

The Influence of Education, Work Motivation, Training on Turnover Intention Mediated by Organizational Commitment (Case Study at Hermina Hospital Manado)

Valentin Febrita

Master of Management Study Program, Faculty of Economics and Business

Sam Ratulangi University, Indonesia

vfebrita@gmail.com

Olive S. Nelwan

Master of Management Study Program, Faculty of Economics and Business

Sam Ratulangi University, Indonesia

olivnelwan@gmail.com

Imelda W. J. Ogi

Master of Management Study Program, Faculty of Economics and Business

Sam Ratulangi University, Indonesia

ogi_imelda@unsrat.ac.id

Correspondent author:

Valentin Febrita

vfebrita@gmail.com

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Abstract

Turnover intention is one of the issues that different hospitals face, because the information that surfaces when employees leave is so varied, it can be challenging to decide which aspects will be the subject of the assessment. This study attempts to ascertain the degree to which organizational commitment acts as a mediating factor between employee turnover intention and education, work motivation, and training. With a sample size of 129 and research variables in the form of education (X1), work motivation (X2), training (X3), organizational commitment (Z), and turnover intention (Y), the study's subjects were permanent employees of Hermina Manado Hospital. The SmarPLS SEM 4 application is utilized in conjunction with a quantitative, descriptive, and path analysis approach as part of the data analysis technique. The study's findings show that work motivation has a significant positive impact on both turnover intention and organizational commitment, education has a significant positive impact on both, training has a significant positive impact on organizational commitment but not on turnover intention, and organizational commitment

has a significant negative impact on turnover intention. Additionally, education, work motivation, and training have no significant positive effects on turnover intention that are mediated by organizational commitment. In conclusion, organizational commitment and turnover intention are influenced by education, work motivation, and training; however, organizational commitment does not play a mediating role

Keywords

Education, Work Motivation, Training, Organizational Commitment, Turnover Intention

Introduction

Background

The development of hospitals in Indonesia cannot be separated from economic growth which continues to improve. Every year the number of hospitals continues to increase by 2.98% (CNBC Indonesia Research, 2023), where the private sector is given a large portion as owners. Human resources are an important factor in an organization in the form of capital or valuable assets that can be multiplied and developed. As a result of competition for human resources in the hospital sector, people have many choices for careers, so one of the problems faced by hospitals is high turnover intention.

Turnover intention is influenced by, for example, education and training.

Education for companies is a way of determining salary or compensation levels, based on the latest level of education taken by prospective employees. The higher a person's level of education means the wider their knowledge so they can advance the company (Sujana, 2019:29). In the hospital sector, especially at Hermia Manado Hospital, inadequate education in placing qualifications is a contributing factor, as well as the desire to increase the level of education, especially for doctors and nurses.

Employee work motivation plays an important role in influencing turnover intention. Motivated employees are more likely to be engaged, satisfied, and committed to their work and the organization (Liana & Denjayanti, 2022). Factors that contribute to work motivation include recognition, opportunities for growth and development, meaningful work and a supportive work environment (Afandi & Bahri, 2020).

Training is intended for employees to improve their skills. The standards set by the Hospital require employees to take part in various types of training so that they are not left behind by rapid intellectual progress and are able to compete with the times. If the training is followed according to hospital standards, it is hoped that employees will be motivated to fulfill their career path. According to Dewi and Rahmawati (2020) training is a learning process for employees to carry out work according to standards set by the company or organization.

An employee's organizational commitment is very important in carrying out their responsibilities compared to employees who are not committed. Employees who are committed to the company will work optimally by devoting their attention, thoughts, energy and time to their work. Organizational commitment can reduce a person's intention to leave the company (Kalsum, et al., 2023).

Turnover intention is defined as the tendency of an employee to leave the company either voluntarily or involuntarily because the current job is less attractive and the availability of other job alternatives

(Riantini, et al., 2021). Turnover is something that is undesirable for companies because it has effects such as losses (in terms of costs, resources, employee motivation), loss of employees (meaning recruiting, retraining) and hindering service (with overtime and tasks piling up, being neglected, affecting motivation and spirit at work).

Hermina Manado Hospital is a group hospital that already has performance standards. Hermina Manado Hospital is only 3 years old. Hermina Manado Hospital also has an HRD department that sets performance indicator standards for turnover <6%. The following table will explain turnover in one period.

Table 1. Turnover Rate at Hermina Manado Hospital

Year	Number of employees	Number of Incoming Employees	Number of Employees Leaving	Turnover Rate (%)
2020	107	107	2	1.87
2021	123	30	12	9.76
2022	165	79	36	22.82
July 2023	183	39	16	8.74

Source: RSH Manado HRD data, July 2023

From table 1, when compared with other Hermina Hospitals of the same age and type of hospital, the turnover data in July 2023 is as follows: Hermina Hospital Kendari 8.19%, Hermina Hospital Karawang 5.61%, Hermina Hospital Pekanbaru 6.43%. This data shows an increase every year in resignations for various reasons stated during exit interviews (exit reports). An exit interview is a resignation process that is carried out after the employee submits a resignation letter to HRD. During the exit interview, various reasons for resignation can be seen in table 1, namely:

Table1. Reason Turnovers

Year	Reason (%)
2020	Expired contract (100%)
2021	Transfer (58.33%), Absent from work (8.33%), End of contract (25%), Take care of parents (8.33%)
2022	Transfer (11.11%), Absent from work (33.33%), End of contract (2.78%), Take care of parents (5.56%), Retirement (2.78%), Promil (5.56 %), Civil servants (2.78%), Working elsewhere (11.11%), Joining husband (2.78%), Continuing school (13.89%), Not comfortable (5.56%), Returning to region of origin (2.78%)
July 2023	Transfer (6.25%), Absent from work (6.25%), End of contract (12.5%), Take care of parents (6.25%), Work elsewhere (6.25%), Follow husband (6.25%), Continuing school (56.25%).

HRD Data Source RSH Manado July 2023

Based on the analysis above, it can be concluded that the high level of discharge intentions at the hospital gives an unfavorable impression. The high turnover intention makes it necessary to evaluate the HRM (Human Resource Management) function from the recruitment process to retaining resources. This can be seen from the large investment in educational training issued, employee work motivation during exit interviews and organizational commitment in anticipating employees who want to leave the hospital. From the description above, it is necessary to carry out an analysis and study on "The Influence of Education, Work Motivation, Training on Turnover Intention Mediated by Organizational Commitment (Case Study at Hermina Manado Hospital)"

Research purposes

The research objectives at Hermina Manado Hospital in this study were to find out:

1. Education influences organizational commitment
2. Work motivation influences organizational commitment
3. Training influences organizational commitment
4. Education influences turnover intention
5. Work motivation influences turnover intention
6. Training influences turnover intention
7. Organizational commitment influences turnover intention
8. Education influences turnover intention through organizational commitment as mediation
9. Work motivation influences turnover intention through organizational commitment as mediation
10. Training influences turnover intention through organizational commitment as mediation

LITERATURE REVIEW

Human Resource Management

Mangkunegara (2018) defines human resource management as planning, organizing, coordinating, implementing and supervising to achieve organizational goals. Success in managing HRM is by exploiting the potential within the company which is known as human capital. Becker (in Hastuti, 2019) said that human capital is considered a human resource that produces returns to develop the quality and quantity of capital as an investment. Human capital development as an investor includes education, training, experience, business capital.

Education

Horne (in Rahman, et al., 2022) education is the process of a person's experience in seeking knowledge academically and non-academicly as long as the person needs it. The aim of education is to provide training to employees so that their potential, talents and abilities become perfect. According to Tirtahardja (in Rofikoh, 2019), education level indicators consist of:

1. Educational level. Education levels are stages of education based on the level of development of students, the goals to be achieved and the abilities developed.

2. Suitability of Majors. Suitability of majors is carried out before employees are recruited, where the company analyzes the educational level and suitability of the employee's educational major. So that you can be placed in positions that match your educational qualifications.

3. Competence. Competency is knowledge, mastery of tasks, skills and basic values which are reflected in habits of thinking and acting.

Motivation

Herzberg's theory or Two Factor Theory (in Ansory, 2018: 271), factors that act as employee motivators, for example motivation factors, originate from within a person, including achievements achieved, responsibility, job satisfaction itself, recognition, progress. , the job itself, the possibility of development and maintenance factors originating from outside a person, including work security and safety, working conditions, interpersonal relationships (among colleagues, with superiors, and with subordinates), salary, status, company procedures . Abraham Maslow (in Mangkunegara, 2018) said the hierarchy of human needs is physiological needs, security needs, belonging needs, self-esteem needs, self-actualization needs.

Training

Jeffrey A. Mellostates "Training involves employees acquiring knowledge and learning skills that they will be able to use immediately", training involves employees acquiring knowledge and learning skills (Cahya, et al., 2021: 233). Training is carried out to improve employees' skills and abilities in carrying out their work. Mangkunegara (2018) said there are several aspects that need to be considered, namely the type of training, training objectives, materials, methods used, qualifications of participants and trainers, number of sessions (time).

Organizational Commitment

Porter and Minner (in Yusuf and Syarif, 2018: 22-25) say "Organizational commitment is an organizational attachment through the will to persist with the organization's values and goals, as well as a willingness to put more effort into its behavior." Robbins (in ansory, 2018: 346) said that employees express dissatisfaction in the following four ways: leaving their job and looking for work elsewhere, working as they please, discussing their dissatisfaction with their superiors, waiting optimistically and believing that the organization and its management can do something the best. Meyer and Allen (in Yusuf and Syarif, 2018: 28) state that there are 3 types of dimensions of organizational commitment.

1. Affective commitment is an emotional attachment to an organization and belief in its values.
2. Continuance commitment is the economic value felt when staying with an organization compared to leaving the organization.
3. Normative commitment is an obligation to remain with an organization for moral or ethical reasons.

Turnover Intention

Mathis & Jackson (inKurniawaty, et al.,2019) turnover intention is the process of employees leaving an organization and someone having to replace them. Factors that influence include age, length of work,

level of education, attachment to the company, job satisfaction, company culture (Ansory and Indrasari, 2018: 353). Turnover intention has indicators according to Lee and Zhao (in Utama and Basri, 2023):

1. Thinking of quitting, reflects the individual thinking about leaving the job or remaining at the workplace.
2. Intention to search for alternatives, reflects the individual's desire to look for work in another organization
3. Intention to quit, reflects the individual's intention to leave.

Previous Research

Research by Sabardini, et al., (2022) in testing organizational commitment as a mediating variable between job insecurity and turnover intention. The results of this study show that job insecurity has an influence on turnover intention but not on organizational commitment. Organizational commitment cannot mediate between job insecurity and turnover intention.

Research by Ekowati, et al., (2022) on the influence of self-efficacy and training on employee performance with organizational commitment as a mediating variable at Pt. Phapros Tbk, Central Java region. The research results show that there is a significant positive influence of self-efficacy and training on employee performance. Organizational commitment can mediate self-efficacy and training on employee performance.

Husaini's (2020) research on the influence of salary, job satisfaction, work environment, education level and workload on turnover intention at the Indonesian Semen Foundation. The research results show that salary and workload have an influence on turnover intention. Job satisfaction, work environment and education level have no effect on turnover intention.

Research by Kurniawan, et al., (2023) on leadership style, work motivation and compensation on turnover intention of private hospital employees in Sukoharjo. The research results show that leadership style, work motivation and compensation have a significant negative influence on turnover intention.

- H9 : Work Motivation has a significant positive effect on Turnover Intention, mediated by Organizational Commitment
- H10 : Training has a significant positive effect on Turnover Intention, mediated by Organizational Commitment

RESEARCH METHODS

This research uses a quantitative approach that focuses on testing numbers or statistical data. The descriptive approach is also used to formulate a problem related to questions regarding the existence of independent variables, either only one variable or more independent variables (Hardani, et al., 2020: 246). The descriptive approach aims to explain an event through numerical descriptions.

Location and Place of Research

This research focuses on one research location, namely Hermina Manado Hospital. Employees remain the object of research. Employees consist of medical and non-medical.

Method of collecting data

The data collection method in this research was carried out by distributing a list of written statements with answer columns provided, namely in the form of a questionnaire which would be filled in by respondents in a predetermined number, sourced from all primary data which was processed directly. The distribution of the number of questionnaires is based on sampling based on probability sampling techniques using simple random sampling. A sampling technique where sample members from a population are taken randomly without paying attention to the strata in that population (Hardani, et al., 2020: 365). Determination of sample size in this study used the Slovin formula with a margin of error ($e = 5\%$ or 0.05) with a confidence level for the results of this study of 95% .

Research Population and Sample

According to Hardani, et al., (2020:361) the population is the total number of subjects or objects that will be the target of research. The research subject is the place or location of the variable data used. The population in this study were all employees, both medical and non-medical, who worked full time at Hermina Manado Hospital.

According to Hardani, et al., (2020:362) the research sample is a general description of the population. The sample used was 129 permanent employees at Hermina Manado Hospital. The results of determining the number of samples using the Slovin formula.

Data analysis

The data analysis technique used in the research is descriptive analysis including research instrument tests in the form of validity tests and reliability tests. This research uses a structural model test. This research uses the SmartPLS version 4 software system.

Research Instrument

The measurement scale for respondents' answers to the questionnaire given in the research uses a Likert measurement scale. The Likert scale is a scale used to measure respondents' opinions and perceptions of a research object. The distribution of respondents' answers was measured using five distributions of answers from positive to strongly agree.

RESEARCH RESULTS AND DISCUSSION

Research result

Description of Respondents Based on Gender

Table 3. Respondents Based on Gender

No	Gender	Number of Respondents	Percentage (%)
1	Man	34	26.36
2	Woman	95	73.64
	Amount	129	100

Source: Author's Processed Data (2023)

Based on table 3 above, it can be seen that the number of male respondents was 34 people and the number of female respondents was 95 people. More women will work in hospitals than men.

Description of Respondents Based on Age Group

Table 4. Respondents by Age Group

No.	Age (Years)	Number of Respondents	Percentage (%)
1	< 25 years	27	20.93
2	25 years – 35 years	94	72.87
3	35 years – 45 years	7	5.43
4	> 45 years	1	0.78
	Amount	129	100

Source: Author's Processed Data (2023)

The ages of respondents in table 4 groups are 1 person aged > 45 years, 7 people aged 35-45 years, 27 aged < 25 years, 94 people aged 25-35 years..

Validity and Reliability Test Results

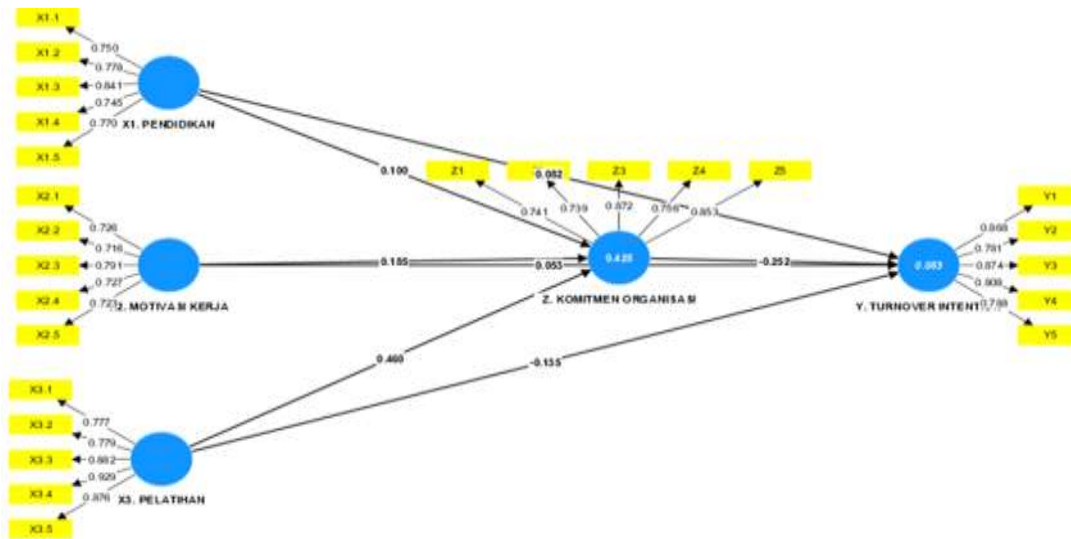


Figure 2. Outer Model

Source: SmartPLS Data, 2023

In Figure 2, it can be seen that the validity test and reliability test have been fulfilled. Validity test using Convergent Validity, namely factor loading > 0.7 , AVE value > 0.5 is declared valid or good. Discriminant validity, namely cross loading > 0.7 , Fornell-Larcker criterion, the highest value for each indicator column, HTMT (Heterotrait Monotrait Ratio) value < 0.9 is declared valid or fulfilled. Reliability test, namely composite reliability > 0.7 , Cronbach's Alpha value > 0.7 is declared reliable or consistent.

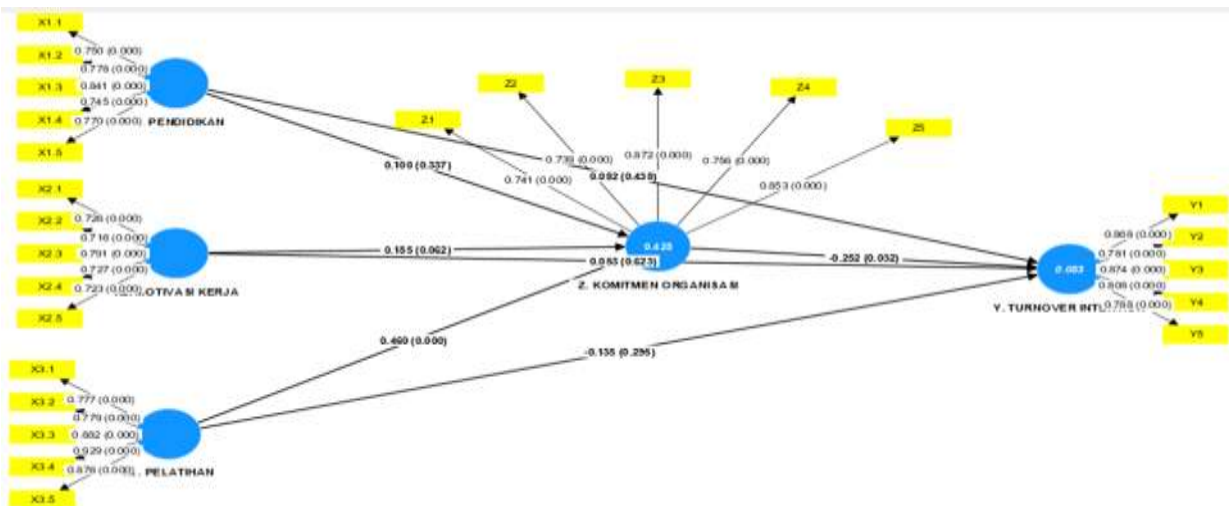


Figure 3. Inner Model

Source: SmartPLS Data, 2023

In Figure 3 Multicollinearity test, path coefficient significance test, 95% path coefficient confidence interval, effect size F square, hypothesis test. A multicollinearity test with a VIF (Variance Inflated Factor)

value < 5 means that there is no multicollinearity between variables or low correlation, it is robust (not biased). Path coefficient significance test (P value < 0.05 sig). The 95% path coefficient confidence interval is the lower limit (2.5%) and the upper limit (97.5%). The effect size of F square with the criteria of f square is 0.02 low, 0.15 moderate and 0.35 high. Test the hypothesis as follows:

1. H1: hypothesis is rejected, there is a positive (0.1) and insignificant (0.337) effect of education on organizational commitment
2. H2: hypothesis is rejected, there is a positive (0.185) not significant (0.062) influence of work motivation on organizational commitment
3. H3: the hypothesis is accepted, there is a positive (0.460) significant (0.00) influence of training on organizational commitment
4. H4: hypothesis is rejected, there is a positive (0.438) and not significant (0.438) effect of education on turnover intention
5. H5: hypothesis is rejected, there is a positive (0.623) not significant (0.623) influence of work motivation on turnover intention
6. H6: hypothesis is rejected, there is a negative (-0.135) not significant (0.295) effect of training on turnover intention
7. H7: hypothesis is accepted, there is a negative (-0.252) significant (0.032) influence of organizational commitment on turnover intention
8. H8: Hypothesis is rejected, organizational commitment mediates the low negative (-0.025) and non-significant (0.464) influence of education on turnover intention
9. H9: Hypothesis is rejected, organizational commitment mediates the negative (-0.047) and non-significant (0.214) influence of work motivation on turnover intention
10. H10: Hypothesis is rejected, organizational commitment mediates the negative (-0.116) and non-significant (0.065) influence of training on turnover intention

Discussion

Education has a significant negative effect on organizational commitment

The higher a person's education, the stronger the organizational commitment. Placement of employees according to their latest education and organizational needs has a positive influence on employees and the organization. Placement of employees who do not match their education can occur if the employee's MCU results are found to be within abnormal limits, so they are placed temporarily in another department. Hermina Manado Hospital continues to maintain regulations regarding employee placement according to educational qualifications

Work Motivation Has a Significant Positive Influence on Organizational Commitment

The higher the employee's work motivation, the stronger the organizational commitment. Increasing work motivation is considered very important, where when work motivation increases, organizational commitment will increase. This is because there are still many employees who have not been properly socialized regarding the welfare of their career path. Hermina Hospital already has an employee welfare

system that suffices the need to refresh its employees in order to motivate employees to be loyal to the organization.

Training Has a Significant Positive Influence on Organizational Commitment

The higher the training employees receive, the stronger the organizational commitment. Training activities begin when new employees enter (OJT, employee orientation) and existing employees (certification training, monitoring training hours for career advancement) which are included in employee KPIs. Supporting facilities (training rooms, internet) make employees enthusiastic about participating in training.

Education has a significant positive influence on turnover intention

The higher a person's education level, the lower the turnover intention level. Most of the employees at Hermina Manado Hospital who are continuing their education are doctors, because they see that there are still broad career opportunities. Scholarship opportunities from outside the company are greater and varied than those offered by hospitals. It is the superior's duty to disseminate information to his subordinates that Hermina Hospital provides opportunities to continue their education according to their position.

Work Motivation has a significant negative effect on Turnover Intention

The higher the employee's work motivation, the lower the turnover intention. Work motivation such as salary and career paths offered by the hospital can influence employees' intentions to resign. However, there are still employees who are interested in accepting offers from other places. Discomfort in the work environment can also trigger turnover intention. The role of superiors is very much needed in motivating employees to continue working in a safe zone.

Training Has a Significant Positive Influence on Turnover Intention

The higher the training held at Hermina Hospital, the lower the turnover intention level. Training gives employees self-confidence in terms of increasing their ability to solve various problems they face, helps employees make better decisions at work, can overcome stress, frustration, conflict which in turn can increase self-confidence so that the level of job satisfaction increases, employees are more independent and reduce fear of facing new tasks. The implementation of training needs to be maintained and improved, especially the material, methods and teacher abilities. The training offered is training that supports career paths so that they are not monotonous.

Organizational Commitment has a significant positive influence on Turnover Intention

The higher the organizational commitment, the lower the turnover intention. Strong organizational commitment is a guarantee for employees to get the rights they should receive. This is proven by the existing career paths that can reduce turnover. Turnover intention is influenced by several factors such as age, length of work, level of education, attachment to the company, job satisfaction, company culture.

Education has a significant positive influence on turnover intention, mediated by organizational commitment

The higher a person's education level, the lower the turnover intention which is supported by organizational commitment. The higher the level of education obtained by employees and supported by a positive, constructive work environment, the less intention to leave so they want to stay and have a career at Hermina Hospital. The role of superiors is very useful in maintaining a safe work environment so that counseling can reduce turnover intention.

Work Motivation Has a Significant Positive Influence on Turnover Intention Mediated by Organizational Commitment

The higher a person's work motivation with the support of strong organizational commitment, the lower the turnover intention. The amount of work motivation such as welfare, level of appreciation, comfort, career opportunities influences turnover. Employees not only need to fulfill their welfare but also a comfortable working environment is an inseparable factor when an employee intends to leave. Some employees receive awards, leveling still does not make employees intend to leave the company. The role of superiors in conducting scheduled counseling can prevent turnover.

Training Has a Significant Positive Influence on Turnover Intention Mediated by Organizational Commitment

The higher the training required by employees with strong organizational commitment, the lower the level of turnover intention. This is proven by the large number of training courses that were attended to develop their careers, making employees cancel their intention to resign because they had been provided with training before working and while working at Hermina Hospital. Evaluation of training programs to improve employee knowledge, skills and behavior is necessary to improve performance

CLOSING

Conclusion

The results of data analysis and discussion of this research are To find out how big the influence of education, work motivation and training on employee turnover intention is mediated by organizational commitment at Hermina Manado Hospital, the conclusions are as follows

1. Education has no significant positive effect on Organizational Commitment.
2. Work Motivation has no significant positive effect on Organizational Commitment.
3. Training has a significant positive effect on Organizational Commitment.
4. Education does not have a significant positive effect on Turnover Intention.
5. Work motivation does not have a significant positive effect on Turnover Intention.
6. Training has a significant negative effect on Turnover Intention.
7. Organizational Commitment has a significant negative effect on Turnover Intention.
8. Education does not have a significant negative effect on Turnover Intention which is mediated by Organizational Commitment.

9. Work Motivation does not have a significant negative effect on Turnover Intention, mediated by Organizational Commitment.
10. Training does not have a significant negative effect on Turnover Intention, mediated by Organizational Commitment.

Suggestion

Hermina Manado Hospital needs to make improvements in reducing Turnover Intention by:

1. Ensure that all employees are placed according to their educational background and provide equal opportunities for employees to continue their education according to the qualifications required by the organization.
2. Hermina Hospital facilitates employee training needs to improve the skills needed for career development.
3. The role of superiors is enhanced by conducting scheduled counseling to stimulate employee performance motivation and minimize intentions to leave and make the work environment more comfortable.
4. Re-socialize employee welfare policies to increase work motivation for employees.
5. The HRD department together with unit superiors ensure that their subordinates carry out tasks according to their main duties and functions.

This research has limitations, including a short research time, respondents who still do not understand the questionnaire, the variables used are not able to answer all problems, the sample is still small and was conducted at a type C hospital in Manado. The limitations in this research could provide literature for further research on topics related to turnover intention. Suggestions for further research include before distributing the questionnaire, a briefing is given in filling it out so that understanding is even, with a sample of the entire population, research variables can be added, carried out in different areas with the same or different types of hospitals.

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