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The Role of Organizational Commitment in Mediating the Influence of Communication and Work Stress on the Turnover Intention in Private Hospitals in West Denpasar

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ABSTRACT : The turnover intention of employees in private hospitals cannot be avoided, and there are various different factors that may stimulate their turnover intention. If the turnover intention is not managed properly, employee turnover will be high, which leads to an undesirable level of employee performance. The high rate of employee turnover also has negative impacts on the organization, such as creating instability and uncertainty regarding the conditions of the existing workers and the high cost of managing the HR. The aim of this study is to examine and explain the role of organizational commitment in mediating the influence of communication and work stress on turnover intentions. This research is classified as an associative quantitative study. The population consists of all the employees of private hospitals in West Denpasar, with a total sample of 206 employees who were determined using the proportionate stratified random sampling method. The data were collected through questionnaire. The analysis technique used is the linear regression analysis following Baron and Kenny's method with the SPSS version 22.0 as the analysis tool. The results of this study revealed that communication has a negative influence on turnover intention, work stress has a positive influence on turnover intention, organizational commitment has a negative influence on turnover intention, communication has a positive influence on organizational commitment, work stress has a negative influence on organizational commitment, organizational commitment mediates the influence of communication on turnover intention, and organizational commitment mediates the influence of work stress on turnover intention. The research results provide empirical evidence as reference for future studies and also enrich the literature of human resource management.

Keywords -organizational commitment, communication, work stress, turnover intention

I. INTRODUCTION

Hospital services is a very complex because employees must comply with standard safety procedures in carrying out service activities for which they are responsible. Hospital services are also considered to be unique because the process includes hospitality services as well as medical services, both for inpatients and outpatients. The role of labor in hospital is very important, because they are who deliver the surface on the organization to satisfied the need of costumer (Supriyanto and Ernawati, 2010). To achieve the organizational goals, it is very important to manage the human resources (HR) effectively and efficiently. According to Santika (2014), human resources are a key factor in developing a company that must be maintained and cared for properly. One of the HR problems is the employees' desire to quit the job or turnover intention. Based on the results of interviews in several hospitals in Bali, the number of employee turnover is high. According to Gillies (1989), the turnover of employees is considered to be normal if it is between 5-10 percent per year and high if it is above 10 percent per year.

Turnover intention is defined as the intention to leave the organization (Issa et al, 2013). Those with this intention will try to find other jobs in other companies (Adillah, 2012). According to Nwagbara et al. (2013), one of the driving factors of turnover intention is communication. Organizations will be more able to achieve their goals through better communication (Femi, 2014). Several literatures have shown that organizations with good communication practices were more able to facilitate their employees in completing their tasks and provide better work environment, which in turn positively reduces turnover (Ballard and Seibold, 2006; Main, 1998; Mobley, 1982; Price 1977).

Work stress is another factor that may stimulate employees' turnover intention. Work stress has been a serious problem for managers in the business world (Hlatywayo et al., 2014). According to Nasution (2017), the

problems faced by hospital employees are often caused by the high work pressure. According to Rismawan et al. (2014), the higher the level of stress experienced by employees, the greater their desire to leave the organization.

Turnover intention is also stimulated by the lack in organizational commitment (Yudika Putra, 2018). Robbins and Judge (2011) defined commitment as a condition in which employees are in favor of the firm they work for and intend to maintain their employment in that firm. Permatasari (2013) revealed that a decrease in commitment level leads to an increase in the turnover intention of the organization. Mustamil et al. (2014) stated that the relationship between communication and turnover intention can be mediated by organizational commitment. Akehurst et al. (2009) found that commitment can mediate the influence of work stress on turnover intention. Based on the above mentioned phenomena, this study attempted to examine and explain the role of organizational commitment in mediating the influence of communication and work stress on turnover intention in public and private hospitals in West Denpasar.

II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

Theory of planned behavior

Based on the theory of planned behavior, intention is the will to perform a behavior and is also the main predictor of behavior (Ajzen, 1985). Prestholdt et al. (1987) emphasized that the behavioral intentions of individuals to perform or not perform certain behaviors are the initial determinants of their actual behavior. Therefore, it can be assumed that people's behavior can be predicted from their intention. This assumption was also conformed by Semin and Fiedler (1996) who stated that the most appropriate and efficient predictor of actual behavior is the person's intention.

The influence of communication on turnover intention

The factor that greatly contributes to the increase in turnover intention is communication. Communication may provide personal satisfaction to employees when they communicate with other people in the organization (Downs & Adrian, 2004). The research conducted by Apker et al. (2009), Yang & Wittenberg (2016), Olcer&Ozenir (2017), Sumiati&Hasan (2018), and Octaviani (2019) showed that communication has a negative relationship with turnover intention. This means that the more effective the communication, the lower the turnover intention of employees. Based on this explanation, the following hypothesis can be formulated:

H1: communication has a negative influence on turnover intention

The influence of work stress on turnover intention

Klassen (2011) stated that work stress has a positive influence on turnover intention. Afrizal et al. (2014) argued that employees who are stressed tend to think that the job is not important to them. PandeSaeka (2016), Alamsyah and Kusumadewi (2016), Qureshi (2013), Lu et al. (2017), Syahronica et al. (2015) and Putra (2012) also stated that work stress has a positive influence on turnover intention. This means with a higher level of work stress, there will be a higher level of turnover intention. Thus, the following hypothesis is formulated:

H2: Work stress has a positive influence on turnover intention

The influence of organizational commitment on turnover intention

Hendrayani (2013) revealed that organizational commitment has a significant influence on turnover intention. In addition, Lumley et al. (2011) stated that employees are more willing to stay in the company are more committed to the goals and values of the organization they currently work for. Hendrayani (2013), Tumbelaka et al. (2016) and Al-kilani (2017) also suggested that employee commitment has a negative influence on the desire to leave the organization. Thus, the third hypothesis is as follows:

H3: Organizational commitment has a negative influence on turnover intention

The influence of communication on organizational commitment

Organizational commitment is a condition in which employees side with the organization and has the intention to stay in that organization (Robbins and Judge, 2013). If the employees are supported by good communication, employees are more likely to develop organizational commitment. Communication was found to have a significant and positive influence on organizational commitment (Chen-chen et al, 2006, Carriere, 2009 and Sunengsih, 2012). Thus, the fourth hypothesis is:

H4: Communication has a positive influence on organizational commitment

The influence of work stress on organizational commitment

Velnampy et al. (2013) and Cha et al. (2011) revealed that there is a negative relationship between work stress and organizational commitment. Rulestari and Eryanto (2013) suggested that the impact of work stress is an organizational problem, which includes the decrease in the level of job satisfaction and organizational commitment. If the work stress increases, the level of employee commitment will decrease, vice versa. Thus, the fifth hypothesis is:

H5: Work stress has a negative influence on organizational commitment

The role of organizational commitment in mediating the influence of communication on turnover intention

Departmental communication plays an important role in building organizational commitment and reducing turnover intentions. Josephson et al. (2008) found that turnover intention is higher when employees are dissatisfied with the communication in the organization. Brunetto et al. (2011) also found a significant relationship between supervisor-subordinate communication and affective commitment. Mustamil et al. (2014) also revealed that the relationship between communication and turnover intention can be mediated by organizational commitment. Thus, the hypothesis developed is:

H6: Organizational commitment is a partial mediator in the influence of communication on turnover intention

The role of organizational commitment in mediating the influence of work stress on turnover intention

Work stress has a significant influence on turnover intention through organizational commitment (Serinikli, 2019). Rismawan et al. (2014) and Kafashpoor et al. (2014) noted that the level of turnover intention is influenced by work stress and organizational commitment. The findings in their theoretical model explained that work stress affects turnover intention directly and partially through organizational commitment. Akehurst et al. (2009) also found that commitment is able to mediate the influence of work stress on intention to leave. Thus, the seventh hypothesis developed in this study is as follows:

H7: Organizational commitment is a partial mediator in the influence of work stress on turnover intention

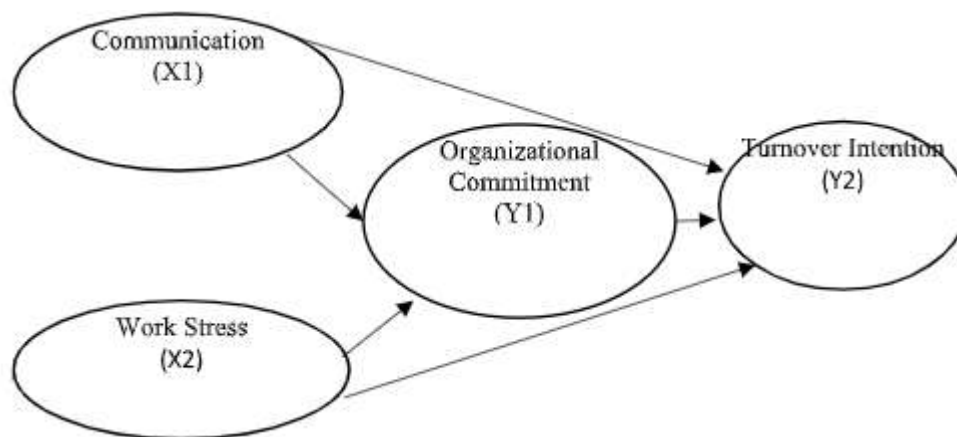


Figure 1. Conceptual Framework

III. RESEARCH METHOD

This research is an associative research. The population in this study are all the employees of private hospitals in West Denpasar. The total number of sample is 206 employees, who were determined by using the proportionate stratified random sampling method. The data were collected through questionnaires. The analysis technique used is the linear regression analysis followig Baron and Kenny's method, with the SPSS version 22.0 as the analysis tool. The mediation in this study was examined using the Sobel test. The communication construct was measured using the indicators adapted and modified from Muhammad's (2011) study, work stress from Cartwright & Cooper's (1998) and Robbins and Judge's (2017) research, organizational commitment from Allen and Meyer (1990), and the turnover intention from Mobley et al. (1982).

IV. RESULT AND DISCUSSION

Description of respondents

Based on the job position, 80 people or 38.84% of the total sample, hence most of the respondents are nurses,. Based on their latest education, most of the respondents have an undergraduate degree, numbering at 32.04% from the total sample. Based on age, most are at 26 years old, with a percentage of 16.99% from the total sample. This is because people at this age are still classified as productive and have a healthy physique which is a requirement to be accepted as an employee in hospitals. Based on gender, 51.46% of the respondents are women. This is because most of the nurses at Balimed Hospital are female.

Instrument validity and reliability test

The validity test results show that all variables have a KMO value of ≥ 0.5 , MSA value of ≥ 0.5 , Loading Factor ≥ 0.4 , Cumulative Explained Variance ≥ 0.5 and Eigenvalue ≥ 1.0 , which indicate that all indicators are valid and ready to be used to examine the variables in this study. All instruments in this study are deemed as reliable because the Cronbach's Alpha value is > 0.70 .

Linear regression analysis results

Table 1. Linear regression analysis results

Relationship between Variables	Unstandardized Coefficients	Standard Error	t	Significance	Description
Communication → Turnover Intention	-0,557	0,020	-28,107	0,000	Significant
Work Stress → Turnover Intention	0,212	0,008	26,620	0,000	Significant
Organizational Commitment → Turnover Intention	-0,273	0,009	-31,988	0,000	Significant
Communication → Organizational Commitment	1,936	0,055	35,349	0,000	Significant
Work Stress → Organizational Commitment	-0,722	0,024	-29,512	0,000	Significant

Source: computed data, 2020

Mediation test (Sobel test)

Table 2. Summary of the relationship unstandardized coefficients, standard error, standardized coefficients, calculated t and significance value

Relationship	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
Communication → Organizational Commitment	1,936	0,055	0,927	35,349	0,000
Work stress → Organizational Commitment	-0,722	0,024	-0,900	-29,512	0,000
Organizational Commitment → Turnover Intention	-0,273	0,009	-0,913	-31,988	0,000

Source: computed data, 2020

Table 2. shows the unstandardized coefficients and standard errors of the influence of independent variables X1, and X2, on the mediating variable Y1, and the mediating variable Y1 on the dependent variable Y2. These numbers were needed to conduct the sobel test.

- a) Sobel test Communication, Organizational Commitment, and Turnover Intentions

$$z = \frac{(1,936)(-0,273)}{\sqrt{(-0,273^2)(0,055^2) + (1,936^2)(0,009^2)}} = \frac{-0,528}{-0,528}$$

$$z = \frac{\sqrt{(0,074529)(0,003025) + (3,748096)(0,000081)}}{-0,528}$$

$$z = \frac{\sqrt{0,000225 + 0,000303}}{-0,528}$$

$$z = \frac{\sqrt{0,000528}}{-0,528}$$

$$z = \frac{0,022978}{-0,528}$$

$$z = -2,299$$

Based on the sobel test results, organizational commitment (Y1) mediates the influence of communication (X1) on turnover intention (Y2). The z value is $-2.299 < -1.96$ (at a significance level of 0.05) which means that commitment (Y1) is able to mediate the influence of communication (X1) on turnover intention (Y2).

b) Sobel test Work Stress, Organizational Commitment, and Turnover Intentions

$$z = \frac{(-0,722)(-0,273)}{\sqrt{(-0,273)^2(0,024^2) + (-0,722^2)(0,009^2)}} \\ z = \frac{0,197106}{\sqrt{(0,074529)(0,000576) + (0,521284)(0,000081)}} \\ z = \frac{0,197106}{\sqrt{0,000043 + 0,000042}} \\ z = \frac{0,197106}{0,04047} \\ z = \frac{0,00923}{0,00923} \\ z = 4,078$$

Based on the sobel test results, organizational commitment (Y1) is able to mediate the influence of work stress (X2) on turnover intention (Y2). The z value is $4.078 > 1.96$ (at a significance level of 0.05) which means that organizational commitment (Y1) is able to mediate the influence of work stress (X2) on turnover intention (Y2).

Causal step mediation test method (Baron dan Kenny)

a) The role of organizational commitment in mediating the influence of communication on turnover intention

Table 3. Regression Equation Estimation Results of Communication and Organizational Commitment

Variabel	Unstandized coefficients (B)	T	Sig
Constant	-2,505		
Communication	1,936	35,349	0,000

Source: computed data, 2020

The regression model based on the data in Table 3. is as follows:

$$Y1 = -2,505 + 1,936X1 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (a) = 1,936.

Table 4. Regression Equation Estimation Results of Turnover Intention and Communication

Variabel	Unstandized coefficients (B)	T	Sig
Constant	28,987		
Communication	-0,557	-28,107	0,000

Source: computed data, 2020

The regression model based on the data in Table 4. is as follows:

$$Y2 = 28,987 - 0,557X1 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (c) = -0,557.

Table 5. Regression Equation Estimation Results of Turnover Intention and Organizational Commitment

Variabel	Unstandized coefficients (B)	T	Sig
Constant	27,321		
Organizational Commitment	-0,273	-31,988	0,000

Source: computed data, 2020

The regression model based on the data in Table 5. is as follows:

$$Y_2 = 27,321 - 0,273Y_1 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient = -0,273

Table 6. Regression Equation Estimation Results of Communication, Organizational Commitment, and Turnover Intentions

Variable	Unstandardized coefficients (B)	T	Sig
Constant	28,525		
Communication	-0,200	-4,380	0,000
Organizational Commitment	-0,185	-8,445	0,000

Source: computed data, 2020

The regression model based on the data in Table 6. is as follows:

$$Y_1 = 28,525 - 0,200X_1 - 0,185Y_2 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (b) = -0.185. Furthermore, the direct influence c' is -0.200, which is less than (c) -0.557 in magnitude. This shows that the influence of communication on turnover intention is reduced. Thus, it can be concluded that this model can be categorized as a partial mediation.

b) The role of organizational commitment in mediating the influence of work stress on turnover intention

Table 7. Regression Equation Estimation Results of Organizational Commitment and Work Stress

Variabel	Unstandized coefficients (B)	T	Sig
Constant	93,532		
Work Stress	-0,722	-29,512	0,000

Source: computed data, 2020

The regression model based on the data in Table 7. is as follows:

$$Y_1 = -93,532 - 0,722X_2 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (a) = -0,722.

Table 8. Regression Equation Estimation Results of Turnover Intentions and Work Stress

Variabel	Unstandized coefficients (B)	T	Sig
Constant	1,207		
Work Stress	0,212	26,620	0,000

Source: computed data, 2020

The regression model based on the data in Table 8. is as follows:

$$Y_2 = 1,207 + 0,212X_2 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (c) = 0,212.

Table 9. Regression Equation Estimation Results of Turnover Intention and Organizational Commitment

Variabel	Unstandardized coefficients (B)	T	Sig
Constant	27,321		
Organizational Commitment	-0,273	-31,988	0,000

Source: computed data, 2020

The regression model based on the data in Table 9. is as follows:

$$Y_2 = 27,321 - 0,273Y_1 + ie$$

The results showed that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient = -0,273

Table 10. Regression Equation Estimation Results of Work Stress, Organizational Commitment, and Turnover Intentions

Variable	Unstandardized coefficients (B)	T	Sig
Constant	18,897		
Work Stress	0,075	5,043	0,000
Organizational Commitment	-0,189	-10,207	0,000

Source: computed data, 2020

Based on Table 10. the following regression model is formulated:

$$Y_1 = 18.897 + 0.075X_2 - 0.189 Y_2 + ie$$

The analysis result shows that work stress has a significant influence on turnover intention even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (b) = -0.189. Furthermore, the direct influence c' is 0.075 which is less than (c) 0.212. This shows that the influence of the work stress on turnover intention is reduced after controlling for organizational commitment. Thus, it can be concluded that this model is categorized as a partial mediation.

V. DISCUSSION

The influence of communication on turnover intention

Table 1. shows that this influence has a coefficient of -0.557 and a significance level of 0.000, which is less than 0.05. This means that communication has a negative and significant influence on turnover intention. Thus, hypothesis 1 is accepted. Communication has a significant negative influence on turnover intention. This result is in line with the results obtained by Apker et al. (2009), Yang & Wittenberg (2016), Olcer and Ozenir (2017), Sumiati&Hasan (2018), and Octaviani (2019). This means that the more effective the communication, the lower the turnover intention of employees, and vice versa, the less effective the communication, the higher the turnover intention.

The influence of work stress on turnover intention

Table 1. shows that work stress has a positive and significant influence on turnover intention, indicated by a correlation coefficient value of 0.212 and a significance value of 0.000, which is less than 0.05. Thus, hypothesis 2 is accepted. This means that the level of work stress felt by employees has an effect on the employee's turnover intention. PandeSaeka (2016), Alamsyah and Kusumadewi (2016), Afrizal et al. (2014), Qureshi (2013), Lu et al. (2017), Syahronica et al. (2015), Putra (2012), and Hoboubi et al. (2017) also revealed

that work stress has a positive influence on turnover intention. This means that the higher the level of work stress, the higher the turnover intention of employees.

The influence of organizational commitment on turnover intention

Table 1. shows that organizational commitment has a negative and significant influence on turnover intention. This is indicated by a correlation coefficient of -0.273 and a sig. value of 0.000. Thus, hypothesis 3 is accepted. The higher the organizational commitment, the lower the employee's turnover intention. This result is consistent with the results revealed by Hendrayani (2013), Tumbelaka et al. (2016), Al-kilani (2017) which showed that commitment has a negative influence on the turnover intention of employees.

The influence of communication on organizational commitment

Table 1. shows that the influence has a coefficient of 1.936 and a sig value of 0.000. Thus, hypothesis 4 is accepted. This means that communication has a positive and significant influence on organizational commitment. The better the communication within the organization, the higher the organizational commitment of its employees. Postmes et al. (2001) suggested that communication is a factor which affects the commitment of employees towards their organization. This result is consistent with the results obtained by Chen-chen et al. (2006), Hung, (2006), Ng, (2006), Carriere (2009), and Sunengsih (2012) who found that communication has a significant and positive influence on organizational commitment.

The influence of work stress on organizational commitment

Table 1. shows that the influence of work stress on organizational commitments has a correlation coefficient value of -0.722 and a sig value of 0.000. Thus, hypothesis 5 is accepted. This means that work stress has a significant and negative influence on organizational commitment. This proves that with a higher level of work stress, the employees would have a lower level of organizational commitment. This result is supported by Anuari(2017), Capricornia (2012), Paramahita (2014), Iresa (2015), Winda (2012) who also revealed that organizational commitment will be low if employees have greater work stress and excessive workloads.

The role of organizational commitment in mediating the influence of communication on turnover intention

Table 6. shows that communication has a significant influence on turnover intentions even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (b) = -0.185. Furthermore, the direct influence c' is -0.200, which is less than (c) -0.557 in magnitude. This means that commitment is able to mediate the influence of communication on turnover intention, therefore H6 is accepted. The test results in Table 3 shows that organizational commitment is a partial mediator in the influence of communication on turnover intention. Sustainable and open communication will lead to a higher level of organizational commitment, and eventually reduce absenteeism and turnover. Brunetto et al. (2011) also found a significant relationship between supervisor-subordinate communication and the affective commitment of nurses. This result is consistent with the research conducted by Mustamil et al. (2014) which found that the relationship between communication and turnover intentions is mediated by organizational commitment.

The role of organizational commitment in mediating the influence of work stress on turnover intention

Table 10. shows that shows that work stress has a significant influence on turnover intention even after controlling for organizational commitment, with a significance value of $0.000 < \alpha = 0.05$, and a regression coefficient (b) = -0.189. Furthermore, the direct influence c' is 0.075 which is less than (c) 0.212. which means that organizational commitment mediates the influence of work stress on turnover intention. Thus, H7 is accepted. The test results in Table 4 show that organizational commitment is a partial mediator in the influence of communication on turnover intention. Work stress has a significant influence on turnover intention through organizational commitment (Serinikli, 2019). The results of this study is consistent with the research conducted by Rismawan et al. (2014), and Kafashpoor et al. (2014) which stated that the level of turnover intention is influenced by work stress and organizational commitment. Akehurst et al. (2009) revealed that the influence of work stress on turnover intention is mediated by organizational commitment. Firth at al. (2004) also found that organizational commitment is a mediator in the influence of work stress on turnover intention.

VI. CONCLUSIONS AND SUGGESTIONS

The results of this study show that communication has a negative influence on turnover intention, work stress has a positive influence on turnover intention, organizational commitment has a negative influence on turnover intention, communication has a positive influence on organizational commitment, work stress has a negative influence on organizational commitment, organizational commitment is a mediator in the influence of

communication on turnover intention, and organizational commitment is a mediator in the influence of work stress on turnover intention. These results are expected to provide empirical evidence as references for future studies and enrich the development of human resource management literature related to the role of organizational commitment in mediating the influence of communication and work stress on turnover intention. The limitation of this research is that the research scope is limited to the city of Denpasar, therefore results cannot be used for generalization purposes. This study only examines communication, work stress, organizational commitment and turnover intention, therefore other factors has not been examined in more depth. This research was only conducted over a certain period of time, while the environment is dynamic. Similar studies can be conducted in different areas, at different times or with different populations and samples.

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