

**ANALYSIS OF RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT,  
EMOTIONAL INTELLIGENCE, AND JOB SATISFACTION WITH TURNOVER  
INTENTION**

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**Abstract**

**Background:** Employees need to be managed properly to provide a positive contribution to the progress of the organization. **Purpose:** To determine the relationship between Organizational Commitment, Emotional Intelligence, Job Satisfaction and with Turnover Intention on employees at Amanah Mother and Child Hospital Probolinggo, East Java. **Method:** Cross-sectional study with 120 respondents medical and nursing personnel. The study was conducted using a questionnaire consisting of 15 questions. **Result :** Characteristics of respondents with high turnover rate were female (42%), age  $\leq$  34 years (44.2%), length of work  $\leq$  5 years (38.2%), executive position (41.8%), income  $< =$  7,000,000 (38.3%), Satisfied at work (37.2%), high emotional intelligence (36.9%) and low organizational commitment (15.1%). There is a significant relationship between organizational commitment and turnover intention ( $p < 0.05$ ). **Conclusion:** To improve staff loyalties, the hospital should prioritize female staff, positions, and organizational commitment so that organizational treatments can be more efficient and effective.

Keywords: Work Satisfaction, Emotional Intelligence, Organizational Commitment, Turnover intention

## INTRODUCTION

Employees are very valuable assets to the hospitals, especially as a supporting role to achieve organizational goals. Employees need to be managed properly to provide a positive contribution to the progress of the organization. Vice versa, if employees are not managed properly, then employees will lack enthusiasm in working and eventually will resign or leave the workplace (turnover). Employee turnover can affect the performance and costs in the hospital. From hospital organizations, employee turnover can provide an overview of the significant costs involved in the value of recruitment, training, and costs incurred to cope with employee turnover and various indirect costs such as the loss of employees who have understood about various jobs in the hospital (Blau, 1987b; Rahman, Muis, & Naiem, 2019; Wibowo, Berniyanti, & Sunariani, 2017). From an employee's perspective, employee turnover can have positive and or negative consequences (Ariga, Amelia, & Sari, 2018; Buchari, Matondang, & Sembiring, 2018).

Turnover intention can be understood as a conscious and deliberate intention to leave the organization (Darmawansyah, Rompu, Wahyu, & Abadi, 2018; Susilawati et al., 2018). Turnover is the termination of individual work with certain companies (Tett & Mayer, 1993). Turnover is an individual movement across an organization's membership boundaries. The emergence of turnover generally begins with the existence of turnover intention. Turnover intention can occur voluntarily or involuntarily. Involuntary turnover, employees are willing to leave the organization themselves. This happens when employees find other opportunities that are better than those found in the organization. While involuntary turnover occurs when the organization is not satisfied with employee performance and decides to stop cooperation with employees (Varshney, 2014).

In research that has been done, shows the effect of these variables on Turnover Intention; Organizational Commitment, Emotional Intelligence, and Job Satisfaction. Job satisfaction is a feeling of achievement that is (Panjaitan, Ginting, & Wahyuni, 2019) obtained when working. Job satisfaction has a negative impact on Turnover Intention. If job satisfaction is high then Turnover Intention is low and vice versa.

Organizational commitment is an engagement with the organization and a positive response to working conditions (Mathieu & Zajac, 1990). This has a negative impact on

turnover intention(Setijanto, Bramantoro, Palupi, & Hanani, 2019). Employees who have a strong relationship with the organization have less intention to move towards other organizations than employees who are ineffective and strongly committed.

Amanah Mother and Child Hospital Probolinggo is a type C hospital that plans to make the hospital a superior, professional, ethical referral center for mothers and children in Probolinggo and surrounding areas. To achieve this goal Amanah Mother and Child Hospital Probolinggo must be able to provide excellent quality health services based on the needs and satisfaction of patients. Amanah Mother and Child Hospital Probolinggo employee turnover rate is high, reaching 16 people each year (13%). The general objective of this study is to determine the relationship between Organizational Commitment, Emotional Intelligence, Job Satisfaction and with Turnover Intention to employees at Amanah Mother and Child Hospital, Probolinggo, East Java.

## **METHOD**

This study uses a cross-sectional research design with a quantitative approach. The research sample consisted of 120 respondents consisting of medical health personnel and nurses. The variables in this study consisted of job satisfaction, emotional intelligence, organizational commitment, and turnover intention.

The study used a questionnaire with a total of 15 questions divided into five sections, which consist of characteristics of respondents emotional intelligence, job satisfaction and organizational commitment, and turnover intention. Characteristics of respondents consisted of gender, age, length of work, position, and income. The measuring instrument used to assess job satisfaction was adopted from Blau (1987) by 2 items and Susskind et al., 2000 by 2 items(Susskind, Borchgrevink, Kacmar, & Brymer, 2000). Emotional intelligence was measured by a questionnaire adapted from Meyer and Allen (1991) by 2 items and Daus (2005) by 2 items(Dress & Shaw, 2001). Organizational commitment is measured by a questionnaire developed by Bartol (1979) and Mathieu & Zajac (1990) of 5 items. Turnover intention is measured by a questionnaire developed by Dress & Shaw (2001) totaling 2 items. Data were analyzed by cross tab and chi-square test. Respondents fill out the questionnaire independently by using the online form.

**RESULT**

In this study, the respondents their turnover intention relationships were analyzed based on variables ranging from gender, age, length of work, position, income, organizational commitment, emotional intelligence, and job satisfaction. The results showed that the characteristics of respondents as follows :

**Table 1** Cross tabulation and the test results of the relationship of respondents characteristics, organizational commitment, emotional intelligence, and job satisfaction with turnover intention

Variable	n (%)	Turn over intention		p-value
		High	Low	
		N (%)	N (%)	
<b>Sex</b>				
Men	39 (32,5)	10 (25,6)	29 (74,4)	0,082
Woman	81 (67,5)	34 (42,0)	47 (58,0)	
<b>Age</b>				
<=34	43 (35,9)	19 (44,2)	24 (55,8)	0,201
>=35	77 (64,1)	25 (32,5)	52 (67,5)	
<b>Length of Work</b>				
<= 5 year	68 (56,7)	26 (38,2)	42 (61,8)	0,683
>5 year	52 (43,3)	18 (34,6)	34 (65,4)	
<b>Position</b>				
Head of Division	27 (22,5)	7 (25,9)	20 (74,1)	0,269
Head of Unit	14 (11,7)	4 (28,6)	10 (71,4)	
Pelaksana	79 (65,8)	33 (41,8)	46 (58,2)	
<b>Income</b>				
<=7.000.000	94 (78,3)	36 (38,3)	58 (61,7)	0,481
>7.000.000	26 (21,6)	8 (28,0)	18 (72,0)	
<b>Work Satisfaction</b>				
Satisfied	86 (71,7)	32 (37,2)	54 (62,8)	0,844
Not Satisfied	34 (28,3)	12 (35,3)	22 (64,7)	
<b>Emotional Intelligence</b>				
High	103 (85,8)	38 (36,9)	65 (63,1)	0,899
Low	17 (14,2)	6 (35,3)	11 (64,7)	
<b>Organizational Commitment</b>				
High	53 (44,2)	8 (15,1)	45 (84,9)	0,000
Low	67 (55,8)	36 (53,7)	31 (46,3)	

Based on table 1, the results show that the characteristics of respondents with high turnover rate are female sex, age <= 34 years, length of work <= 5 years, executive position, income <= 7,000,000, satisfied at work, have high emotional intelligence, and commitment

low organization. Based on the relationship test results obtained information that there is no significant relationship between emotional intelligence and job satisfaction on turnover intention ( $p > 0.05$ ), but there is a significant relationship between organizational commitment and turnover intention ( $p < 0.05$ ).

## DISCUSSION

Some research and literature show that the intention to leave or turnover intention refers to the intention of the employees to look for alternative work that has not been manifested in real behavior. The desire to move is closely related to job satisfaction, emotional intelligence, and organizational commitment (Demicco & Reid, 1988).

From the results of the study, it is noticeable that in gender, position, and organizational commitment because the results gap is quite large. This means that if the hospital wants to increase staff loyalty, the hospital should prioritize female staff, positions, and organizational commitment so that organizational treatments can be more efficient and effective. Of course, more considerations will be needed later, but at least some measures should be applied as soon as possible. There is an influence of organizational commitment to turnover intention caused by the many more profitable offers from outside companies, causing a high level of employee turnover intention (Yaqin, 2013). This is also following this study with the value of the chi-square test between organizational commitment and turnover intention. ( $p < 0.05$ )

Based on the results of this research that job satisfaction does not have a relationship with turnover intention. This is different from some previous studies that state job satisfaction is related to turnover intention. The causes of turnover are job dissatisfaction, salary, and working environment conditions (Rasmi., 2013). This is also supported by a significant relationship between job satisfaction and turnover intention (Iqra, Mowina, & Sidra, 2014). This can be related to the characteristics of respondents that the majority of respondents are women. Sex differences affect the level of job satisfaction. There are differences in the level of job satisfaction between men and women, where the need for women to feel satisfied at work is lower than men (As'ad., 1995). Thus, the results of this study can represent the conditions and conditions of the workplace with the majority of the female sample being 67.5%.

In previous studies, shows that there are negative effects of emotional intelligence and turnover intention. Higher quality relationships are formed by employees with higher

emotional intelligence but relationships are not the only aspects that reduce the turnover intentions (Jordan, Ashkanasy, Ha'rtel, & Hooper, 2002). However, our results show that there is no significant relationship between emotional intelligence and turnover intention. This is because most people hide their true feelings so they don't give a true response (Iqra et al., 2014)

## CONCLUSION

When tested statistically to be generalized to the population, it turns out that the aspect to reduce turnover intention significantly is organizational commitment. Of course, this is what needs special attention. It is expected that hospital management will conduct FGDs with relevant stakeholders so that structured measures can be made.

This study still has some limitations that can be corrected by further researchers to get more representative results. Also, the distribution of the number of respondents between units can be made more distributed so that research results can represent the situation in the hospital.

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