the individual's affective commitment, the higher the dedication given by the individual to the organization because of the increase in positive emotional states to continue to survive in the organization. (Serhan et al., 2022). Respondents in this study stated that their reasons for continuing to commit to the organization include "comfortable workplace", "comfortable co-worker relationships", and "in accordance with passion". This means that individuals will continue their role to survive in the organization because of the understanding of the perception of the values and goals applied. Nurses at Diponegoro National Hospital Semarang will achieve affective commitment if the support given in achieving these values and goals can be conveyed well, such as the implementation of a good work practice system and rewards.

Normative commitment arises from the self-values of employees who remain members of the company because of the awareness that commitment to the organization is a necessity or obligation. The individual will remain in the company because of the awareness of a necessity to do so.(Elisabeth et al., 2021). Respondents in this study stated that loyalty should be given to the organization for various reasons, such as "a form of responsibility", "a debt of gratitude for the job opportunities given", and "meaningful learning". These reasons indicate that nurses at Diponegoro National Hospital Semarang have a feeling that they must stay because they do not want to disappoint the organization. Individuals who have normative commitment tend to stay in the organization because they have duties and responsibilities that must be carried out.

Job Satisfaction and Turnover Intention

Results This study shows that job satisfaction has a significant negative effect on turnover intention. The results of statistical analysis show that the pathway coefficient indicates that both variables have an effect ($O = -0.811$), with t-values greater than 1.66 and p-values showing 0.002 ($p < 0.05$) so that H_0 is rejected and H_1 is accepted. Increasing job satisfaction will reduce turnover intention in employees, namely nurses at the Diponegoro National Hospital in Semarang.

Job satisfaction is the final feeling of a person after performing a task and job. Job satisfaction refers to the extent to which a job meets a person's basic needs, expectations and values, and job suitability.(NH Shah & Jumani, 2015). This shows that the expression of job satisfaction represents how much an individual experiences feelings of pleasure in the context of the organization so that job satisfaction can reflect how the individual's personal interests are met by the organization. Respondents in this study stated that job satisfaction was obtained from how important the work they do has meaning for the respondents through statements such as "this job is a door to sustenance for me", "this job is a field of

reward", "increases knowledge and helps in developing myself", and "this job is a job that suits my skills". Job satisfaction has five dimensions such as the job itself, salary, opportunities for promotion, supervision, and support from coworkers (Robbins & Judge, 2015). This study examines job satisfaction through the dimensions of the work itself and co-worker support. The selection of both dimensions to represent job satisfaction is related to the selection of respondents in this study, namely hospital nurses, where it was stated in previous studies that the requirements for job satisfaction among hospital nurses can be obtained through individual perceptions in the form of the work itself and co-worker support. (Hagerty, 1999; Sodeify & Habibpour, 2021).

The work itself is a dimension of job satisfaction that refers to aspects of the work environment and the individual's perception of the work they do as a responsibility. (Donthu, 2022). The job itself represents the job satisfaction variable in this study because job satisfaction is determined by how much an individual feels they have met or exceeded expectations well. This means that the job itself is the main source of satisfaction for individuals so that job satisfaction will increase if individuals have a positive perception of the work they do and also their environment. This study shows that the job itself affects job satisfaction in reducing turnover intention. Previous studies explain this influence due to the need for each individual for self-development (Putra & Johanes, 2017). This indicates that nurses at Diponegoro National Hospital Semarang can achieve job satisfaction if the hospital is able to provide appreciation for the work results of nurses, as well as provide training to improve the abilities of nurses.

Coworker support is a dimension of job satisfaction that refers to the trust of coworkers in providing work-related support to assist in carrying out tasks based on the skills possessed. (Susskind et al., 2003). Thus, coworker support affects the work environment and also individuals in carrying out their duties. Research related to coworker support is still more minimal than supervisory support, while a study states that coworker support also has a significant influence in achieving job satisfaction. (AVCI, 2017). This study shows that coworker support influences job satisfaction in reducing turnover intention as stated in previous studies. (Adeghe & Chukwu, 2019). This indicates that nurses at Diponegoro National Hospital Semarang can achieve job satisfaction if the relationship between colleagues is well established. Group cohesive is stated as one of the tips for achieving job satisfaction. (Iman Iskandar, 2020).

Job Satisfaction and Organizational Commitment

Results This study shows that job satisfaction has a significant positive effect on organizational commitment. The results of statistical analysis show that the pathway coefficient indicates that both variables have an influence ($O = 0.782$), with t-values greater than 1.66 and p-values showing 0.000 ($p < 0.05$) so that H_0 is rejected and H_1 is accepted. Increasing job satisfaction will increase organizational commitment to employees, namely nurses at the Diponegoro National Hospital in Semarang.

Job satisfaction is a determinant of organizational commitment. The main difference between job satisfaction and organizational commitment is that job satisfaction is a form of response that an employee has to the work they do, while organizational commitment is an emotional response that an employee has to their organization. These two variables are considered to have a very close relationship. (Nath Gangai & Agrawal, 2015). This study shows that job satisfaction has a significant positive effect on organizational commitment, as stated in previous studies that increased job satisfaction will also increase organizational commitment. (Eleswed & Mohammed, 2013; MA Shah et al., 2020). This shows that to achieve organizational commitment, the organization needs to ensure that job satisfaction is achieved.

Job Satisfaction, Organizational Commitment, and Turnover Intention

Results This study shows that job satisfaction has a significant negative effect on turnover intention with organizational commitment as the mediation. The results of statistical analysis show that the pathway coefficient indicates that both variables have an influence ($O = -0.414$), with t-values greater than 1.66 and p-values showing 0.000 ($p < 0.05$) so that H_0 is rejected and H_1 is accepted. Increasing job satisfaction accompanied by increasing organizational commitment will reduce turnover intention in employees, namely nurses at the Diponegoro National Hospital in Semarang.

Job satisfaction and organizational commitment are two variables that determine turnover intention in several previous studies. (Faizah et al., 2021; Kartika & Purba, 2018; Nath Gangai & Agrawal, 2015). Previous studies have linked that the satisfaction felt by each individual towards the work they do results in self-identification as part of the values, vision, and goals of the organization so that the individual's desire to stay in the organization increases and actual turnover decreases. The results of this study prove that organizational commitment is able to mediate the influence of job satisfaction in reducing turnover intention. These results are in line with previous studies that job satisfaction has a significant negative effect on turnover intention through the mediation of organizational commitment. (Indrayanti & Riana, 2016; Kartika & Purba, 2018). This means that the higher the job satisfaction and the higher the organizational commitment to each individual, the lower the turnover intention.

This study analyzes job satisfaction through the dimensions of the work itself and co-worker support. This shows that respondents have felt the opportunity to develop and be responsible in doing their jobs. Respondents also feel that co-worker support, both in terms of tasks and socially, is important to achieve in achieving job satisfaction. In addition, organizational commitment through affective commitment, ongoing commitment, and normative commitment must be attempted to unite individual perspectives with organizational perspectives. The management of Diponegoro National Hospital Semarang can prevent future turnover through turnover intention by providing strategies to increase job satisfaction and organizational commitment.

4. Conclusion

This study aims to determine the effect of job satisfaction on turnover intention through the mediation of organizational commitment on nurses at Diponegoro National Hospital Semarang. Organizational commitment plays a significant role in the relationship between job satisfaction and turnover intention in an effort to reduce actual turnover. It can be concluded based on the results of this study that: 1. Organizational commitment has a significant negative effect on turnover intention. This shows that organizational commitment, either through affective commitment, continuance commitment, or normative commitment, is a predictor that determines the nurse's decision to stay or leave their job. 2. Job satisfaction has a significant negative effect on turnover intention. This shows that job satisfaction through self-development in the work being done and support from coworkers can provide a positive perspective that influences nurses' decisions to stay or leave their jobs. The higher the opportunities for nurses to carry out their job responsibilities and the higher the support given by colleagues both in terms of tasks and socially, the greater the satisfaction felt. 3. Job satisfaction has a significant positive effect on organizational commitment. This shows that in order to achieve individual commitment in the organization, hospitals need to achieve a job satisfaction perspective for nurses. 4. Job satisfaction has a significant negative effect on turnover intention through organizational commitment mediation. This shows that job satisfaction accompanied by high organizational commitment in each individual can reduce nurse turnover intention.

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