

Dynamics of Employee Turnover Intention and The Role of Organizational Commitment as A Moderator

Farah Sabilla Alimu

Universitas Semarang, Semarang, Indonesia
Jl. Soekarno Hatta, RT.7/RW.7, Tlogosari Kulon, Kec. Pedurungan, Kota Semarang, Jawa Tengah 50196
Korespondensi E-mail: farahsabillaa@gmail.com

Submitted: Januari 2025, Revised: Februari 2025., Accepted: Maret 2025

Abstract

This research is based on the results of initial observations that inform the actual employee turnover in 2023 to 2024. The purpose of this study is to empirically reveal job satisfaction, personality and perception of organizational support towards turnover intention and organizational commitment as a moderation variable. The type of research is included in the quantitative with a cross-sectional study design. The population used is staff in nursing, patient relations, accounting and finance, public services, quality departments, pharmacy, growth and development clinics, and laboratories which until the beginning of 2024 totals 355 personnel. The sampling technique uses purposive sampling, so that the number of samples is determined to be 77 respondents. The data collection technique uses a questionnaire, and the analysis method uses the three-box method and PLS-SEM analysis. The results of the analysis prove that job satisfaction has no effect on turnover intention, but the perception of organizational support has a negative effect on turnover intention, while personality and organizational commitment have a positive effect on turnover intention. Organizational commitment moderates the relationship between job satisfaction and personality to turnover intention, while organizational commitment is unable to moderate the relationship between organizational support perception and turnover intention.

Keyword: Job satisfaction; personality; perception of organizational support; organizational commitment; turnover intention

INTRODUCTION

The occurrence of turnover intention indicates that the organization is constrained in building the organizational commitment of its employees (Guzeller & Celiker, 2020), and basically turnover intention is an individual's planned behavior caused by several factors that underlie (Costan et al., 2022), therefore turnover is closely related to the Theory of Planned Behavior which reveals that planned behavior occurs due to attitudes, subjective norms and behavioral control (Zhao et al., 2021). Turnover intention occurs because of the problem of employees with their job satisfaction level, so they intend to move to another organization that is expected to meet their satisfaction with the work aspect (Rahman, 2020), even in other circumstances, turnover intention is caused by the personality of employees who open themselves up to different experiences in other organizations (Saeed, 2020), and sometimes turnover intention is a problem that occurs due to the lack of organizational support for the quality of work life of employees (Galanis et al., 2024), but the thing that dominates the most turnover intention is the problem of employees with

organizational commitment (Zhu et al., 2022), and turnover intention is related to the aspects of thinking about exiting, finding alternative jobs, and intention to exit (Ike et al., 2023).

Job satisfaction is one of the attitudes that individuals represent over all aspects of work that underlie it, so that it is one of the determining factors for turnover intention (Gebregziabher et al., 2020), employees who have job satisfaction show that they are satisfied with all aspects of work that underlie their work, so that it can reduce the turnover intention rate (Dewi et al., 2020), and on the other hand, the job satisfaction felt by employees, will have an impact on their commitment to the organization, thereby reducing the turnover intention rate (Thay et al., 2023), but when their job satisfaction is lower than expected, it will have a negative impact on their commitment to stay in the organization, causing an increase in turnover intention (Ekhsan, 2019), because job satisfaction is related to aspects salary, promotion, supervision, colleagues and the job itself (Karaferis et al., 2022).

Personality is closely related to the attitude of the individual that underlies the occurrence of turnover intention (Sitthiwarongchai et al., 2019), an individual's openness to new experiences is part of the individual's personality that causes turnover intention (Gümüşsoy, 2019), but for individuals who have emotional stability in their personality, then that emotional stability will decrease the level of their desire to move (Jeswani & Dave, 2020), and the importance of a personality will determine their commitment to the organization, so that when an employee's commitment shows their loyalty to the organization, it will reduce the turnover intention rate (Tsaousoglou et al., 2022), since personality is related to extraversionary aspects, sociability, prudence, emotional stability and openness to experiences (Banfi & Randall, 2022).

Subjective norms in employees are closely related to the perception of organizational support felt by employees, so they are closely related to the level of turnover intention (Pahlevan Sharif et al., 2021), organizational support that employees perceive will have an impact on increasing turnover intention if they feel that working conditions are less conducive (Jing & Yan, 2022), but when employees view organizational support from the perspective of organizational justice, it lowers their willingness to move (Li et al., 2022), it is very important that organizational support is given to employees because it will have an impact on their commitment to the organization, so it will reduce the turnover intention rate (Crayenstein et al., 2022), and the perception of organizational support has a positive effect on employee commitment to the organization, so that it will reduce the level of TUOVER INTENTION (Perryer et al., 2020), because the perception of organizational support is related to the aspect fairness, employer support, organizational awards and working conditions (Maan et al., 2020).

The control of individual behavior depends on external factors that make him decide to commit to the organization by maintaining his citizenship, and the circumstances suggest that organizational commitment will lower the turnover intention

rate (Alviyah & Saifudin, 2022), organizational commitment reflects the level of loyalty of employees to stay within the organization, so it will have a negative impact on the turnover intention rate (Güzeller & Çeliker, 2019), on the other hand, when there is a problem of employee organizational commitment that is connected to continuous commitment, it will cause an increase in turnover intention (Xia et al., 2022), in addition, the organization's commitment that reflects the problem with its obligation to survive in the organization, will have a positive effect on the turnover intention rate (Abet et al., 2024), and organizational commitment is related to aspects of affective commitment, sustainable commitment and normative commitment (Farrukh et al., 2017).

One of the interesting objects to study is Alia Hospital in Depok City, as a service-based organization, of course the hospital prioritizes the performance of its personnel in order to be able to serve patients, but the problem faced by the hospital in the range of 2023 – March 2024 is the fluctuation of employee turnover, based on the results of observations to the HRD department on March 18, 2024, The following data were obtained:

Table 1
Dynamics of Employee Turnover

Moon	Total Head Account Actual			Turnover
	Enter	Out	Total	
Jan-23	12	9	289	3,11%
Feb-23	6	9	286	3,15%
Mar-23	10	3	293	1,02%
Apr-23	7	6	294	2,04%
May-23	16	1	305	0,33%
Jun-23	18	12	319	3,76%
Jul-23	12	5	326	1,53%
Aug-23	18	16	328	4,88%
Sep-23	17	14	326	4,29%
Oct-23	21	9	340	2,65%
Nov-23	17	8	346	2,31%
Dec-23	5	18	355	5,07%
Jan-24	2	14	343	4,08%
Feb-24	5	9	339	2,65%
Mar-24	8	13	334	3,90%

Source: HRD, 2024

Based on this data, it can be seen that every month there is employee turnover, and the highest in December 2023 is 5.07% and

The turnover problem is a problem of employees' organizational commitment to be willing to stay in the organization to achieve their goals, because in one study it was revealed that the occurrence of turnover indicates that the organization is constrained in building the organizational commitment of its employees (Guzeller & Celiker, 2020). To further explore the problem, an interview was conducted with HRD managers, with the question "What is the dominant reason for employees who resign between 2023 – March 2024"? The answer obtained was "Mostly because they have gotten other jobs in hospitals or other companies". From the answer, it can be seen that the transfer of these employees is certainly caused by personal reasons or external factors that make them decide to move from the hospital to another organization.

A follow-up discussion was held on 10 employees on March 21, 2024, to explore their perceptions during work, 5 of them who are inpatient nurses, said that "Overall it is quite comfortable to work at this hospital, only sometimes there are obstacles that often occur are the problem of cooperation between nurses and substitute nurses, where the reporting culture is not used as a reference, so that it causes many patient safety incidents". In contrast to the answers of the 5 nurses, 2 employees from the accounting and finance department said that "Many obstacles occurred in the process of claiming health social security caused by incomplete filling in the patient's medical record file from the doctor in charge, so that this has the potential to cause a decrease in the rate after the pending claim compared to the initial submission is very large".

Based on the information of 5 nurses describing job satisfaction problems related to relationships between colleagues, which should occur adaptive cooperation, so that nursing services can be carried out optimally, and also the problem of cooperation that is considered less than optimal, describing the existence of problems of nurses with personalities related to extraversion which is the level of individual comfort in dealing with others, In addition, it can be seen that the problem of less effective cooperation illustrates the problem of perception of

organizational support related to working conditions that are not in accordance with expectations, so that these problems indicate problems with job satisfaction, personality and perception of organizational support, which are predicted to be indicators of turnover every month in the range of 2023.

Based on information from 2 people in the accounting and finance section, it describes the existence of job satisfaction problems related to relationships between colleagues, where doctors do not provide complete patient medical record files, so that the process of claiming health social security is hampered in the process, and it also illustrates the existence of personality problems related to emotional stability, Where the accounting and finance departments experience work stress due to the number of pending health social security claims due to incomplete patient files, in addition to the problem of doctors' cooperation in completing the need for administrative files for health social security claims, describing the problem of perception of organizational support related to working conditions that are not in accordance with expectations, so that these problems indicate the existence of problems of job satisfaction, personality and perception of organizational support, which are predicted to be indicators of turnover every month in the range of 2023.

Then another answer was obtained from 2 people who served in the pharmacy department, they argued "Broadly speaking, quite satisfied working in this hospital, but there is one big problem, namely the lack of sensitivity of management to complete the pharmaceutical service system using a technology-based hospital information system, so that there are often many problems with expired drugs, because drug stocks are carried out manually and are not controlled, In addition, there are often queues at certain hours, which results in delays in waiting times for drugs that are not in accordance with applicable standards". The opposite answer was obtained from 1 salesperson, it was stated that "I feel dissatisfied with the incentives obtained from the hospital, while the target set by the management is quite large, and if it does not meet 70% of the target, then the incentive

will not be given, and it is an evaluation material for the management to be able to retain the salespeople so that they can continue to work in the hospital".

The information from the pharmacy department describes job satisfaction problems related to the work for which they are responsible, and also the problem describes personality problems related to emotional stability because it is seen that the pharmacy department is experiencing work stress because it is not supported by the information technology they need to overcome their work problems, and it can be seen that the information technology needs they need but have not yet Equipped by management, describing the problem of perception of organizational support related to the support of superiors, so that these problems indicate problems with job satisfaction, personality and perception of organizational support, which are predicted to be indicators of turnover every month in the range of 2023.

The statement from 1 salesperson described the problem of job satisfaction related to salary and promotion, because they did not get rewards and promotion opportunities in accordance with the workload, as well as personality problems related to extraversion, as well as problems with the perception of organizational support related to fairness, where the salesperson felt uncomfortable with his status as the spearhead of an organization that tried to bring in patients and work It is the same as other companies to become partners in facilitating the health problems of their employees, but are not supported by work incentives and promotion opportunities that they expect, so that these problems indicate problems with job satisfaction, personality and perception of organizational support, which are predicted to be indicators of turnover intention every month in the range of 2023.

It is clear that each of the studies that have been described earlier concluded different things, some concluded that job satisfaction, personality, perception of organizational support and organizational commitment had a positive effect on turnover intention, and some even concluded that

there was a negative influence. In addition, there are several studies that conclude the role of organizational commitment as a moderator that can lower or increase the level of turnover intention, such as research that concludes that organizational commitment weakens the relationship between job satisfaction and turnover intention (Tnay et al., 2023), but there is the opposite of the results, it is concluded that organizational commitment strengthens the relationship between job satisfaction and turnover intention (Ekhsan, 2019). Organizational commitment weakens personality relationship to turnover intention (Tsaousoglou et al., 2022), and organizational commitment weakens personality relationships to turnover intention (Jeswani & Dave, 2020). Organizational commitment weakens the relationship between the perception of organizational support and turnover intention (Crayenstein et al., 2022), (Perryer et al., 2020), and no one has proven that organizational commitment strengthens the relationship between the perception of organizational support and turnover intention. Based on this description, it can be seen that organizational commitment can play a role as a moderator that can strengthen or weaken job satisfaction, personality, and the perception of organizational support for the turnover intention level, so this study also tries to prove the ability of organizational commitment as a moderator of the relationship between job satisfaction, personality, and the perception of organizational support for the turnover intention level.

Based on employee turnover in the range of 2023 – March 2024, it can be seen that there are problems about the organization's ability to retain its employees which is the basis for employee turnover intention, and several studies have concluded that different factors can cause turnover intention, turnover intention occurs due to job satisfaction (Rahman, 2020), due to personality problems (Saeed, 2020), due to problems in the perception of organizational support (Galanis et al., 2024), and also the issue of organizational commitment (Zhu et al., 2022), for this reason this study tries to

prove the results of previous studies with the novelty of combining these variables in one whole study with the aim of determining the influence of job satisfaction, personality and perception of organizational support on turnover intention with organizational commitment as a moderation variable. Based on the objectives to be achieved, the following research hypotheses are determined:

H1: Job satisfaction affects turnover intention.

H2: Personality affects turnover intention.

RESEARCH METHODS

This research is quantitative with a causality design that seeks to prove the causal relationship between independent variables and bound variables. This research was conducted at Alia Hospital located in Depok City, West Java, due to the problem of employee turnover in the 2023 - 2024 range. The research population is employees consisting of nursing, patient relations, accounting and finance, public services, quality departments, pharmacy, growth and development clinics, and laboratories which until the beginning of 2024 totals 355 personnel. The sampling technique uses purposive sampling with inclusion criteria: (1) Employees with a working period of ≥ 3 years totaling 77 personnel.

The data used is primary data that is sourced directly from the results of respondents' responses to the questionnaire submitted, because the data used is primary data, so data collection is carried out directly through the survey method to respondents either manually, or using a g-form that uses a Likert scale point 5 – 1.

. The job satisfaction instrument is intended to measure the emotional attitude of employees who show their likes or dislikes in carrying out their work, with indicators of salary, promotion, supervision, colleagues and the job itself (Karaferis et al., 2022), consisting of 5 statements. The personality instrument aims to measure the characteristics of employees in carrying out their functions as workers, with indicators of extraversion, sociability, prudence, emotional stability and openness to experiences (Banfi

H3: The perception of organizational support affects turnover intention.

H4: Organizational commitment affects turnover intention.

H5: Organizational commitment moderates the relationship between job satisfaction and turnover intention.

H6: Organizational commitment moderates the relationship between personality and turnover intention.

H7: Organizational Commitment moderates the relationship between the perception of organizational support and turnover intention.

& Randall, 2022), consisting of 5 statements. The organizational support perception instrument aims to measure Employee perception of the organization's support provided to him, with indicators fairness, employer support, organizational awards and working conditions (Maan et al., 2020), consists of 4 statements. The organizational commitment instrument aims to measure the reasons for employees' willingness to remain willing to stay where they currently work, with indicators of affective commitment, sustainable commitment and normative commitment (Farrukh et al., 2017), consisting of 3 statements. The turnover intention instrument aims to measure the employee's intention to resign from his or her current workplace, with indicators of thinking about exiting, finding alternative jobs, and intention to leave (Ike et al., 2023), consisting of 3 statements.

The analysis was carried out using SEM with the help of the Smart-PLS Program, for that previously a pretest was carried out through an outer loading analysis with reference to the value of the loading factor, assuming that decision-making if the loading factor < 0.7 then the indicator was eliminated (Hair et al., 2019), and a test of the validity and reliability of the construct was carried out assuming decision-making if the $VE > 0.50$ then it is declared valid and if Cronbach's alpha and $CR > 0.70$ then it is declared reliable (Hair et al., 2019). After testing, it was proven that All indicators in each research variable have a loading factor of > 0.70 , so it is concluded that all indicators

contained in the research variables can represent the latent variables, and can be continued at the next stage. In addition, the validity and reliability test of the construct proves that all AVE values of the research variables are > 0.50 , which means that the relationship between the indicators and their latent variables for all variables is valid. Cronbach's alpha value and the reliability of the composite as a whole > 0.70 , so it is concluded that all All constructs or latent variables have good reliability.

The structural model fit test is carried out to test whether the hypothesized model is a good model to represent the results of the study, assuming that if the SRMR value < 0.1 then the model is said to be Fit (Hair et al., 2019). The Multicollinearity Test was carried out to find out whether in the research model there were symptoms of multicollinearity or the occurrence of a high correlation between independent variables, and the good result was that there was no symptom of high correlation between independent variables assuming that if the VIF < 10 then there were

no symptoms of multicollinearity, if the VIF value was > 10 then the symptoms of multicollinearity occurred (Hair et al., 2019).

The analysis of the inner model was carried out through the determination coefficient test stage to assess how much the independent variable contributed in explaining the bound variable, while the reference value used was if the rsquare value was 0.60 - 1 (strong), 0.33 - 0.59 (moderate) and 0.19 - 0.32 (weak) (Hair et al., 2019). The value of the direct influence coefficient and moderation effect was carried out to determine the prediction of the value of the relationship between variables (Hair et al., 2019). Test the hypothesis. Test the hypothesis with an error rate of 5% so that a ttable value of 1.96 is set, if the tcount value is $> ttable$, the hypothesis is accepted and if the tcount value is $< ttable$, the hypothesis is rejected (Hair et al., 2019). Descriptive statistical analysis uses the three-box analysis method so that a scale range of 15.4 - 39.93 : Low, 39.94 - 54.46 : Medium and 56.47 - 77 : High is produced.

RESULTS AND DISCUSSION

Based on the results of a survey conducted on 77 respondents, in the gender category, the highest respondents were female as many as 67 respondents (87%). In respondents based on age category, the highest was in the age range of 40 - 46 years as many as 34 respondents (44%). In the respondents based on the last education, the highest with the last education Diploma was 46 respondents (60%). In respondents based on service period, the highest was in the range of 8 - 14 years as many as 44 respondents (57%).

Descriptive statistical analysis concluded that in the job satisfaction variable, the highest index in the promotion indicator with an index of 36 is in the low category, and the lowest in the job indicator itself with an index of 34.2 is in the low category, where overall the job satisfaction variable is in the low category because it has an average index of 34.88. In the personality variable, the highest index in the extraversion indicator with an index of 34 is in the low category, and the lowest in the easy to get along dimension with an index of 31.8 is in the low category, where overall the

personality variable is in the low category because it has an average index of 33.24. In the variable of perception of organizational support, the highest index is in the indicator of fairness and support of superiors with an index of 47.8 in the medium category, and the lowest in the indicator of organizational appreciation with an index of 46.4 is in the medium category, where overall the variable of perception of organizational support is in the medium category because it has an average index of 47.2. In the organizational commitment variable, the highest index is in the normative commitment indicator with an index of 41.6 in the medium category, and the lowest in the sustainable commitment dimension with an index of 39.6 in the low category, where overall the organizational commitment variable is in the medium category because it has an average index of 40.53. In the turnover intention variable, the highest index is in the dimension of intention to exit with an index of 50.8 in the medium category, and the lowest in the dimension of thinking about moving with an index of 47.6 in the low category where overall the variable of turnover intention is in the medium

category because it has an average index of 48.8.

The next stage is a test to prove the estimated value or prediction of the ability of

the independent variable to affect its bound variable, with the following results:

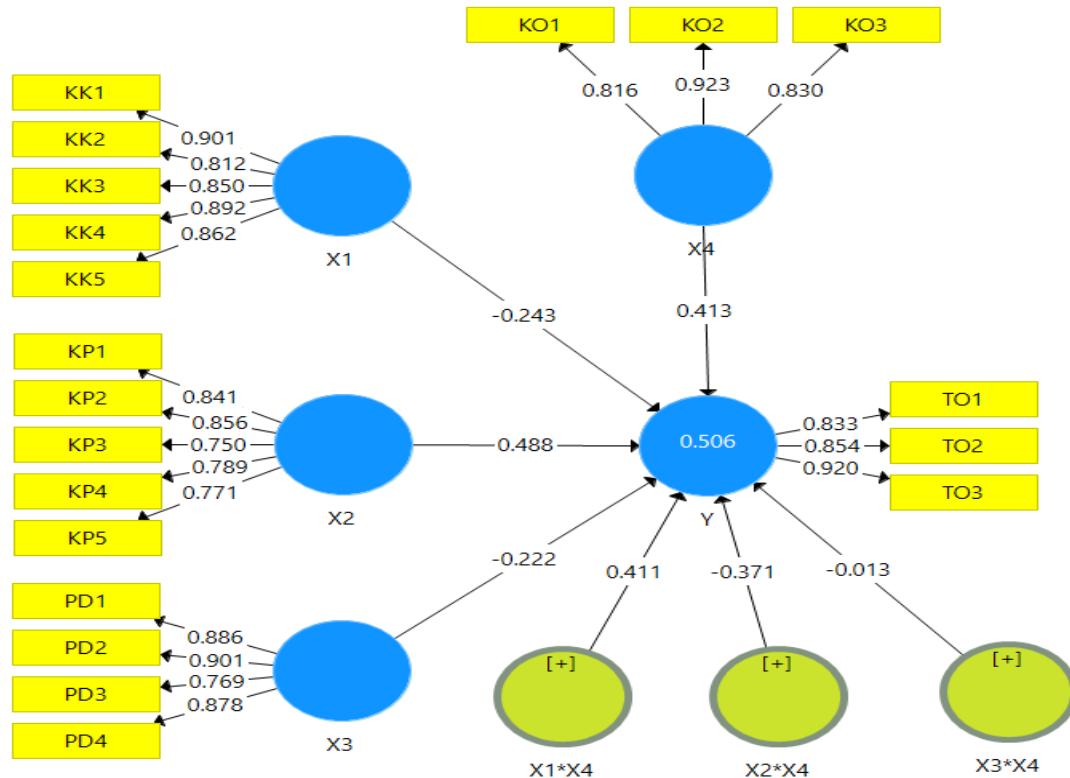


Figure 1
Coefficient Model Path Diagram
Source: Samrt-PLS Output, 2024

Based on 1, it is known that the value of the determination coefficient on the influence of job satisfaction, personality, perception of organizational support and organizational commitment shows a value of 0.506 which means that job satisfaction, personality, perception of organizational support and organizational commitment contribute by 50.5% in creating turnover intention and are included in the category of moderate influence (Hair et al., 2019). The results of the analysis show that the function of the equation $Y = -0.243(X1) + 0.488(X2) - 0.222(X3) + 0.413(X4)$ which means that turnover intention can decrease by 24.3% through job satisfaction, increase by 0.488 through personality, decrease by 22.2% through the perception of organizational support, and increase by 41.3% through organizational commitment. The results of the moderation effect analysis concluded the

function of the equation $Y = -0.411(X1 \times X4) - 0.371(X2 \times X4) - 0.031(X3 \times X4)$ which can be interpreted that the effect of job satisfaction on turnover intention moderated by organizational commitment, shows a coefficient of 0.411, which means that organizational commitment positively interacts with the relationship of job satisfaction with turnover intention. On the influence of personality on turnover intention moderated by organizational commitment, it shows a coefficient of -0.371, which means that organizational commitment negatively interacts with personality relationships on turnover intention. On the effect of organizational support perception on turnover intention moderated by organizational commitment, it shows a coefficient of -0.013, which means that organizational commitment negatively interacts with the relationship

between organizational support perception and turnover intention.

The final stage is a hypothesis test to prove the acceptance or rejection of the hypothesis that has been formulated by

referring to the error level of 5%, assuming that if the t_{cal} value > 1.96 , the hypothesis is accepted, while if the t_{cal} value < 1.96 , the hypothesis is rejected (Hair et al., 2019).

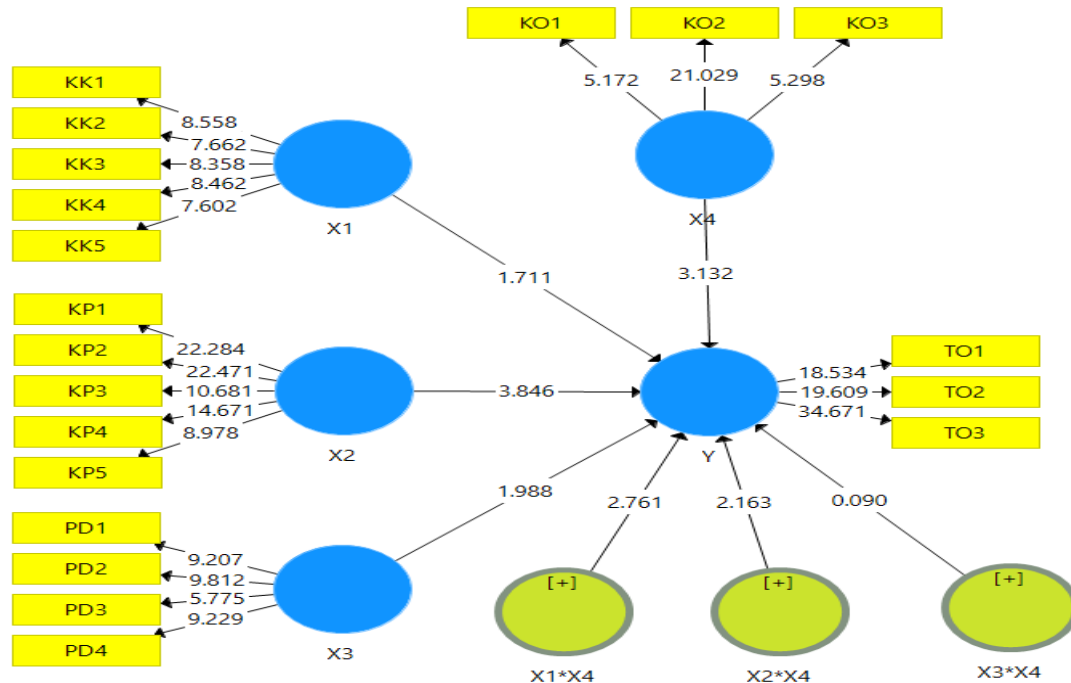


Figure 2
Hypothesis Test Model Path Diagram

Source: Samrt-PLS Output, 2024

Based on figure 2, the results of the influence test between the research variables are explained, and summarized as in the table below:

Table 2

Summary of Hypothesis Test

Relationship	Calculation	Conclusion
X1 -> Y	1.711	H1 Rejected
X2 -> Y	3.846	H2 Accepted

Relationship	Calculation	Conclusion
X3 -> Y	1.988	H3 Accepted
X4 -> Y	3.132	H4 Accepted
X1*X4 -> Y	2.761	H5 Accepted
X2*X4 -> Y	2.163	H6 Accepted
X3*X4 -> Y	0.090	H7 Rejected

Source: Researcher's preparation, 2024

The Effect of Job Satisfaction on Turnover Intention

The results of the analysis concluded that job satisfaction had no effect on indefinite turnover, which means that the job satisfaction felt by current employees had no effect on the level of employee turnover intention. These results Contrary to research that concludes that job satisfaction is one of the attitudes that individuals represent over all aspects of work that underlie it, so that it becomes one of the determining factors for turnover intention (Gebregziabher et al., 2020), and employees who have job satisfaction show that they are satisfied with

all aspects of work that underlie their work, so that they can reduce the turnover intention rate (Dewi et al., 2020). This situation occurs because even though all aspects of employee job satisfaction are at a low level, they feel that management sets the same standards in performance appraisal as one of the perceptions of organizational support that employees feel today, so that the job satisfaction that is felt today even though it is low, does not affect the desire or intention of employees to move to other organizations.

The Influence of Personality on Turnover Intention

The results of the analysis concluded that personality has a positive effect on indefinite turnover, which means that with the personality that each employee currently has, it will increase employee turnover intention. Result This is in line with research that concludes that personality is closely related to individual attitudes that underlie turnover intention (Sitthiwarongchai et al., 2019), an individual's openness to new experiences is part of the individual's personality that causes turnover intention (Gümüşsoy, 2019), and contrary to research

The Effect of Organizational Support Perception on Turnover Intention

The results of the analysis concluded that the perception of organizational support has a negative effect on indefinite turnover, which means that with the employee's perception of the organization's support that they currently feel, it will reduce the level of employee turnover intention. These results This is in line with research that concludes that when employees view organizational support from the point of view of organizational justice, it lowers their willingness to move (Li et al., 2022), it is very important that organizational support is given to employees because it will reduce the turnover intention rate (Crayenstein et al., 2022), and the perception of organizational support will lower the level of turnover

The Effect of Organizational Commitment on Turnover Intention

The results of the analysis concluded that organizational commitment has a positive effect on indefinite turnover, which means that with the current organizational commitment of employees, it will increase the level of employee turnover intention. These results In line with research that concludes that when there is a problem of employee organizational commitment that is connected to continuous commitment, it will cause an increase in turnover intention (Xia et al., 2022), in addition, the organization's commitment that reflects the problem with its obligation to survive in the organization, will have a positive effect on the turnover intention rate (Abet et al., 2024). But this

that concludes that personality will lower turnover intention rates (Tsaousoglou et al., 2022). The situation shows that nurses experience obstacles to be able to interact with their current work environment, especially to follow the direction of the leadership in establishing cooperation with other units, so they will resign after getting a better offer., but the employee's intention to move to another organization can be suppressed if the employee feels comfortable working with other work units, So they will not think about changing jobs, even though the responsibility at this hospital is greater than the monthly income.

intention (Perryer et al., 2020). The situation shows that employees are driven by the support of the organization they feel today, especially in terms of management fairness in setting the same standards in performance appraisals, and leadership support in providing employees with opportunities to get training, so that employees will not think about changing jobs, even though the responsibility at this hospital is greater than the monthly income. But the problem lies in the aspect awards, where employees feel that management does not care enough in setting rewards for work units that can achieve work targets, so that there is an opportunity to make employees will resign if they get a better offer.

result is contrary to research that concludes that organizational commitment lowers turnover intention rates (Alviyah & Saifudin, 2022), organizational commitment reflects the level of loyalty of employees to stay within the organization, so it will have a negative impact on the turnover intention rate (Güzeller & Çeliker, 2019). The situation shows the behavior of employees who are loyal enough to support the organization to achieve its goals, but there is a problem with the continuous commitment of employees, where they feel that they will not survive in this hospital because they do not get fair compensation, so they will resign after getting a better offer, even though basically

the employees will stay in this hospital as a form of loyalty, But because of the problem of not getting fair compensation, it makes

The Role of Organizational Commitment in Moderating the Relationship Between Job Satisfaction and Turnover Intention

The results of the analysis conclude that organizational commitment weakens the relationship between job satisfaction and turnover intention, so that with the creation of organizational commitment, the turnover intention rate of employees will decrease even with the level of job satisfaction felt by employees today. This result is in line with research that concludes that the job satisfaction felt by employees will have an impact on their commitment to the organization, thereby lowering the turnover intention rate (Tnay et al., 2023), and organizational commitment reflects the level of employee loyalty to remain within the

The Role of Organizational Commitment in Moderating Personality Relationships to Turnover Intention

The results of the analysis concluded that organizational commitment positively moderated the relationship between personality and turnover intention, so that with the current level of organizational commitment of employees, the employee's personality strengthened the employee's intention to move. This result is in line with research that concludes that personality is closely related to individual attitudes that underlie turnover intention (Sitthiwarongchai et al., 2019), the problem of employee organizational commitment that is connected to continuous commitment, then it will cause an increase in turnover intention (Xia et al., 2022), in addition, the organization's commitment that reflects the problem with its obligation to survive in the organization, will have a positive effect on the turnover intention rate (Abet et al., 2024). In addition, this result contradicts research that concludes that the importance of a personality will

The Role of Organizational Commitment Moderating the Relationship of Perception of Organizational Support to Turnover Intention

The results of the analysis concluded that organizational commitment is not able to

employees still think about changing jobs because the responsibility at this hospital is greater than the monthly income.

organization, which will negatively impact the turnover intention rate (Güzeller & Çeliker, 2019). This situation occurs because the role of normative commitment that forms employees will continue to stay in this hospital as a form of loyalty, even though basically employees feel that their current job is not in accordance with their competencies, but with the formation of normative commitment, it makes the employee's perception of promotions set in accordance with the applicable law, directing him not to think about changing jobs even though the responsibility at this hospital is greater compared to monthly income.

determine their commitment to the organization, so when employees show their loyalty to the organization, it will reduce the turnover intention rate (Tsaousoglou et al., 2022). This situation occurs because of the problem of the lack of ability of employees to follow the direction of the leadership in establishing cooperation with other units, so that even though the normative commitment of employees forms an attitude to remain in this hospital as a form of loyalty, the attitude of employees who will resign after getting a better offer, is still increasing. In addition, this result also occurred due to the problem of continuous commitment of employees who showed an attitude that they would not stay at this hospital because they did not get fair compensation, so that even though employees felt comfortable working with other work units, it still increased the intention of employees to resign after getting a better offer.

moderate the relationship between the perception of organizational support and employee turnover intention, so organizational commitment is not a moderating variable for the relationship between the perception of organizational

support and turnover intention. This result is contrary to research that concludes that it is very important for organizational support to be given to employees because it will have an impact on their commitment to the organization, so that it will reduce the turnover intention rate (Crayenstein et al., 2022), and the perception of organizational support has a positive effect on employee commitment to the organization, so that it will reduce the level of turnover intention (Perryer et al., 2020). This situation occurs

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

The results of the analysis prove that job satisfaction has no effect on turnover intention, but personality, perception of organizational support and organizational commitment have an effect on turnover intention. Organizational commitment moderates the relationship between job satisfaction and personality to turnover intention, while organizational commitment is unable to moderate the relationship between organizational support perception and turnover intention. The managerial implication that can be put forward is that it is necessary to improve the recruitment system by adjusting the available job positions to the educational qualifications and expertise of prospective employees, so that when employees have joined, they will feel that their current job is in accordance with their competencies. Improvement in leadership patterns, by applying the concept of transformational leadership as a charismatic agent of change, so that

because the perception index of organizational support is higher than organizational commitment, especially employees feel that management sets the same standards in performance appraisal, and leaders provide opportunities for employees to get training, so that even though employees are committed to staying in this hospital as a form of loyalty, it will not make the turnover intention rate of employees decrease or increase.

employees can follow the direction of leadership in collaborating with other units. Improvement of the financial compensation system by efforts to set rewards for work units that can achieve work targets. Improvements to the organizational justice system by trying to establish compensation in accordance with applicable standards, the roots of employees remain at this hospital because they get fair compensation. Improvements to the career support system by providing wide open promotion opportunities and prioritizing the concept of meritocracy, so that employees will not resign even if they get better offers. This research is limited to making permanent employees as respondents, so that the overall level of likelihood of moving from contract employees is not delineated, so it is recommended for further research to involve all employees, so that it can be a comparison and also determine the right strategies to retain employees.

BIBLIOGRAPHY

- Abet, Z., Mohd Anuar, M. A., Arshad, M. M., & Ismail, I. A. (2024). Factors affecting turnover intention of Nigerian employees: The moderation effect of organizational commitment. *Heliyon*, 10(1), e23087. <https://doi.org/10.1016/j.heliyon.2023.e23087>
- Alviyah, V., & Saifudin, S. (2022). Determinants Of Turnover Intention With Organizational Commitment As Moderating. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 11, 108–121. <https://doi.org/10.46367/iqtishaduna.v11i2.712>
- Banfi, J. T., & Randall, J. G. (2022). A meta-analysis of trait mindfulness: Relationships with the big five personality traits, intelligence, and anxiety. *Journal of Research in Personality*, 101, 104307. <https://doi.org/https://doi.org/10.1016/j.jrp.2022.104307>
- Costan, F., Gonzales, G., Gonzales, R., Valle, L., Dela Cruz, J., Alcantara, G., Mahilum, R., Lauro, M. D., Atibing, N. M., Burdeos, A., Yamagishi, K., & Ocampo, L. (2022). Teachers' Turnover

- Intentions in View of Implementing a Flexible Learning System: An Extended Theory of Planned Behavior. *Sustainability*, 14(20). <https://doi.org/10.3390/su142013009>
- Crayenstein, S., Hamman-Fisher, D., & Mahembe, B. (2022). *PERCEIVED ORGANISATIONAL SUPPORT, ORGANISATIONAL COMMITMENT AND TURNOVER INTENTIONS AMONGST EMPLOYEES IN A SELECTED COMPANY IN THE CASH INDUSTRY* Student Name : Samantha (Saaligha) Crayenstein Student Number : 2951997.
- Dewi, N. M. U., Januraga, P. P., & Suarjana, K. (2020). *The Relationship Between Nurse Job Satisfaction and Turnover Intention: A Private Hospital Case Study in Bali, Indonesia*. <https://doi.org/10.2991/ahsr.k.200215.117>
- Ekhsan, M. (2019). *THE INFLUENCE JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION*. 1, 48–55.
- Farrukh, M., Ying, C. W., & Mansori, S. (2017). Organizational commitment: an empirical analysis of personality traits. *Journal of Work-Applied Management*, 9(1), 18–34. <https://doi.org/10.1108/JWAM-12-2016-0026>
- Galanis, P., Moisoglou, I., Papathanasiou, I. V., Malliarou, M., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., & Kaitelidou, D. (2024). Association between Organizational Support and Turnover Intention in Nurses: A Systematic Review and Meta-Analysis. *Healthcare*, 12(3). <https://doi.org/10.3390/healthcare12030291>
- Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A., & Teklay, G. (2020). The relationship between job satisfaction and turnover intention among nurses in Axum comprehensive and specialized hospital Tigray, Ethiopia. *BMC Nursing*, 19(1), 79. <https://doi.org/10.1186/s12912-020-00468-0>
- Gümüşsoy, Ç. A. (2019). The Effect of Five-Factor Model of Personality Traits on Turnover Intention among Information Technology (IT) Professionals. *AJIT-e Online Academic Journal of Information Technology*, 7(22), 7–28. <https://doi.org/10.5824/1309-1581.2016.1.001.x>
- Güzeller, C., & Çeliker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research, ahead-of-p*. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102–120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hair, J. F., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Cengage.
- Ike, O. O., Ugwu, L. E., Enwereuzor, I. K., Eze, I. C., Omeje, O., & Okonkwo, E. (2023). Expanded-multidimensional turnover intentions: scale development and validation. *BMC Psychology*, 11(1), 271. <https://doi.org/10.1186/s40359-023-01303-2>
- Jeswani, S., & Dave, S. (2020). Impact of Individual Personality on Turnover Intention: A Study on Faculty Members. *Management and Labour Studies*, 37(3), 253–265. <https://doi.org/10.1177/0258042X13484837>
- Jing, J., & Yan, J. (2022). Study on the Effect of Employees' Perceived Organizational Support, Psychological Ownership, and Turnover Intention: A Case of China's Employee. *International Journal of Environmental Research and Public Health*, 19(10). <https://doi.org/10.3390/ijerph19106016>
- Karaferis, D., Aletras, V., & Niakas, D.

- (2022). Determining dimensions of job satisfaction in healthcare using factor analysis. *BMC Psychology*, 10(1), 240. <https://doi.org/10.1186/s40359-022-00941-2>
- Li, Q., Mohamed, R., Mahomed, A., & Khan, H. (2022). The Effect of Perceived Organizational Support and Employee Care on Turnover Intention and Work Engagement: A Mediated Moderation Model Using Age in the Post Pandemic Period. *Sustainability*, 14(15). <https://doi.org/10.3390/su14159125>
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1), 21. <https://doi.org/10.1186/s43093-020-00027-8>
- Pahlevan Sharif, S., Bolt, E. E. T., Ahadzadeh, A. S., Turner, J. J., & Sharif Nia, H. (2021). Organisational support and turnover intentions: A moderated mediation approach. *Nursing Open*, 8(6), 3606–3615. <https://doi.org/10.1002/nop2.911>
- Perryer, C., Jordan, C., Firms, I., & Travaglione, A. (2020). Predicting turnover intentions. *Management Research Review*, 33(9), 911–923. <https://doi.org/10.1108/01409171011070323>
- Rahman, S. (2020). Relationship between Job Satisfaction and Turnover Intention: Evidence from Bangladesh. *Asian Business Review*, 10, 99–XX. <https://doi.org/10.18034/abr.v10i2.470>
- Saeed, M. (2020). Mediation effect of psychological contract between personality dimensions and turnover intention. *Journal of Economics, Finance and Administrative Science*, 25(50), 205–219. <https://doi.org/10.1108/JEFAS-06-2019-0101>
- Sitthiwarongchai, C., Janmuangthai, W., & Charoenboon, P. (2019). *The Influence of Personality Traits on Employees' Turnover Intentions in the Hospitality and Tourism Industry: A Case of Bangkok*. 10(1), 471–488.
- Tnay, E., Othman, A., Siong, H., & Lim, S. (2023). The Influences of Job Satisfaction and Organizational Commitment on Turnover Intention. *Procedia - Social and Behavioral Sciences*, 97, 201–208. <https://doi.org/10.1016/j.sbspro.2013.10.223>
- Tsaousoglou, K., Koutoulas, D., & Stavrinoudis, T. (2022). Personality and commitment as predictors of turnover intentions among Greek employees in the lodging industry. *European Journal of Tourism Research*, 31, 1–33. <https://doi.org/10.54055/ejtr.v31i.2296>
- Xia, D., Sun, J., Zhang, C., & Zhang, Y. (2022). The relationship between organizational commitment and turnover intention among temporary employees in the local government: Mediating role of perceived insider status and moderating role of gender. *Frontiers in Psychology*, 13(December), 1–10. <https://doi.org/10.3389/fpsyg.2022.1024139>
- Zhao, Y., Wang, H., Sun, D., Ma, D., Li, H., Li, Y., Zhang, X., Xie, Z., & Sun, J. (2021). Job satisfaction, resilience and social support in relation to nurses' turnover intention based on the theory of planned behaviour: A structural equation modelling approach. *International Journal of Nursing Practice*, 27(6), e12941. <https://doi.org/10.1111/ijn.12941>
- Zhu, K., Wang, X., & Jiang, M. (2022). The impact of organizational commitment on turnover intention of substitute teachers in public primary schools: Taking psychological capital as a mediator. *Frontiers in Psychology*, 13(September), 1–9. <https://doi.org/10.3389/fpsyg.2022.100814>