

# The Effect of Job Insecurity, Job Satisfaction and Organizational Commitment on Turnover Intention at Andalas University Hospital

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## ABSTRACT

The purpose of this study was to determine the effect of job insecurity, job satisfaction and organizational commitment on turnover intention in Andalas University teaching hospital. This type of research is explanatory. The population of this study is employees of the Andalas University Education Hospital Padang. The sample in this study was non medical civil servants non-civil servants at the Andalas University Hospital Padang as many as 86 respondents. The research instrument was a questionnaire distributed to respondents. Data analysis using SEM PLS. The results of this study job insecurity, job satisfaction and organizational commitment have a negative and significant effect on turnover intention at Andalas University Hospital.

**Keywords:** *Job Insecurity, Job Satisfaction, Organizational Commitment, Turnover Intention*

## 1. INTRODUCTION

Turnover is the discharge of workers from their place of work (Abdillah, 2012) where the turnover intention must be addressed as an important phenomenon and human behavior in the life of a company, both from an individual and social standpoint, bearing in mind that the level of desire to move employees will have sufficient impact bad for the organization. Based on the results of observations, it was found that the fact that non-PNS employees in the hospital. Andalas University Padang education there are symptoms of turnover. Among them are the many employees who are uncomfortable working at their current workplaces, often complain, feel unhappy with work, negative statements, and do not want to care about their workplace. In addition, the number of absenteeism is also increasing, it is suspected that employees are starting to become lazy and dare to violate work rules, oppose or protest to superiors, and negative behavior that is different from usual.

Job insecurity according to Richter et al., (2013) is a negative experience based on the evaluation and interpretation of the objective conditions of the organization, thus in facing the same objective threats to organizational restructuring and employee reduction. Lee, Huang, & Ashford (2018) revealed that Job Insecurity gave rise to various negative impacts both in psychological and non psychological aspects. Furthermore Mobley (2011) revealed that the factors that influence turnover intention are job satisfaction. Kreitner & Kinicki (2014) defines job satisfaction as an affective response or emotional response to various aspects of work. Robbins & Judge (2013) said that aspects of job satisfaction consist of the job itself, salary, promotion, supervisor and coworkers. Muthuveloo & Rose (2005) states that employee commitment is a level of employee engagement in several aspects of work. This is also supported by the results of research Susanty & Miradipta (2013) which states that there is a

significant influence of organizational commitment on job satisfaction. Meanwhile Nagar (2012) states that professional commitment is more dominant in influencing job satisfaction than organizational commitment. Seeing the facts described above, the authors conducted a study aimed to determine the effect of Job Insecurity, Job Satisfaction and organizational commitment to turnover intention

### **1.1. Turnover Intention**

Turnover intention is a major concern for leaders and managers throughout the organization. Because this can seriously damage work morale, prevent employees from being committed to their organization, and reduce job satisfaction (Lin, Tsai, & Mahatma (2017); Lutgen-Sandvik, Hood, & Jacobson, (2016)). Turnover is the intentional employee and employee aware to leave the organization in a predictable period (Ertureten, Cemalcilar, & Aycan, 2013), researchers also show that turnover intention is an accurate predictor of actual turnover. Employees' decisions to quit are usually considered and made in connection with the saturation of their current job. Van Knippenberg, Van Dick, & Tavares (2007) revealed that turnover, the tendency of employees to withdraw from certain jobs. Turnover intention can prevent employees from fulfilling their obligations and in turn reduce the performance of individuals and their organizations (Jung 2014).

### **1.2. Organizational Commitment**

According to Terzi (2015) organizational commitment is a significant predictor of organizational citizenship behavior. In line with the attitude or psychological conceptualization of organizational commitment is defined as the amount of employee influence on customers (Stock & Hoyer, 2005) and to set personal dispositions to meet customer needs in context at work. This emphasis, which is felt positively by employees, influences their commitment to the organization (Jennifer M. George, 2011). Affective

commitment, among all forms of commitment, has been recognized as having a strong relationship with positive organizational outcomes such as organizational performance and commitment, and positive individual outcomes such as reduced stress and reduced work-family conflict (M. Coetzee, 2007). Jati Nurcahyo (2015 ) also explained that the concept of employee commitment to this organization (also called work commitment), which received the attention of managers and organizational behavior experts, developed from the initial study of employee loyalty that is expected to exist in every employee.

### **1.3. Job satisfaction**

Job satisfaction is an important thing that can build organizational psychology so that it will affect organizational behavior (Miao, Humphrey, & Qian, 2017). Schermerhorn, et al., (2011) states that job satisfaction is the extent to which an individual feels positive or negative about work. According to Rivai (2011) job satisfaction is an evaluation that describes someone's feeling of being happy or not happy, satisfied or dissatisfied at work. This is the result of their perceptions about work (Sargent & Hannum, 2017). Markovits, Davis, Fay, & van Dick (2010) revealed that an employee will feel satisfied if he gets a reward commensurate with what is expected and in accordance with the aspirations and abilities he has. Furthermore.

### **1.4. Job Insecurity**

Richter & Näswall (2019) explain that the mechanism behind job insecurity and its relationship with general welfare and certain jobs. Years of research on job insecurity has led to a consensus that uncertain feelings about the future of one's work are associated with various negative consequences, both in the short and long term (de Witte, Pienaar, & de Cuyper, 2016). Job insecurity is a significant threat to the health and well-being of employees as well as the vitality and spirit of the organization (Cheng & Chan, 2008). In

practice, this can be achieved by timely, clear and transparent communication when organizational changes are being made, thus the importance of organizational trust for welfare at work (Richter & Näswall, 2019).

### 1.5. Conceptual Framework

Halimah, Fathoni, & Minarsih (2016) explain that job insecurity has a positive effect on employee turnover intention. Employees experience insecurity in this case working conditions, role conflicts, career development, and increasing control centers due to instability in their employment status as contract employees, which can trigger a high number of employee turnover intentions that occur in an employee company. Akgunduz & Eryilmaz (2018); Emberland & Rundmo (2010); Mauno, De Cuyper, Tolvanen, Kinnunen, & Mäkikangas (2014) Staufenbiel & König (2010); Urbanaviciute, Lazauskaite-Zabielske, Vander Elst, & De Witte (2018) revealed that there was a positive and significant relationship between job insecurity with turnover intention.

The success or failure of a company facing intense competition is largely determined by the human resources in it (Kreitner & Kinicki, 2014). Every company certainly wants employees who have high commitment. Research conducted by Frone (2018); Silla, Gracia, Mañas, & Peiró, (2010); Tian, Zhang, & Zou (2014) there is a negative and significant effect between job insecurity with organizational commitment.

Manurung & Ratnawati (2012) explained that organizational behavior, the impact of job satisfaction on employee performance includes several things, including on productivity, absence, and resignation. Furthermore, research conducted by Chung, Jung, & Sohn (2017); De Simone, Planta, & Cicotto, (2018); Li, Zhang, Xiao, Chen, & Lu, (2019) and Sousa-Poza & Sousa-Poza (2007) revealed that job satisfaction gives a significant negative effect on turnover intention.

H1: There is a positive and significant effect between job insecurity with turnover

Job satisfaction is an employee's feeling related to his work, which is the feeling of being happy or not happy in viewing and carrying out his work. Research conducted by Altinoz, Cakiroglu, & Cop, 2012; Çelik & Oral, 2019; Gheitani, Imani, Seyyedamiri, & Foroudi, 2019; Güleriyüz, Güney, Aydin, & Aşan, 2008; Liu & Bellibas, 2018; Top, Akdere, & Tarcan, 2015 revealed that job satisfaction significantly increased employee commitment to his organization.

Sidharta & Margaretha (2011) explained that commitment is a very important variable in understanding the work attitude of an employee in an organization. Employees who have a tendency to turnover usually have a low commitment to the organization where he works. According to Widyantera & Ardana (2015), organizational commitment simultaneously has a significant effect on turnover intensity. Research conducted by De Gieter, Hofmans, & Pepermans (2011); de la Torre-Ruiz, Vidal-Salazar, & Cordón-Pozo (2019); Hitotsuyanagi-Hansel, Froese, & Pak (2016); Kim, Song, & Lee (2016) revealed that organizational commitment has a negative effect on turnover intention. For more details, see the followin Path Analysis framework.

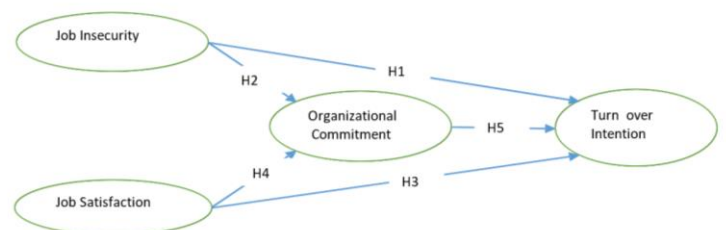


Figure 1. Conceptual Framework

intention on Non-PNS Non-Medical Employees in hospitals. Andalas University Padang Education.

H2: There is a negative and significant effect between job insecurity with Organizational Commitment to Non-PNS Non-Medical Employees at the Hospital. Andalas University Padang Education.

H3: There is a negative and significant effect between job satisfaction with turnover intention on Non-Medical Civil Servants employees in hospitals. Andalas University Padang Education.

H4: There is a positive and significant effect between job satisfaction and organizational commitment of Non-PNS Non-Medical Employees in hospitals. Andalas University Padang Education.

H5: There is a negative and significant effect between organizational commitment and Non-Civil Servant Non-Medical Staff Turnover Intention in Hospitals. Andalas University Education.

**2. METHODS**

This type of research is quantitative research which is research using causal associative methods ... The population of this study is all employees who work in hospitals. Andalas University Padang Education, which amounted to 398 people. The sampling method is proportionate stratified random sampling. Proportionate Stratified Random Sampling is a sampling method that is used if the population has members /

elements that are not homogeneous and proportionally distributed (Sugiyono, 2016). Of the total population of 94 non-civil servant non-medical employees, the sampling technique uses the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Based on the formula, the number of samples can be obtained:

$$n = \frac{94}{1 + 94 (0,01)^2}$$

$$n = 86$$

The research instrument that I use is a questionnaire. The statements given in the questionnaire are measured on a Likert scale of 1-5. Research uses the SEM approach. The analytical tool used in analyzing SEM modeling and testing hypotheses using Partial Least Square (PLS) with SmartPLS software version 3. Analysis of the outer model tests the indicators of latent variables associated with latent variables. The results of testing the validity and reliability of the variables in this study are based on the outer model test results which include convergent validity, discriminant validity and composite reliability (Hair, Ringle, & Sarstedt, 2017). Outer model analysis examines indicators of latent variables that are related to their latent variables. Criteria in using outer model data analysis techniques with SmartPLS are seeing convergent validity, discriminant validity, composite reliability and collinearity values.

**Tabel 1.** Outer Loadings

Item	Loading	Cronbach,s Alpha	Composite	AVE
<b>Job Insecurity</b>		<b>0,909</b>		<b>0,582</b>
J11	0,792			
J12	0,821			
J13	0,765			
J14	0,630			
J15	0,871			
J16	0,771			
J17	0,790			

J18	0,811		
J19	0,567		
<b>Job Satisfaction</b>		0,990	0,874
KK1	0,948		
KK10	0,951		
KK11	0,915		
KK12	0,915		
KK13	0,952		
KK14	0,911		
KK15	0,939		
KK16	0,925		
KK2	0,953		
KK3	0,948		
KK4	0,951		
KK5	0,950		
KK6	0,900		
KK7	0,908		
KK8	0,936		
KK9	0,950		
<b>Organizational Commitment</b>		0,891	0,592
KO1	0,877		
KO2	0,847		
KO3	0,912		
KO4	0,536		
KO5	0,529		
KO6	0,888		
KO7	0,822		
KO8	0,878		
KO9	0,856		

Based on Table 1. it can be seen that each indicator of the research variable has a loading factor value > 0.5. Based on the results of the loading factors, it can be concluded that all variables have good convergent validity. The recommended AVE value must be more than 0.5. AVE value for all constructs > 0.5. The convergent validity value can be seen from the AVE value. It aims to measure the level of variance of a component of the construct that is compiled from the indicator. Furthermore Cronbach's Alpha value above 0.6 means that the Cronbach's Alpha value shows a good level of reliability (Hair et al., 2017). Value of composite reliability can be seen

that the value of each variable in the composite reliability above 0.6. Thus these results indicate that each research variable meets the assessment criteria so that it can be concluded that the entire variable is said to be reliable.

Hypothesis testing is based on the results of testing the Inner Model (structural model). The rule of thumb used in this study is a hypothesis that has a positive beta coefficient with a significance level of p-value 0.05 (5%). The value of testing this research hypothesis can be shown in Table 2. below:

**Tabel 2.** Hypothesis Test Results

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job_Insecurity_ -> Turnover	-0,399	0,244	0,188	2,525	0,004
Job_Insecurity_-> Organizational Commitment	0,318	0,237	0,136	2,338	0,009
Job_Satisfaction -> Turnover	-0,336	0,050	0,155	2,168	0,017
Job_Satisfaction -> Organizational Commitment	0,311	0,322	0,096	3,243	0,001
Organizational Commitment -> Turnover	-0,301	0,302	0,126	2,392	0,017

### 3. RESULT AND DISCUSSION

#### 3.1. Results

The results of the first hypothesis test are accepted, which are looking at the relationship between job insecurity and turnover intention as indicated by the negative value and the P-value value  $<0.05$  which is 0.004. The results of the second hypothesis test are accepted, which is looking at the relationship between job insecurity and organizational commitment, which is indicated by a positive value and a P-Values value  $<0.05$ , namely 0.009. The third hypothesis test results are accepted that is looking at the relationship of job satisfaction with turnover intention as indicated by the negative value and the value of P-Values  $<0.05$  which is 0.007. The fourth hypothesis test results are accepted, which is looking at the relationship of job satisfaction with organizational commitment as indicated by a positive value and a P-Values value  $<0.05$ , 0.001. The results of the fifth hypothesis test are accepted, which are looking at the relationship of organizational commitment to turnover intention as indicated by the negative value and the value of P-Values  $<0.05$ , namely 0.017.

#### 3.2. Discussion

The first hypothesis test result that job insecurity has a negative and significant effect on turnover intention at Andalas University

University Padang Hospital. This means that the better the job insecurity of employees, the lower the turnover intention. The opposite happens when the value of job insecurity decreases. Job insecurity of RS employees. Unand Padang's education is now quite strong as they have a permanent job, not worried about the impact of changing organizational downsizing. Opinions from Staufenbiel & König (2010) which point out that specifically, job insecurity has enormous harmful effects on performance, intention to move, and absenteeism, and it is also stated that job insecurity has an effect on work attitudes (diminished). The second hypothesis test results show that job insecurity has a positive and significant effect on organizational commitment of Andalas University University Hospital Padang. This means that the better the job insecurity of employees the more organizational employee commitment increases. The opposite occurs when when the value of job insecurity decreases. Hospital staff Unand Padang's education has a high commitment to the organization as it is difficult to be tied to other agencies, feel unable to leave because it still cannot provide the best for the agency. According to Kreitner & Kinicki (2014), employees are the biggest source of a company's competitive advantage. The success or failure of a company facing intense competition is largely determined by the human resources in it. Every company certainly wants employees who have high commitment.

The results of the third hypothesis test show that job satisfaction has a negative and significant effect on turnover intention at the Andalas University Padang Hospital. This means that the better job satisfaction of employees decreases turnover intention. The opposite happens when when the value of job satisfaction decreases. Hospital staff Unand Padang's education which has a desire to leave the institution is low, this is because they are satisfied with the current job such as receiving a salary in accordance with expectations and in accordance with their competencies, have the opportunity to be promoted, happy to work with colleagues who have work motivation high, happy with superiors who can provide support to subordinates, and happy with the current job, and the current job has provided comfort for them to work. Research conducted by Chung, Jung, & Sohn (2017); De Simone, Planta, & Cicotto, (2018); Li, Zhang, Xiao, Chen, & Lu, (2019) and Sousa-Poza & Sousa-Poza (2007) revealed that job satisfaction gives a significant negative effect on turnover intention.

The fourth hypothesis test results accepted this result shows that job satisfaction has a positive and significant effect on organizational commitment of Andalas University University Hospital Padang. This means that the higher job satisfaction of employees increases the organizational commitment of employees. The opposite happens when the employee's job satisfaction scores decrease. Hospital staff Unand Padang's education has a high commitment to the organization such that it is difficult to be tied to other agencies, feeling unable to leave because it still cannot provide the best for the agency. This is because they are satisfied with their current job such as receiving a salary in accordance with expectations and in accordance with their competencies, having open opportunities to be promoted, happy working with colleagues who have high work motivation, happy with superiors who can provide support to their subordinates, and happy with the current job, and the current job has provided comfort for them to work. The study is in line with research conducted by

Altinoz, Cakiroglu, & Cop, 2012; Çelik & Oral, 2019; Gheitani, Imani, Seyyedamiri, & Foroudi, 2019; Güteryüz, Güney, Aydin, & Aşan, 2008; Liu & Bellibas, 2018; Top, Akdere, & Tarcan, 2015 revealed that job satisfaction significantly increased employee commitment to his organization. Therefore, to increase the work commitment of the employees and the attitude of the employees themselves, where the work commitment needs to be considered given that job satisfaction is not a dead item, but will be able to change according to the activities carried out in the company concerned. The fifth hypothesis test results are accepted, these results indicate that organizational commitment has a positive and significant effect on employee turnover intention at Andalas University Padang Hospital. This means that the higher organizational commitment of employees increases employee turnover intention. The opposite happens when when the value of organizational commitment decreases. This is because they are satisfied with their current job such as receiving a salary in accordance with expectations and in accordance with their competencies, having open opportunities to be promoted, happy working with colleagues who have high work motivation, happy with superiors who can provide support to their subordinates, and happy with their current work, and current work has provided comfort for them to work. This research is in line with research conducted by Widyantara & Ardana (2015), organizational commitment simultaneously has a significant effect on turnover intensity.

#### 4. CONCLUSION

Based on the problem limitation described above, then the statistical hypothesis is tested using parametric statistics, the hypothesis can be formulated as follows: (1) There is a positive and significant effect between job insecurity with turnover intention on Non-PNS Non-Medical Employees at the hospital. Andalas University Padang Education. (2) There is a negative and significant effect between job insecurity with Organizational Commitment to Non-PNS Non-

Medical Employees at the Hospital. Andalas University Padang Education. (3) There is a negative and significant effect between job satisfaction with turnover intention on Non-Medical Civil Servants employees in hospitals. Andalas University Padang Education. (4) There is a positive and significant effect between job satisfaction with the organizational commitment of Non-PNS Non-Medical Employees at the Hospital. Andalas University Padang Education. (5) There is a negative and significant influence between organizational commitment with the Non-Civil Servant Non-Medical Staff Turnover Intention at the Hospital. Andalas University Education.

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### Appendix

	INTENTIO TURNOVER
	Thinking about getting out or staying
1	Many things in my life have become worse, if I decide I want to stop working
2	Currently still working here, because of my desire.
3	I worry about what might happen if I quit my job without having another similar job.
	Looking for alternative work
4	I looked for another job, because I was bored at work
5	I might leave this agency if there is a better opportunity.
6	I will leave this agency if there is an offer from another agency that gives me a bigger salary.
	Intention To Exit
7	I often think to get out.
8	I might actively look for another job.
9	I might leave this agency in the near future
	ORGANIZATIONAL COMMITMENT
	Affective Commitment
10	I feel happy to spend my career in the hospital. Unand Education
11	I feel proud to be a part of the hospital. Unand Education
12	I find it hard to be attached to other organizations like the organization where I

	work
	Normative Commitment
13	I continue to trust and be loyal to one organization
14	If I have another offer for a better job elsewhere, I will not leave this company.
15	I feel that I have not contributed much to this agency yet
	Continuance Normative
16	It is very difficult to leave the agency now
17	I feel that I have several options to consider leaving this agency
18	It is too risky for me to leave my organization in the near future
	JOB SATISFACTION
	Salary
19	I feel the company has given employee salaries in accordance with applicable standards.
20	I received a salary in accordance with my expectations and in accordance with their competencies
21	I got a chance for a raise
22	I receive a raise based on work performance and my responsibilities towards work.
	Promotion
23	I am happy with the basis used for promotion (promotion)
24	I am happy with the assessment for promotion based on employee performance and work
25	I feel happy because there are open opportunities to be promoted
	Co-workers
26	I enjoy working with colleagues who help each other get the job done
27	I enjoy working with colleagues who have high work motivation
28	I enjoy working with colleagues who can provide solutions when there are work problems
	Boss
29	I am happy with superiors who can provide support to their subordinates
30	I am happy with a boss who treats his subordinates well
31	I feel happy because the boss has given good guidance to subordinates
	Profession
32	I am happy with my own work because it matches my own expectations
33	I am happy with my current job because it matches my abilities
34	I am happy because my work is supported by facilities provided by the agency
	JOB INSECURITY
	Job insecurity perception
35	I have the same job one year from now
36	I am likely to be transferred to another part of the year.
37	My future at the Unand Educational Hospital is now safe even though others must be dismissed
	Job insecurity dissatisfaction

Table Cont...

38	I get emotionally involved when I think about the possibility of organizational change and downsizing.
39	I get irritated when I think about the possibility of being affected by organizational change and downsizing
40	I worry when I think about the possibility of organizational change and downsizing
	Job insecurity behavior
41	I became depressed when I thought about the possibility of being affected by organizational change and downsizing
42	Sometimes I am so worried about losing my job that I work very hard and can reduce my health in the long run
43	I am worried about long sick leave, so I might have to move to another job next time.