JRSSEM
JOURNAL RESEARCH OF SOCIAL SCIENCE, ECONOMICS, AND MANAGEMENT

The Influence of Nursing Organizational Culture and Job Stress On Turnover Intention With Nurses' Commitment In Intervening Variables In Hospitals

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ABSTRACT: Turnover Intention is an interesting topic to discuss in a company because moving employees will disrupt company operations both in terms of cost and time. This study was conducted to determine the influence of nursing organizational culture and work stress on turnover intention with nurse commitment as an intervening variable in hospitals. The population in this study was employees in the hospital totaling 421 people with the number of nurses who were a population sample of 150 people. This study used quantitative methods with data collection through the distribution of questionnaires to hospital nurses. These findings provide important insights for hospitals and communities in understanding the factors that influence turnover intention.

Keywords: Organizational Culture, Work Stress, Turnover Intention, Nurse Commitment

INTRODUCTION

Nursing organizational culture is a collection of values, beliefs, and practices espoused by nurses in an organization. Work stress is a challenge faced by nurses, can affect their well-being, and potentially increase turnover intention. However, nurse commitment can act as an intervening variable that affects the relationship between job stress and turnover intention. A strong commitment to the organization can help nurses cope with job stress and reduce the tendency to change jobs.

Research on the relationship between nursing organizational culture, job stress, turnover intention, and nurse commitment has the goal of improving nurse well-being and quality of care in the health care field. (Chen et al., 2020) suggests that the perception of organizational support is specifically aimed at improving the relationship between employees and superiors to reduce voluntary employee resignations.

Previous research has shown that job stress has a positive and significant influence on job satisfaction and

organizational commitment. The study found that despite stress, employees feel satisfied with their jobs and committed to their organizations, and vice versa. In addition, job satisfaction and organizational commitment are not absolute parameters for keeping job stress low (Bytyqi et al., 2010). The article (Mekonen, 2020) and another objective are the prevalence and related factors of work-related stress among similar populations. The fundamental impact of work stress on performance has been widely discussed both theoretically and practically (Sutardi et al., 2020), especially its impact on migration intentions (Elçi et al., 2013). (Putra, P. A. S. W, Sariyathi, 2018) found that organizational commitment negatively affects the intention to move. This is in accordance with the results of research by (Paat et al., 2017) stating that high organizational commitment causes a decrease in employee moving intentions. This value indicates that organizational commitment has a negative influence on the intention to move. (Susanti & Palupiningdyah, 2016) also found that low organizational commitment increases employee switching intent. (Firdaus & Lusiana, 2020) found that organizational commitment negatively affects turnover intention.

This study seeks to discuss the influence of nursing organizational culture and work stress on turnover intention with nurse commitment as an intervening variable, the role of perception from respondents who come from regional hospitals engaged in the health sector. The number of nurses from Indramayu Hospital amounted to 421 people, with the number of nurses

who became a population sample of 150 people. The type of research used in this study is quantitative research. This study also falls into the category of associative causal research. Associative causal research is research that aims to analyze the relationship between one variable and another, or the influence of one variable on another variable.

Literature Review

Organizational culture is a transformational force for members and has a strong influence on their behavior, attitudes, and performance (Lee & Jang, 2020). Work stress is a state of imbalance between the personality traits of an employee and the nature of his work. It can occur in any type of working condition, and the presence of certain characteristics can affect a person's resistance to stress (Silva & de Almeida, 2022). Nurses often face difficult and emotionally stressful situations such as prolonged patient suffering and death creating an unhappy mood and exposing them to high levels of work stress due to worry and disability, as they are in a leading position in Health Service delivery (Almazan et al., 2019). Encouraging is that there are many ways to assess workplace stress levels in healthcare workers. However, some stress scales cover only one item, given that the concept of work stress consists of several aspects (Houdmont et al., 2019), and some stress scales are universal and do not apply to health workers (Ghilotti et al., 2020).

Turnover is the voluntary or unconscious exit of an employee from a job. Employee turnover is caused by various factors and the turnover rate is closely related to the employee retention rate. The definition of turnover

is the process by which an employee leaves an organization and has to replace his job with someone else (Mathis & Jackson, 2006). According to (Abouraia & Othman, 2017), the intention to move is a complex process that arises from negative psychological responses to certain work or organizational conditions, and these responses develop into decisions to exit or exit. (Memon et al., 2016) argue that work engagement is one of the most important factors to predict employee switching intentions. Recent evidence suggests that work organization commitment is associated with nurse commitment outside the organization, demonstrating the importance of maintaining work-life balance (Aluwihare-Samaranayake et al., 2018).

Research Framework

Nursing organizational culture refers to the set of values, beliefs, and practices that exist in the nurse's work environment in a hospital. Values such as collaboration, fairness, respect, and team support can form a positive organizational culture. A positive nursing organizational culture is expected to influence a stronger nurse commitment to the organization. Work stress refers to the pressure and psychological burden experienced by nurses in carrying out their duties and responsibilities in the hospital. High work stress can reduce the level of commitment of nurses to the organization. Nurse commitment refers to the level of attachment or loyalty of nurses to the organization in which they work. Strong nurse commitment is expected to reduce the intention to change nurses. Turnover intention refers to a nurse's intention to leave their organization or job. This can include the intention to find a new job, change the field of work, or leave the nursing profession entirely.
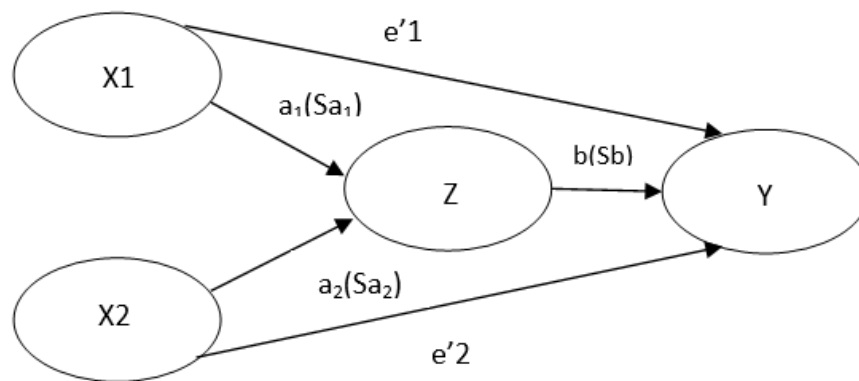

Figure 1 Conceptual Framework

Information:

X1 : Nursing Organizational Culture Variables (Independent Variables)

X2 : Work Stress Variable (Independent Variable)

Z : Nurse Commitment Variable (Intervening Variable)

Y : Variable Turnover Intention (Dependent Variable)

Hypothesis

The hypotheses proposed in this study are as follows:

Hypothesis 1 Nursing organizational culture has a direct effect on turnover intention.

Hypothesis 2 Work stress has a direct effect on turnover intention.

Hypothesis 3 Nursing organizational culture has no direct effect on turnover intention through nurse commitment as an intervening variable.

Hypothesis 4 Work stress has no direct effect on turnover intention through nurse commitment as an intervening variable.

RESEARCH METHODOLOGY

The research conducted in this study is quantitative research. Quantitative analysis is used using path analysis which is an extension of multiple regression analysis. The purpose of path analysis is to estimate the significance of the relationship of several variables, including mediation variables. The SPSS version 22 application is used by researchers to facilitate calculations. This study involved two independent variables, namely nursing organizational culture measured by nine indicators and work stress measured by eight indicators. In addition, there is one intervening variable, namely motivation measured by three indicators. Finally, the study included one dependent variable: turnover intention, as measured by five indicators. The Likert scale was used as a measurement scale in this study. According to (Sekaran & Bougie, 2016) the Likert scale is designed to assess the degree of agreement or disagreement with statements on a five-point scale, ranging from strongly disagree (1) to strongly agree (5). The target population of this study is nurses at Indramayu Hospital. The size of this population sample was determined using the Slovin formula (Umar & Chunwe, 2019), so that a sample of 150 nurses was obtained, in this study purposive sampling was used. The data collection technique used in this study was a survey. Survey research involves the use of written questionnaires or formal interviews to gather large amounts of information about backgrounds, behaviors, beliefs, or attitudes.

RESULTS AND DISCUSSION

The identification of respondents in this study is differentiated based on several characteristics of respondents, including gender, age, and education level. The following is an explanation of the characteristics of respondents and analysis of respondents' relationships with the variables studied:

Table 1. Characteristics of Respondents Based on Gender, Age, Education and Length of Service

Characteristics Responden	Number of Respondents	
	In the picture	Percentage
Gender		
Man	48	32%
Woman	102	68%
Age	5	3,3%
< 25 years	70	46,7%
26-35 years	54	36%
1. Year	21	14%
> 45 years old		
	1	0,7%
Education	46	30,7%
High school	103	68,7%
Diploma (D3)		
Bachelor (S1)	5	3,3%
	54	36%
Length of service	46	30,7%
<2 years	45	30%
1 - 5 years		
6 - 10 years		
> 10 years		

Source: Data processed in 2024

Based on table 1, the majority of female individuals are 102 respondents or 68%. In terms of age, the highest number of respondents was found in the age group of 26-35 years, which was 70 people or 46.7%. In terms of education, the majority of respondents had a Bachelor (S1) education of 103 people or 68.7%. Finally, regarding the working period of the majority of respondents have worked 1-5 years as many as 54 people or 36%. The validity test results are presented in Table 2 as follows:

Table 2 Research Instrument Validity Test Results

Question Points	Nursing Organizational Culture	Work Stress	Nurse Commitment	Turnover Intention
1	0,684	0,790	0,771	0,836
2	0,772	0,834	0,847	0,891
3	0,733	0,837	0,852	0,761
4	0,755	0,780		0,883
5	0,512	0,729		0,864
6	0,464	0,769		
7	0,760	0,584		
8	0,761	0,659		
9	0,569			

Source : Primary data processed 2024

This study conducted a survey of 150 nurses at Indramayu Hospital to obtain a critical value r using the calculation of degrees of freedom (df) = n-2 = 148, with a significance level (α) of 0.05. Based on the product moment correlation coefficient table, a critical value (r table) of 0.160 is obtained. The results of the validity test showed that all research instruments obtained a value (r count) greater than the critical value (r table). Therefore, it can be concluded that the entire statement is considered valid. The results of the reliability test of the variables of nursing organizational culture, work stress, nurse commitment and turnover intention are described in table 3 below:

Table 3 Research Instrument Reliability Test Results

No.	Variable	Nilai Cronbach's Alpha
1	Nursing Organizational Culture (X1)	0,846
2	Work stress (X2)	0,890
3	Nurse Commitment (Z)	0,755
4	Turnover Intention (Y)	0,900

Source : Data processed 2024

Based on the results of table 3 of the Nursing oagnization culture variability reliability test (X1) resulted in a Cronbach's Alpha value of 0.846, work stress variavel resulted in a Cronbach's Alpha value of 0.890, the nurse commitment variable (Z) of 0.755, and the turnover intention variable (Y) resulted in a Cronbach's Alpha value of 0.900. So it can be stated that all these instruments are reliable because they have a Cronbach's Alpha value above 0.60. The classic assumption tests used in this study include multicollinearity tests and normality tests. The test results are described in table 4.

Table 4. Multicollinearity and Normality Test Results

Variabel	Tolerance	VIF
Nursing Organizational Culture (X1)	0,957	1,045
Work stress (X2)	0,936	1,069
Nurse Commitment (Z)	0,901	1,110
Kolmogorov-Smirnov : 0,85 Aaymp.Sig. (2-tailed) : 0,10		

Source : Data processed 2024

Based on table 4, all research variables have a VIF value greater than 10 and a tolerance value of less than 0.10, indicating the absence of multicollinearity. The Kolmogorov-Smirnov test yields a value of 0.85 with a significance level of 0.10 greater than 0.05. Therefore, it can be concluded that the data is normally distributed.

Multiple regression equation 1 that examines the influence of nursing organizational culture and work stress on nurse commitment can be expressed as follows: Z = b1X1 + b2X2 + e1. Details of multiple

regression results for equation 1 are presented in table 5.

Table 5. Multiple Regression Results of the Effect of Variables X1 and X2 on Z

Model	Non-standard coefficient		Standard Coefficient	T	Sig
	B	Std. Error	Beta		
1 Constant	10,393	1,169	-	8,887	0,000
1). Nursing Organizational Culture (X1)	0,062	0,028	0,188	2,399	0,018
2). Work Stress(X2)	-0,062	0,020	-0,239	-3,050	0,003
N = 148					
R Kuadrat = 0,099					
Statistics F = 8,099					
Statistics Sig F = 0,000					

Source: Primary data processed, 2024

Based on table 5 equation one for path analysis is as follows: Z = 0.188X1 + -0.239X2 + 0.949. The calculable value of e1 is e1 = √((1-0.099)) = 0.949. The influence of nursing organizational culture (X1) on nurse commitment (Z) of 0.188 shows a positive influence, it can be interpreted that the better the nursing organizational culture that is established between nurses, the nurse commitment will increase. Conversely, if the workload decreases, employee motivation tends to decrease. In addition, the amount of work stress (X2) to nurse commitment (Z) of -0.239 shows a negative influence. This means that the higher the work stress experienced by nurses, the lower the nurse's commitment. Multiple regression analysis in Equation 2 explores the effect of workload, competence, and motivation on performance. The equation is represented as follows: Y = b1X1 + b2X2 + b3Z + e2. The multiple regression results for Equation 2 are presented in Table 6:

Table 6 Multiple Regression Results The Effect of Variables X1, X2, and Z on Y

Model	Non-standard coefficient		Standard Coefficient	T	Sig
	B	Std. Error	Beta		
1 Constant	3,772	2,885	-	1,307	0,193
2). Nursing Organizational Culture (X1)	0,023	0,056	0,027	0,404	0,687
2). Work Stress(X2)	0,353	0,042	0,580	8,425	0,000
3). Nurse Commitment (Z)	-0,126	0,164	-0,054	-0,770	0,442
R Kuadrat = 0,353					
Statistik F = 26,540					
Statistik Sig F = 0,000					

Source: Primary data processed, 2024

Based on table 6 obtained the equation of 2 paths as follows: $Y = 0.027X1 + 0.580X2 + -0.054Z + 0.804$. The quantifiable value of e2 is $\sqrt{((1-0.353))} = 0.804$

The influence of nursing organizational culture (X1) on turnover intention (Y) of 0.027 shows a positive influence. This means that if the organizational culture of nursing is not applied consistently, there is a possibility of the emergence of intention to move.

The effect of work stress (X2) on turnover intention (Y) measured at 0.580 shows a positive influence. This means that the higher the work stress, the higher the intention to change nurses. Furthermore, the effect of nurse commitment (Z) on turnover intention (Y) of -0.770 shows a negative influence. A low level of nurse commitment will have an impact on higher nurse switching intentions.

The total influence of each variable is then calculated as follows:

Total influence of virgin organizational culture (X1) = 0.027 + (0.188 X -0.054) = 0.016848

Total effect of work stress (X2) = 0.580 + (-0.239 X -0.054) = 0.592906

Total effect of nurse commitment (Z) = -0.054
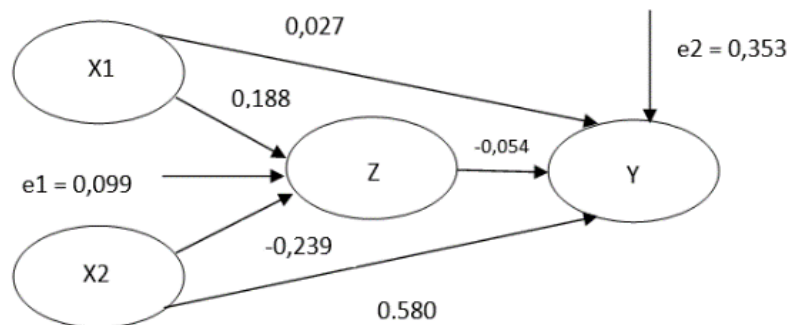
Below is a path analysis that can be described as follows:

Figure 2 Path Analysis Results

Testing Hypothesis 1:
Based on table 6, it can be seen that nursing organizational culture (X1) has a direct effect on turnover intention (Y), which is 0.027 with a value of 0.404 and a significance value of 0.687 > 0.05. Therefore, hypothesis 1 that states the organizational culture of nursing has a direct effect on turnover intention is rejected.
Testing Hypothesis 2:

Based on table 6, the direct effect of work stress (X2) on turnover intention (Y) is 0.580 with a t value of 8.425 and a significance value of 0.000 < 0.05. Hypothesis 2 which states that work stress has a direct effect on turnover intention is accepted.
Testing Hypothesis 3:
Based on table 6 it can be seen that the direct influence of nursing organizational culture (X1) on

performance (Y) is 0.027 and the indirect influence of nursing organizational culture (X1) on turnover intention (Y) through nurse commitment (Z) is -0.010152 so that the total influence of nursing organizational culture is 0.016848, the sobel test produces a value of -0.3288 < 1.97590 (t table). Therefore it can be concluded that the nurse commitment variable (Z) mediates as an intervening variable the influence of organizational culture (X1) on turnover intention (y) so that the nursing organizational culture hypothesis does not directly affect Turnover Intention through nurse commitment as an accepted intervening variable.

Testing Hypothesis 4:

Based on table 6, it can be seen that the direct effect of work stress (X2) on turnover intention (Y) is 0.580 and the indirect effect of work stress (X2) on turnover intention (Y) through nurse commitment (Z) is 0.012906. So the workload effect is 0.592906. The results of the sobel test show t count of 0.3291 < 1.65431 (t - table). Therefore, it can be concluded that the nurse commitment variable (Z) can mediate the influence of nursing organizational culture (X1) on turnover intention (Y), so the hypothesis of work stress does not have a direct effect on nurse turnover intention through nurse commitment as an intervening variable is rejected.

The influence of nursing organizational culture (X1) on turnover intention (Y)

The results of the above study show that a positive, inclusive, and supportive nursing organizational culture can have a significant influence in reducing turnover intention among nurses. Organizational culture includes the values, norms, beliefs, and practices adopted and practiced by nurses in an organization. When nursing organizational culture is supported by factors such as team collaboration, open communication, social support, fair rewards, career development, and participation in decision-making, nurses tend to feel more attached and satisfied in their work environment. This can lead to increased commitment to the organization and reduced intention turnover rates.

Effect of Work Stress (X2) on Turnover Intention (Y)

The results revealed that work stress can have a significant negative influence on a nurse's turnover intention. When nurses experience high levels of stress in their work environment, this can affect their job satisfaction, well-being, and motivation. Prolonged and intense work stress can create dissatisfaction, burnout, and a desire to find a new job. Therefore, the higher the level of work stress experienced by nurses, the more likely they are to have the intention to change jobs.

The Influence of Nursing Organizational Culture (X1) on Turnover Intention (Y) through Nurse Commitment (Z) as an Intervening Variable

A positive and supportive nursing organizational culture can play an important role in reducing turnover intention. When nurses feel connected to the values, beliefs, and practices that exist in their work environment, they tend to have a strong commitment to the organization. This nurse commitment can be an intervening

variable that influences the relationship between nursing organizational culture and turnover intention. In other words, when nurses feel attached and highly committed to the organization, they tend to be more likely to stay and have no intention of changing jobs, despite experiencing high job stress.

Effect of Work Stress (X2) on Turnover Intention (Y) through Nurse Commitment (Z) as Intervening Variable

Research shows that job stress can affect turnover intention. When nurses experience high job stress, such as excessive workload, interpersonal conflict, lack of support, or prolonged pressure, they tend to have higher intention turnover rates. Job stress that is not handled properly can reduce job satisfaction, well-being, and nurse motivation, thereby increasing the desire to find a new job. However, in the relationship between job stress (X2) and turnover intention (Y), nurse commitment (Z) may play a role as an intervening variable influencing the relationship. Nurse commitment is the level of attachment, loyalty, and identification of nurses to the organization they work for. High nurse commitment can reduce the negative effect of work stress on turnover intention. When nurses feel strongly committed to the organization, they can look for ways to cope with job stress and stay in their jobs. The commitment of nurses can also encourage them to seek solutions and support within the organization to reduce the negative effects of work stress. In other words, nurse commitment (Z) can act as a mediation

between job stress (X2) and turnover intention (Y). That is, when nurses feel highly committed to the organization, high levels of work stress do not directly affect their turnover intention. The commitment of nurses can help reduce the impact of job stress and maintain the desire to remain in the organization.

CONCLUSION

Based on research conducted on the influence of nursing organizational culture and work stress on turnover intention with nurse commitment as an intervening variable in hospitals, several conclusions were obtained, nursing organizational culture plays an important role in influencing nurses' turnover intention in hospitals. A positive organizational culture, such as collaboration, fairness, appreciation, and team support, can increase nurses' commitment to the organization and reduce the tendency to switch jobs. Work stress has a significant negative influence on nurses' turnover intention. Difficult situations and emotional distress experienced by nurses, such as the suffering and death of patients, can lead to high levels of work stress. This can increase the nurse's intention to change jobs. Nurse commitment acts as an intervening variable between job stress and turnover intention. A strong commitment to the organization can help nurses cope with job stress and reduce the desire to change jobs. By having a high commitment, nurses tend to choose to stay in the organization.

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