

---

## Organizational Commitment and Work Satisfaction on Desire to Change Jobs (Turnover Intention) in Nurses Santa Elisabeth Hospital Batam

Sheptia Hardiana<sup>1\*</sup>, Nurhafizah Nasution<sup>2</sup>, Mutia Amalia Lubis<sup>3</sup>

<sup>1,3</sup>*Department of Nursing Science, Faculty of Medicines, Universitas Batam,  
Riau Islands, Batam 29464, Indonesia.*

<sup>2</sup>*Department of Nursing Profession, Faculty of Medicine, Universitas Batam,  
Riau Islands, Batam 29464, Indonesia.*

*Sheptia.h@yahoo.com; nurhafizah.nst@univbatam.ac.id; mutia.a.lubis@univbatam.ac.id.*

*\*Corresponding Author:*

*Sheptia Hardiana*

*E-mail: Sheptia.h@yahoo.com*

### Abstract

The desire to change jobs (turnover intention) can be influenced by various factors including organizational commitment and satisfaction. The results of the pre-survey of researchers at Santa Elisabeth Hospital were 5 nurses who left in 2019 and in 2020 an increase of 13 nurses. The purpose of this research is to know the relationship between organizational commitment and job satisfaction on the desire to change jobs. The research design is Correlation Descriptive Method with a Cross Sectional approach. The research population is all nurses at Santa Elisabeth Batam Hospital in 2020, namely 86 nurses. The sample is a nurse on duty at Santa Elisabeth Batam Hospital in 2020. The total sampling technique is 86 nurses. The research location is at Santa Elisabeth Batam Hospital. Data collection tool using a questionnaire. The research results were analyzed by Chi-Square test. The research results obtained were  $(0.312 > 0.05)$  and  $(0.119 > 0.05)$  so there was no significant relationship between organizational commitment and job satisfaction with the desire to change jobs. It is expected that the Hospital will develop the welfare of human resources (HR) at Santa Elisabeth Hospital and take into account the expectations of employees.

**Keywords:** Desire to change jobs (Turnover intention); Organizational commitment; Work satisfaction.

**Cite this Article** Hardiana, S., Nasution, N., & Lubis, M.A. (2022). Organizational Commitment and Work Satisfaction on Desire to Change Jobs (Turnover Intention) of Nurses at Santa Elisabeth Hospital Batam. *Zona Keperawatan: Program Studi Keperawatan Universitas Batam*, v13 (i1), pp. 17-28. Retrieved from <http://ejournal.univbatam.ac.id/index.php/Keperawatan/article/view/126>

---

## Organizational Commitment and Work Satisfaction on Desire to Change Jobs (Turnover Intention) in Nurses Santa Elisabeth Hospital Batam

Sheptia Hardiana<sup>1\*</sup>, Nurhafizah Nasution<sup>2</sup>, Mutia Amalia Lubis<sup>3</sup>

<sup>1,3</sup>Department of Nursing Science, Faculty of Medicines, Universitas Batam, Riau Islands, Batam 29464, Indonesia.

<sup>2</sup>Department of Nursing Profession, Faculty of Medicine, Universitas Batam, Riau Islands, Batam 29464, Indonesia.

Sheptia.h@yahoo.com; nurhafizah.nst@univbatam.ac.id; mutia.a.lubis@univbatam.ac.id.

\*Corresponding Author:

Sheptia Hardiana

E-mail: Sheptia.h@yahoo.com

### Abstrak

**Komitmen Organisasional dan Kepuasan Kerja Terhadap Keinginan Berpindah Kerja (Turnover Intention) Pada Perawat Rumah Sakit Santa Elisabeth Batam.** Keinginan Berpindah Kerja (turnover intention) dapat dipengaruhi oleh berbagai faktor antaranya komitmen organisasi dan kepuasan. Hasil pre survey peneliti pada Rumah Sakit Santa Elisabeth sebanyak 5 orang perawat yang keluar tahun 2019 dan tahun 2020 meningkat 13 Perawat. Tujuan penelitian ini diketahui hubungan komitmen organisasi dan kepuasan kerja terhadap keinginan berpindah kerja. Desain penelitian metode Deskriptif Korelasi dengan pendekatan Cross Sectional. Populasi penelitian adalah seluruh perawat di Rumah Sakit Santa Elisabeth Batam tahun 2020 yaitu 86 perawat. Sampel adalah perawat yang bertugas di Rumah Sakit Santa Elisabeth Batam tahun 2020. Teknik Total Sampling berjumlah 86 perawat. Lokasi penelitian di Rumah Sakit Santa Elisabeth Batam. Alat pengumpulan data menggunakan kuesioner. Hasil penelitian dianalisa dengan uji Chi-Square. Hasil penelitian yang diperoleh adalah ( $0,312 > 0,05$ ) dan ( $0,119 > 0,05$ ) maka tidak ada hubungan yang signifikan antara Komitmen organisasi dan Kepuasan Kerja dengan Keinginan berpindah kerja. Diharapkan bagi Rumah Sakit untuk mengembangkan kesejahteraan sumber daya manusia (SDM) di Rumah Sakit Santa Elisabeth dan mempertimbangkan harapan karyawan.

**Kata Kunci:** Keinginan berpindah kerja (Turnover intention); Komitmen organisasi; Kepuasan kerja.

### Introduction

The hospital is a unique and complex organization because it is a labor-intensive institution, has special characteristics and functions in the process of producing medical services, and has various professional groups. Given the internal dynamics (role development) and growing external demands, hospitals are faced with efforts to

adapt themselves to respond to external dynamics and function integration of internal potentials in carrying out increasingly complex tasks.

Human Resource Management (HR) plays a vital role in an organization because the survival of an organization is largely determined by its human resources. In addition,

human resource management has a strategic role and contributes more to determining the future development of the organization through development, creativity, flexibility, and proactive management. This indicates the need for good human resource management to achieve organizational or institutional goals (Dessler, 2010).

In achieving the goals of management organizations in the health sector, management is needed which is more than hospital management. However, often the performance of hospital management that is already so good will be disrupted by various employee behaviors that are difficult to prevent from happening according to (Halimah TN, 2016) that the desire to change jobs (turnover intention) is the tendency or intention of employees to stop working at their workers.

This behavior change according to Mobley, Horner & Hollingsworth (1978) in (Halimah TN, 2016) is influenced by individual characteristics in the organization, work environment, job satisfaction, and employee commitment to the organization. Factors of lack of commitment and job dissatisfaction within the organization are factors that are often managed by HR managers in the occurrence (turnover intention) of employees. Research by Saba et al. (2014) found a relationship between high commitment and low intention to leave the organization. Furthermore, Rismawan's research (2014) in his research also found organizational commitment to have a negative

effect on employee turnover intention, which means that the higher the sense of concern for the sustainability of the company will reduce the desire for employees to leave. Wijaya (2010) states that if employees have a high commitment to the company, it will have a positive impact, including increasing productivity, work quality, and employee job satisfaction as well as decreasing the rate of tardiness, absenteeism, and turnover.

Research Siswanti (2006) job satisfaction is a general attitude of individuals towards their work. If this attitude is positive, the employee is said to be satisfied, while dissatisfaction occurs when the employee's attitude is negative. Aranya et al (1982) in Robinson and Aprilia (2005) reported a significant correlation between job satisfaction and organizational commitment.

Research conducted by Ida in 2016 found that salary satisfaction had a direct and indirect effect on nurses' desire to change jobs with organizational commitment mediating the relationship between the two.

Research conducted by Kristianto in 2011 with 130 nurses at Tugurejo Hospital in Semarang, found that job satisfaction has a negative effect on organizational commitment. It can be concluded that the higher the job satisfaction of nurses, the higher the commitment of nurses to the hospital. The impact of high levels (of turnover intention) on human resource management can be frustrating when you find out that recruitment that has succeeded in

recruiting qualified staff ultimately turns out to be useless because the recruited staff have chosen jobs in other companies (Toly, 2004). With a high level (of turnover) in the company, it will cause more and more potential costs, both training costs that have been invested in employees, the level of performance that must be sacrificed, as well as recruitment and retraining costs.

The discharge of nurses from the hospital is said to be normal, ranging from 5-10% per year. According to (Gillies, 1994), it is said to be high if it is more than 10%. According to Capko (2001), it ranges below 15% for five consecutive years, if it is more than 20% then it is said to be high. Some research results show that the rate (of turnover) in health services is quite high as in Gomez's (1995) study which was 72%, Sebolt's research (1978) (Gillies, 1994) the number of nurses who leave ranges from 35% to 60% per year, Duldt (1981) in (Gillies, 1994) about 70% per year. According to Syafdewiyanti (2002) at Thamrin International Salemba Hospital in 2000, it was 21% and in 2001 it increased to 29%.

Meanwhile, according to Ace Sudrajat (2017-2018) the incidence of nurses leaving hospitals in Indonesia, especially at the Jakarta Metropolitan Hospital, includes UKI Hospital, nurses leaving an average of 2-3% per year. Based on data from HRD Nurses at Santa Elisabeth Batam Hospital, in 2019 nurses left the Santa Elisabeth Batam Hospital 5 people came out, and in 2020 the number of nurses who left increased compared to the previous year,

namely 13 people. An average percentage rate (turnover) from 2019-2020 of 12.57% (turnover) of nurses will increase in 2020 because it exceeds 10% per year.

This study uses nurse respondents who work at Santa Elisabeth Hospital Batam. From the description above, the purpose of the researchers intends to find out whether there is organizational commitment and job satisfaction toward the desire to change jobs (turnover intention) among nurses working at Santa Elisabeth Hospital Batam 2020.

## **Methodology**

*Study Design.* This research was conducted in August 2020. This type of research is quantitative research, with a Correlation Descriptive Method with a Cross-Sectional approach in looking at the relationship between organizational commitment and job satisfaction with turnover intention, which is measured or collected at the same time or only once at a time. The sampling technique in this study used a total sampling technique, where the number of samples was 86 nurses.

*Measures.* Organizational commitment is measured by adopting the Organizational Commitment Questionnaire prepared by Poter and Smith (1970) in (Hartati, 2019) consisting of 24 questions including affective commitment (8 questions), continuous commitment (8 questions), and normative commitment (8 questions). Job satisfaction is measured by adopting the Minnesota Satisfaction

Questionnaire (Rumawas, 2013) questionnaire consisting of 10 questions covering Salary (2 questions), promotion (2 questions), supervision (2 questions), co-workers (2 questions), then the variable of the desire to change jobs by adopting a questionnaire according to (Halimah T.N, 2016) consists of 3 questions. This data collection technique is by giving questionnaires or questionnaires to respondents. The scale used in measuring data is using a Likert Scale.

*Analysis.* Data analysis was conducted using SPSS. Data on organizational commitment, satisfaction, and intention to change jobs are presented in the form of frequency and percentage distributions, while the relationship between variables was analyzed using the Chi-square test.

*Ethical Consideration.* Ethical approval was obtained from the Faculty of Medical, Universitas Batam. All participants provided written informed consent prior to filling out the questionnaires, and all questionnaires

## Results

Based on the results of univariate analysis, Table 1 below shows that of the 86 nurses who had an organizational commitment in the high category, 72 nurses (83.7%) and 14 nurses (16.3%) had a low organizational commitment. Furthermore, Table 2. It is known that nurses who have job satisfaction in the high category are 66 nurses (76.7%) and 20 nurses (23.3%) in the low category of job satisfaction. Next Table 3. It is known that nurses

who have a desire to change jobs (turnover in the low category are 72 nurses (83.7%) and 14 nurses (16.3%) who desire to change jobs (turnover intention) in the high category.

Based on the bivariate analysis between organizational commitment and the desire to change jobs in table 4. below shows that out of 86 nurses there were 14 nurses (16.3%) with low organizational commitment who had a low category turnover intention of 13 nurses (18.1%), a high desire category change jobs (Turnover Intention) of 1 Nurse (7.1%), and 72 nurses (19.8%) with high category organizational commitment who have a low category Turnover Intention of 59 Nurses (81.9%) as many as 59 nurses (81.9%), high category desire to change jobs (Turnover Intention) as many as 13 nurses (18.1%). The results of the Chi-Square statistic obtained a p-value = 0.312, meaning that p-value > 0.05, which means that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, which means that there is no relationship between organizational commitment and the desire to change jobs (Turnover Intention) for nurses at Santa Elisabeth Hospital, Batam. 2020.

Based on the analysis of job satisfaction with the desire to change jobs in table 5. below it is known that of the 86 nurses there were 20 nurses (23.3%) with low category job satisfaction a low category turnover intention of 19 nurses (26.4%) and a high category of intention to change jobs (Turnover Intention) is 1 Nurse (7.1%), and 66 nurses (76.7%) with high category job satisfaction who have a low category

Turnover Intention of 53 Nurses (80.3%) and high category desire to change jobs (Turnover Intention) as many as 13 nurses (19.7%). The results of the Chi-Square statistic obtained a p-value = 0.119 meaning that p-value > 0.05, which means that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected,

which means that there is no relationship between job satisfaction and the desire to change jobs (Turnover Intention) for nurses at Santa Elisabeth Hospital Batam, 2020.

**Table 1.** Frequency distribution of organizational commitment to nurses at Santa Elisabeth Hospital Batam (n = 86).

Organizational commitment	Frequency	Percentage (%)
1. Low category	14	16.3
2. High category	72	83.7
Total	86	100.0

**Table 2.** Frequency distribution of job satisfaction among nurses at Santa Elisabeth Hospital Batam (n = 86).

Job satisfaction	Frequency	Percentage (%)
1. Low category	20	23.3
2. High category	66	76.7
Total	86	100.0

**Table 3.** Frequency distribution of turnover intention among nurses at Santa Elisabeth Hospital Batam (n = 86).

Desire to change jobs (Turnover intention)	Frequency	Percentage (%)
1. Low category	72	83.7
2. High category	14	16.3
Total	86	100.0

**Table 4.** Organizational commitment with the desire to change jobs (Turnover Intention) for nurses at Santa Elisabeth Batam Hospital (n = 86).

Organizational commitment	Desire to change jobs (Turnover intention)				Total	p-Value
	Low Category		High Category			
	N	%	N	%		
Low Category	13	18.1	1	7.1	14	0.312
High Category	59	81.9	13	18.1	72	

**Table 5.** Job satisfaction with the desire to change jobs (Turnover intention) for nurses at Santa Elisabeth Batam Hospital (n = 86).

Job satisfaction	Desire to change jobs (Turnover intention)				Total	p-Value
	Low Category		High Category			
	N	%	N	%		
Low Category	19	26.4	1	7.1	20	0.119
High Category	53	80.3	13	19.1	66	

## **Discussion**

### **Organizational commitment.**

Organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and the desire to remain in the organization. Will leave the organization, either because of their awareness or being terminated by the company (Busro, 2018). The results of the researchers found that Organizational Commitment from 86 nurses at Santa Elisabeth Hospital Batam found that the majority of them, namely 72 nurses (83.7%) had the high organizational commitment and a small proportion of 14 nurses (16.3%) had low organizational commitment.

The results of the researcher's research obtained organizational commitment seen from nurses filling out questionnaires where nurses feel happy to spend their careers, feel as if organizational problems are personal problems, organizations in hospitals have a lot of meaning, (45.8%) nurses feel they have moved from one organization to another organization looks very unethical, (54.2%) nurses are also committed not to leave the company even though they are offered a better job, (66.7%) nurses feel that good things are loyal to the organization, (75.5%) nurses also think it will be very difficult to leave the organization even though he wants to, there are few consequences for leaving the organization and if he leaves the organization he sacrifices benefits that may not be obtained in other organizations. There were 14 nurses (16.3%) with low commitment because nurses did not believe they had to be loyal to their organization

and felt they had several choices to decide to leave the organization. Where high organizational commitment can be seen from normative organizational commitment, namely individual work behavior by a sense of obligation, and loyalty to the organization.

This research is in line with research conducted by Erta Rahmawati (2015), the perception of organizational commitment at Prikasih Hospital is a commitment with a score of 13.3 points, the distribution of Nurse's questions is 52.9% of Nurses do not feel that the problems that occur in hospitals are their problems and a small proportion of 47.1% feel that the problems that occur in hospitals are their problems.

### **Job satisfaction.**

Job satisfaction is the attitude of employees towards work related to work situations. Cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. This attitude towards work is the result of a number of individual-specific attitudes towards the factors in the work they face. Handoko (2000) suggests job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in their work environment (Bahri, 2018).

The results of research on job satisfaction found that from 86 nurses at Santa Elisabeth Hospital Batam, it was found that the majority, namely 66 nurses (76.7%) had high category job satisfaction and a small proportion of 20 nurses (23.3%) had low job satisfaction. Research results Nurses have a very high assessment of job satisfaction with the hospital. It can be seen from the nurses filling out questionnaires where (87.5%) of nurses are satisfied with their opportunity to get a salary by the amount of work they do, (76.3%) of nurses who work well have the opportunity to be promoted fairly at the Hospital so that they are satisfied with the opportunities given and (75.5%) feel comfortable with their co-workers, there are 20 Nurses (23.3%) who have low job satisfaction because supervisors care less about them, a lot of disputes and disputes at work and their work is considered meaningless so that low productivity causes a decrease in job satisfaction only if the workforce perceives that intrinsic rewards are received.

Where high job satisfaction can be seen from the salary as a function of the absolute number of degrees of fulfilling the expectations of the workforce, promotion for self-development, expanding experience by opening up opportunities for promotion, and co-workers conducting social relations that support employees.

This research is in line with research conducted by Nanda Putra Nugraheni (2016), it is known that nurses who provide an assessment of job satisfaction at Emanuel Klampok

Hospital are in the high category, with 17 people (13.38%), nurses who provide an assessment of job satisfaction at Emanuel Klampok Hospital is in the medium category, namely 96 people (75.6%), and nurses who provide an assessment of job satisfaction at Emanuel Klampok Hospital are in a low category, namely 14 people (11.02%).

### **Desire to change jobs (Turnover intention).**

Desire intention is the intention that arises in individuals to do something. While turnover is the cessation of an employee from his place of work voluntarily or moving from one workplace to another. Thus, the desire to change jobs (turnover intention) is the tendency or intention of employees to stop working from their job Zeffane (Halimah T.N, 2016). Some of the factors that cause the desire to change jobs (turnover intention) that researchers examine are organizational commitment and job satisfaction.

The results of the researcher's desire to change jobs (turnover intention) are known from the 86 nurses at Santa Elisabeth Hospital Batam, it was found that most of the 72 nurses (83.7%) had low turnover intentions and 14 nurses (16.3%) had high turnover intentions. The results of the research by researchers (75,3%) Nurses have a low desire to change jobs to the hospital causing a low desire to change jobs (turnover intention), and there are (76.4%) of nurses wish to change jobs because they start thinking about leaving if they get more work. good. The impact of this thinking of wanting to leave is triggering employees to stay.



This research is in line with research conducted by Nanda Putra Nugraheni (2016), it is known that nurses who rate (turnover intention) in the low category 114 people (76.38%), and nurses who rate (turnover intention) in the high category 16 people (12.6%). The results of the researchers' research found that nurses were satisfied with the salary they earned according to their work. Nurses who have a high intention to move to work should the hospital pay more attention to the condition and welfare of nurses and increase the work loyalty of nurses so that there is no desire to leave work (turnover intention) to prevent and avoid the increased desire to change jobs. And if the nurse has a low intention to change jobs, it will result in increased work productivity and a low desire to change jobs.

#### **Organizational commitment with turnover intention.**

The negative relationship between organizational commitment and the desire to change jobs (Turnover Intention) is due to the high level of organizational commitment. Nurses feel happy to spend their careers, nurses also feel that moving from one place to another is very unethical, but also seen from the identity of nurses where they have some work experience. for more than one year and most nurses who graduated with a Bachelor of Nursing have a more efficient level of knowledge because getting older also makes nurses think more and more about not leaving the organization where they work.

Organizational commitment can also be demonstrated through the level of

job involvement, namely, work involved in the high category of the work being done and caring about the job. Nurses who have a high level of work involved will contribute ideas to the hospital for work progress and are happy to implement hospital regulations. In addition, nurses who have high-category organizational loyalty will show loyalty to the organization.

Nurses who have a high level of organizational loyalty tend not to have the desire to leave the organization. The results of this study indicate that organizational commitment has a positive and significant effect on turnover intention. This is reinforced by research found by Budiono, et al. (2014) which states that organizational commitment has a positive effect on turnover intention.

The results of this study are in line with previous research conducted by Erta Rahmawati (2015), Organizational commitment is stated to have a significant negative relationship with turnover intention with a p-value of 0.580. This significance is greater than the value of  $p = (0.158 > \alpha = 0.05)$ , which means it is not significant or has no effect. In line with research conducted by Vandenberg (2008) in his research stated a significant negative relationship, meaning that the higher one's organizational commitment, the lower the turnover intention.

The results of this study are not in line with previous research conducted by Benjamin (2012) who said that there is a significant relationship between organizational

commitment and turnover intention. The high perception of organizational commitment in an organization will reduce the desire to move (Vandenberg, 2003 in Benjamin, 2012). Researchers agree, by feeling comfortable in an organization, the person will increasingly survive in the organization.

According to the research analysis, there is no relationship between organizational commitment and the desire to change jobs (Turnover Intention) from the results of nurses' statements in filling out the questionnaire, namely nurses feel happy to spend their careers, nurses feel unethical when moving from one organization to another, nurses also feel good is loyal to the organization, and if leaving the organization will sacrifice benefits that are not necessarily obtained in other organizations and Organizational commitment as a sense of identification, involvement, and loyalty expressed by an employee towards his organization.

The sense of identification, involvement, and loyalty shown by employees towards their superiors cannot be made or wrapped in words, but it will be very self-evident between loyal employees and disloyal employees seen from the seriousness in work and good performance generated.

#### **Job satisfaction with the desire to change jobs (Turnover intention).**

The existence of a negative effect of job satisfaction on turnover indicates that employees who are satisfied with their opportunity to get the

salary they receive are of the work they do result in a low desire of employees to make a turnover. In addition, job satisfaction indicators are promoted fairly in the hospital and feel comfortable with co-workers who are already high in the eyes of employees, resulting in a low desire for employees to think about leaving the place where they work now and the possibility that individuals will not look for work in other organizations. In addition, job satisfaction can also be indicated by the nurse's satisfaction with the work itself (nature of work), namely the extent to which the job provides opportunities for nurses to learn to take responsibility for a particular task and challenges for work that is interesting and contributes to the development of a nurse's abilities.

The results of this study are in line with the results of research conducted by Rita Andini (2015), salary satisfaction with turnover yields a value of  $p=0.148 < \alpha=0.05$ . Thus it can be concluded that the second hypothesis is proven, namely job satisfaction has an overall negative effect on turnover.

According to the researcher's analysis, there is no relationship between job satisfaction and the desire to change jobs (turnover intention). High job satisfaction can be seen from the nurses' statements in filling out the questionnaire, namely feeling satisfied with the salary opportunities they get by the number of jobs they have, and nurses feeling satisfied with the opportunities to be promoted. Fairly, nurses also feel happy with their co-workers so those with high job

satisfaction will not have the desire to change jobs (Turnover Intention).

## Conclusions

Most of the nurses at Santa Elisabeth Batam Hospital have the organizational commitment and job satisfaction with the high category of organizational commitment. Whereas more than half of the nurses do not have the desire to change jobs (Turnover Intention). There is no relationship between organizational commitment and job satisfaction with the desire to change jobs (Turnover Intention) for nurses at Santa Elisabeth Hospital Batam.

Recommendations for further research should be reconsidered to pay attention to the characteristics of the individuals who will be respondents (age, education and marital status, length of work); work environment (physical environment and social environment); the working characteristics of the respondents and the desire to change jobs (Turnover Intention) and are expected to pay more attention to sampling techniques.

## References

- Adi, A., & Ratnasari, S. (2015). *Pengaruh Komitmen Organisasi, Penghargaan dan Kepuasan Kerja terhadap Perputaran Karyawan pada Perbankan Syariah di Kota Batam*. Etikonomi. Vol.14 No. 1: 35-50.
- Afrianti, D., Wibisono, C., Sari, I. N., & Lubis, M.A. (2020). Determination Of Leadership, Communication, Achievement Motivation Of Loyalty Through Organizational Culture In Save Loan Cooperative. *International Journal of Psychosocial Rehabilitation*. ISSN: 1475-7192. 24 (06), 14133-14150. Publisher: <https://www.psychosocial.com/article/PR261361/30542/>.
- Alkahtani, A. (2015). Investigating Factors that Influence Employees Turnover. *International Journal of Business and Management*. Vol.10 No. 12: 152-166.
- Andini, R. (2006). *Analisis Pengaruh Kepuasan Gaji, Kepuasan Kerja, dan Komitmen Organisasional terhadap Turnover Intention pada Rumah Sakit Roemani Muhammadiyah Semarang*. Tesis
- Bahri, M. (2018). *Pengaruh Kepemimpinan, Lingkungan kerja, Budaya Organisasi dan Motivasi Terhadap Kepuasan Kerja Yang Berimplikasi Terhadap Kinerja Dosen*. Surabaya: CV Jakad.
- Lubis, M.A & Putri, A. (2016). Hubungan Rewards, Karakteristik Pekerjaan dan Kepuasan Kerja dengan Komitmen Pegawai di Rumah Sakit Camatha Sahidya Kota Batam. *Zona Keperawatan*, 6(2), 15-42. Publisher: Universitas Batam. Retrieved from [http://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=UeyYOc8AAAAJ&pagesize=80&citation\\_for\\_view=UeyYOc8AAAAJ:2osOgNQ5qMEC&gmla=AJsN-F689N-nXRqOw5eXmTpDY2cv8JBESU2aupy1wTRO2eWF7aqSynTUE3rAO6ffTKLZ9ZQJwWmeqwqSkey0MnNeRX113GtWj5i-sSUGWIQd2j8Tu4aQ0sY&scind=8970561809375432702](http://scholar.google.com/citations?view_op=view_citation&hl=en&user=UeyYOc8AAAAJ&pagesize=80&citation_for_view=UeyYOc8AAAAJ:2osOgNQ5qMEC&gmla=AJsN-F689N-nXRqOw5eXmTpDY2cv8JBESU2aupy1wTRO2eWF7aqSynTUE3rAO6ffTKLZ9ZQJwWmeqwqSkey0MnNeRX113GtWj5i-sSUGWIQd2j8Tu4aQ0sY&scind=8970561809375432702)
- Lubis, M.A. (2014). *Hubungan Kepuasan Kerja Dengan Komitmen Kerja Perawat di*

- Ruang Rawat Inap Rumah Sakit Santa Elisabeth Kota Batam* (Unpublished). Zona Keperawatan: Program Studi Keperawatan Universitas Batam. p-ISSN: 2087-7285. 4 (2), 23-31. Publisher: Universitas Batam. Retrieved from [http://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=UeyYOc8AAAAJ&pagesize=80&citation\\_for\\_view=UeyYOc8AAAAJ:Y0pCki6q\\_DkC](http://scholar.google.com/citations?view_op=view_citation&hl=en&user=UeyYOc8AAAAJ&pagesize=80&citation_for_view=UeyYOc8AAAAJ:Y0pCki6q_DkC)
- Novia, R., Arif, Y. & Lubis, M.A. (2020). Faktor-Faktor Yang Berhubungan Dengan Loyalitas Karyawan Di Rumah Sakit Harapan Bunda Kota Batam. *Jurnal Keperawatan Muhammadiyah*. 5 (1), 268-282. Retrieved from <http://core.ac.uk/download/pdf/327263765.pdf>.
- Raymond, R. (2017). Faktor-Faktor Yang Mempengaruhi Kemiskinan Di Propinsi Kepulauan Riau. *Akrab Juara: Jurnal Ilmu-ilmu Sosial*, 2(3), 14-24.
- Raymond, R. (2018). Peningkatan Kinerja Pemasaran Melalui Pelatihan Perencanaan Bagi Kelompok Usaha Kerajinan Taufan Handrycraft Di Kota Batam. *J-ABDIPAMAS (Jurnal Pengabdian Kepada Masyarakat)*, 2(1), 105-110.
- Indrawan, M. G., & Raymond, R. (2020). Pengaruh Norma Subjektif Dan Return Ekspektasian Terhadap Minat Investasi Saham Pada Calon Investor Pada Program Yuk Nabung Saham Di Kota Batam. *Jurnal Akrab Juara*, 5(3), 156-166.
- Indrawan, M. G., & Siregar, D. L. (2021). Faktor Faktor Yang Mempengaruhi Kepuasan Pelanggan Smartphone Samsung Di Kota Batam. *Jurnal Ekobistek*, 81-87.
- Yulia, R., Wahyuni, F.S., & Lubis, M.A. (2020). Kepemimpinan Kepala Ruangan dan Kepuasan Kerja Perawat Pelaksana. *REAL in Nursing Journal*. Vol. 3 No. 1: 20-29. <https://ojs.fdk.ac.id/index.php/Nursing/index>
- Umam, K. (2010). *Perilaku Organisasi*. Bandung: CV Pustaka Setia.