The Role of Organizational Commitment in Mediating those influence of Work Stress and Work Environment towards Turnover Intention

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Abstract:- **The high level of turnover intention at Permata Keluarga Lippo Cikarang Hospital in the last 3 years has made the hospital management need to deal with it immediately. This research intended to find out and analyze those influence which came from work stress and work environment over turnover intention through organization commitment as a mediate variable. This research was designed by quantitative research with an explanatory to causality. Population and sample were all nurses on outpatient polyclinic at Permata Keluarga Hospital Lippo Cikarang which total numbered of 110 people. Data analysis method that used in this research was multiple linear regression analysis through path analysis to examine those influence between the research variables. The results and findings from this research was indicated that: 1) There had negative and significant influence from work stress to organization commitment; 2) There had positive and significant impact between work environment to organization commitment; 3) There had positive and significant impact from work stress over turnover intention; 4) There had negative and significant affects between work environment against turnover intention; 5) There had negative and significant influence over turnover intention from work commitment ; and 6) Organizational commitment could mediated those impact from work stress to turnover intention, but it failed to mediated those impact from work environment towaeds turnover intention.**

Keywords:- *Work stress, work environment, organization commitment, turnover intention.*

I. INTRODUCTION

Hospital is an agency that engaged in complex health services with diverse organization characteristics, so its required modern management system for each work unit. The role of human resources is very important in achieving the success of organization. The Resources which work at hospitals consist of health and non-health workers, where these human resources are the most valuable internal assets owned by organization in order to achieve these goals.

Nurses are one of spearheads from this important human resources, where nurses are health workers who work professionally, responsible and have obligate to provide services for patients around 24 hours, in order to retain this qualified employee, organization needs to fulfill all employee right who has filled its duty and created comfort conditions for employee. If organization did not doing this, then employee would consider to call it quits (turnover).

Desire to move is initial signal that should be recognized by organization because high turnover intention could disrupt the activities and productivity from organization. Mosadeghrad (2013) suggested among other health professionals nurses have a higher level of turnover intention for professional level. High turnover intention could affect their morale it causing their ability to meet the needs of patients and provide care needs as nurses would decreased. Furthermore, he mentioned that nurse turnover intention required more attention because it could be detrimental to organization both in terms of cost, resources and effectiveness of nursing itself. In addition, the high turnover rate also causes organizations to incur additional costs for recruitment to get workers ready to use. Preparing nurses who have the skills to provide quality care and meet patient safety rules also requires considerable time. In an effort to reduce the occurrence of employee turnover, it must start from efforts to reduce the desire to leave/turnover intention. (Susanti, et., al., 2020).

Permata Keluarga Hospital (RSPK) Lippo Cikarang is one of largest hospitals in Cikarang Bekasi area. Turnover rate at RSPK is quite high every each year, this proved by deeper interviews with Hospital Management and data reviewed from January 2016 to 2018. According to RSPK management, turnover at RSPK in 2016 reached 11.28% from total number of employee was 195 people, with 72 nurses in attendance and 22 nurses resigned. In 2017 from total number of employees was 201 people with turnover rate was 11.44% (16 people). In 2018 from total number of employees was 210 people, 92 employees were laid out, causing turnover rate of 43.80% (26 people). By these pre survey results which conducted by researchers at RSPK towards 15 (fifteen) nurses, it was concluded that 10 nurses desire to move from RSPK for various reasons, including lack of time to complete tasks, having a lot of work or increased workload, poor relations with their professional friends, lack of promotion and want to change new atmosphere. Then, from this pre-survey results it was also found that 6 nurses out of 15 people experienced a bad working environment at RSPK, this happened due to bad relationship (an unharmonious working relationship) with

their professional colleagues, especially when working in one shift, and there are 3 nurses who didnt wanted to team up because they thought it wasn't their own matter thus it could impact to their team work attitude, and causing took long time to work. Furthermore, there were 6 nurses out of 15 who had committed to organization, Its because they feel not proud to work in this organization so they dont want to spend their entire careers to work for this organization, 4 people feel they will not regret if they have to leave this organization and work in this organization is not their basic needs.

According to pre-survey result, The main factors which causing this high rate of turnover intention is work stress, Qureshi et. al. (2013) that states if nurses has higher stress levels compared to other medical members. This research also revealed that there had positive relationship between work stress and turnover intention, by increased work stress it would also followed by increased turnover intention. Furthermore, Qureshi et. al. (2013) also revealed that work environment had negative relationship to turnover intention, by good working conditions it could reduce the amount of turnover intention. Work environment at hospital which not conducive to work, it would makes nurses cant survive to work at hospital. Not only physical work environment but also psychological terms that should be considered. A conducive work environment will make nurses feel comfortable in carrying out their duties. Research whom conducted by Mowday, et., Al. (2012) found that organization commitment had negatively influence towards turnover intention. Beside that, these committed employees would have low intention to move from work because they have senses of loyalty, and stick to organization.

Based on these phenomenon, alongside with prior research and also important role of nurses at hospital organization, especially at Permata Keluarga Hospital Lippo Cikarang, researchers want to digging up more information regarding which factors that influence the turnover intention at RSPK so it could help Hospital Management in dealing with these problems. However, the author wishes to examined and Explore more about those influence that came from Work Stress and Work Environment towards Turnover Intention by Organization Commitment as Mediate Variable on Outpatient Polyclinic Nurse at Permata Keluarga Hospital in Lippo Cikarang.

II. THEORETICAL REVIEW

A. Work Stress

Stress generally happen because a person received an unexpected condition from his/her environment, and it causing certain reactions. According to Leung et al (2007) work stress is ability within person that unable to carry the workload that given. Work stress could have an impact to organization or company, that could give an affection over employee satisfaction and employee performance (Chaundry, 2012). When work stress increase, it will cause the intention of employee leave (Chandio et al., 2013). Furthermore, Leung, et. al. (2007) suggested that there has

six indicators which could be measured the work stress, namely personal support, social support, role conflict, workload, bad environment, and home situation.

B. Work Environment

According to Newstorm (1996) work environment is a working condition related to work schedule, the length of work per each day in working hours both day or night during people work. According to Schultz & Schultz (2006) Work environment is a condition which is related to characteristics of work place on behavior and attitudes that given by employee where it was link to process of psychological changes that caused by things that were experienced on his / her work or in certain conditions that should get lots of attention from organizations that could created boredom in work or always monotonous and fatigue at work. According to Davis and Newstroom (2008) work environment in organization that could be measured through physical work environment and non-physical work environment. Physical work environment consists of lighting, air temperature, use of time, space and work safety, while non-physical work environment is related to employee relations.

C. Organization Commitment

Organizational commitment is an attitude or Manifested from person's behavior towards organization in form of loyalty and an achievement to organization's vision, mission and goals. Organization Commitment according to Griffin (2004) is an attitude that reflects how much an individual knows and attached to their organization. Meanwhile, according to Mowdey, et al. (2012) Organization Commitment is an existence of great trust in organization, the values and goals from organization, strong desires and intentions to maintain organizational membership, as well as a great intention to provide the best thing for company. Furthermore, according on Mowdey, et al. (2012) said that indicators which impact organizational commitment consist of affective commitment, continuous commitment and normative commitment.

D. Turnover Intention

According to Mobley (2011) turnover intention is tendency or intention from employees to stop working voluntarily or move from one work place to another according to their own choice. Meanwhile, according to Ponnu and Chuah (2010) means of turnover intention is an initial symptom where an employee begins to consider and look for other opportunities which more serious. Furthermore, Mobley (2011) argues that there are three indicators that could measured these turnover intention, which is thoughts of quitting, intention to quit, and intention to search for another job.

E. Relationship Between Variables

The amount of nurse turnover intention at hospital it could predict the turnover that will occur on there. The high turnover in organization could distracted those activities and productivity which turn could create instability and uncertainty at organization. To overcome this matter, The Hospital needs to pay attention to nurses' stress levels, work

environment and organization commitment from their employee. The theoretical framework in this research could be drawn as follows:
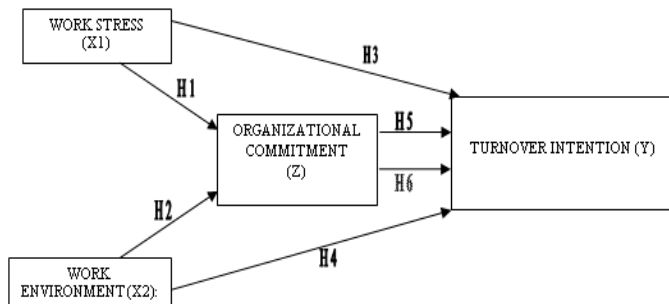

Fig 1:- Theoretical Framework

F. Hypothesis

According to theoretical framework above, this several hypothesis that proposed in this research are:

Hypothesis 1: Work stress had an influences towards organization commitment.

Hypothesis 2: work environment had an impact over organization commitment.

Hypothesis 3: Work stress had an affects on turnover intention.

Hypothesis 4: Work environment influenced turnover intention.

Hypothesis 5: Organization commitment had impact against turnover intention

Hypothesis 6: Organizational commitment was mediated those impact of work stress and work environment towards turnover intention.

III. RESEARCH METHODS

The design of this research was quantitative research by explanatory causality approach to explain those influence which came from the research variables through hypothesis examination with statistical methods. This research consisted of two independent variables namely work stress (X1) work environment (X2), while dependent variable was turnover intention (Y) and mediate variable was organization commitment (Z). Population and sample in this research were all nurses on Outpatient Polyclinic at Permata Keluarga Hospital Lippo Cikarang in 2019, which amounted to 110 people. Data gathered techniques in this research used a questionnaire with a Likert Scale (5 scales). Data analysis method that used in this research was multiple linear regression analysis through path analysis to examine the influence between research variables.

IV. RESULT AND DISCUSSION

A. Characteristics of Respondents.

Based on characteristics from this 110 respondents who are nurses on the Outpatient Clinic at Permata Lippo Cikarang Hospital, it could be seen that the majority of respondents were women (58.18%) who has aged between 26-30 years (33.64%) and have bachelor degree (51.82%). So it could be concluded that the nurses on Outpatient

Clinic at Permata Keluarga Hospital Lippo Cikarang were women who have productive age and have high mobility.

B. Validity and Reliability Test

Validity test used to measured legal or validity from a questionnaire. Based on these validity test results, it shows that the indicators from work stress variable had r count range values from 0.409 to 0.796. The indicators from work environment variable had r count range values from 0.364 to 0.851. The indicators from organizational commitment variable had range of r values from 0.250 to 0.850. The indicators from turnover intention variable had range of r values from 0.258 to 0.605. According to these results, it could be seen that all indicator statement items on work stress variables, work environment variables, organization commitment variables and turnover intention variables had r count value greater than r table (0.187), so it could be said that all statement items from indicators on research variables were declared valid.

After doing this validity test, next step further is reliability test. Reliability test used to measured the research questionnaire from each indicator on variable. Based on reliability test results, work stress variable had cronbach's alpha value of 0.751, work environment variable had cronbach's alpha value of 0.758, organizational commitment variable had cronbach's alpha value of 0.757 and turnover intention variable had cronbach's alpha value of 0.691. According to these results, it could be seen that all research variables have a Cronbach's Alpha value greater than 0.6, so its stated that all the questions on work stress variable, work environment variables, organization commitment variables and turnover intention variables were declared so reliable.

C. Data Descriptive Analysis

Descriptive analysis from this research used the Three Box Method index analysis. To earned the tendency of respondents' answers to each variable, it will be categorized into a range of scores based on calculation of three box method. The resulting index figure is 88, while the range of scale of each criterion is 29.3.

Based on three box analysis method, it shows that questionnaire statement from work stress indicator variable (X1) had consisting of 5 dimensions, and 30 indicators, has an average index value of 68.29 and falls into "Medium" category. This indicates that Nurse's Stress at RSPK is moderate. The highest index is on statement of " I feel all work is charged to me "with an index value of 72.60. This could be means that at RSPK always imposes all work on nurses and the lowest index is on statement "My friend always blames me if I make a mistake (x1.12) " with index value of 66.00. This shows the lack of cohesiveness in completing work or workload of nurses, if something goes wrong at work then his/her professional colleagues would always blame their co-workers.

Based on the three box analysis method, it shows that questionnaire statement from work environment indicator variable (X2) had consisted of 2 dimensions and 23 indicator indicators, has an average index value of 63.02, and goes into "Medium" category. These results was indicated that work environment at RSPK already exists at moderate intensity/category and should be continuously improved to create a conducive and coveted working environment condition for nurses. Beside that, it could be seen that the question over "The air temperature in my work space is quite comfortable", and "the temperature of the room where my workplace is always controlled "has the highest average with an index of 66.2. This shows that For work environment at RSPK they created work environment as comfortable as it can be While the one with the lowest average index value was shown on question "The security officer where I work is always there 24 hours, My coworkers always help me, I always respect my colleagues" with an average index value of 60.80. This shows that work security at RSPK still catagorized as minimal and relationship between professionals or relations between colleagues still low and needs to improved again.

Based on the three box analysis method, it shows that questionnaire statement on turnover intention (Y) indicator variable had consisted of 3 dimensions and 10 indicators, that has an average index value of 75.54, and goes into "Medium" category. These results was indicated that turnover intention at RSPK already exists in moderate intensity / category. Beside that, it could be seen from the highest average index is 80.2 with an assessment point of "If I get a new job, better I will be discharged from this hospital". At RSPK it felt uncomfortable and wanted to leave the RSPK immediately if they got a better job. While at the lowest average with an index of 69.60 with an assessment point of "I intend to ask other people/my friends for opportunity to work in another hospital". This means that being uncomfortable at work so the nurse or employee asks their friends to work opportunities elsewhere. And need to be dealt with it immediately.

Based on the three box analysis method, it shows that questionnaire statement on Organization Commitment (Z) indicator variable had consisted of 3 dimensions and 11 indicators, which has an average index value of 63.96, and goes into "Medium" category. This shows that commitment from nurses to RSPK is still classified as moderate and should continue to improved to create high work loyalty as well. Beside that , it could be seen that highest average index is 66.60 with point of "I will regret for the rest of my life if I leave this hospital." This shows that the commitment or sense of attached or from a person towards his / her organization is sufficient commitment so there are some of nurses who depend her life to Organization. While at the lowest average with an index of 61.00 with assessment point of "I will promote this hospital". This means that, although some nurses have an attachment to organization, there still had a lack of promoting RSPK as a reference for their patients.

D. Multiple Linear Regression Analysis
These data analysis technique used multiple linear regression analysis, which to discover the influence of independent variable and dependent variable.

➤ *Regression Analysis of Model 1*
Based on F test result in model 1, it is known that F value is 59.631, which is greater than F table = 2.69 with significant probability is 0.000 that is less than 0.05, it could be said that work stress and work environment variable together or simultaneously had significant influence on organization commitment variables.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,280	2	5,140	59,631	.000[b]
	Residual	9,223	107	0,086		
	Total	19,504	109			

a. Dependent Variable: Organizational Commitmen
b. Predictors: (Constant), Work Environment, Work Stress

Table 1:- Result of F Test Model 1

Partial test (t test) is used to test those impact from each variable on work stress, work environment and organization commitment. According to the results, it could be described that:

- There had negative and significant influence between work stress and organization commitment. This indicated by regression coefficient $\beta = -0.695$, which signed a negative relationship and had significant influence because t value was greater than t table = ± 1.96 with Sig. = $0.000 < \alpha = 0.05$.
- There had positive and significant influence between work environment to organization commitment. This indicated from this regression coefficient $\beta = 0.143$, which signed a positive relationship with significant impact because t count was greater than t table = ± 1.96 with Sig. value = $0.035 < \alpha = 0.05$.

From these two (2) variables that used as predictors, work stress variable was the strongest variable that affecting organization commitment compared to work environment variables.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,765	0,302		15,786	0,000
Work Stress	-0,724	0,070	-0,695	-10,369	0,000
Work Environment	0,137	0,064	0.143	2,134	0,035

a. Dependent Variable: Organizational Commitment

Table 2:- Result of t test model 1

Based on coefficient of determination test result From model 1, it is known that R Square value is 0.527, this indicates that influence of work stress and work environment variables on organization commitment Was 52.7% while the remaining 47.3% Was explained by other

variables which are not included in this research such as work satisfaction, work motivation and organizational culture.

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726^a	0,527	0,518	0,294

a. Predictors: (Constant), Work Environment, Work Stress
b. Dependent Variable: Organizational Commitment

Table 3:- Determination Coefficient Test Results on Model 1

Meanwhile, the value of e1 could be found by formula = √ (1-0.527) = 0.688. Thus, the path diagram for structure model 1 was obtained, as its follows:
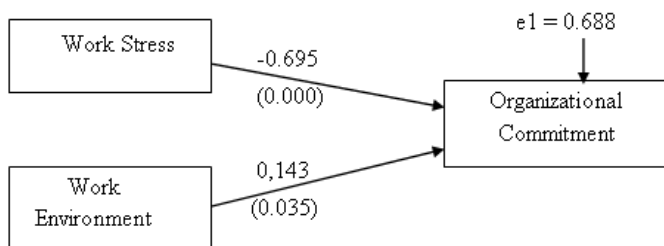

Fig. 2:- Path Diagram of Model 1

➤ *Regression Analysis of Model 2*

Based on the F test result in model 2, it is known that F value of 88.382 which was greater than F table = 2.69 with significant probability of 0.000 which wa.s smaller than 0.05, it can be said that work stress, work environment and Organization commitment together or simultaneously had significant impact towards turnover intention variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,355	3	1,118	88,362	.000^b
	Residual	1,342	106	0,013		
	Total	4,697	109			

a. Dependent Variable: Turnover Intention
b. Predictors: (Constant), Organizational Commitment, Work Environment, Work Stress

Table 4:- F Test Results of Model 2

Based on t test in model 2, it is known that:

- There had positive and significant influence between work stress and turnover intention. This was indicated by regression coefficient value β = 0.162 which signed a positive relationship and had significant influence because the t count value was greater than t table = ± 1.96 with Sig. = 0.031 <α = 005.
- There had negative and significant influence between work environment and turnover intention. This indicated by regression coefficient value β = -0.173 which signed negative relationship and had significant effect because t count value was greater than t table = ± 1.96 and Sig. = 0.002 <α = 0.05.
- There had negative and significant influence between work environment to turnover intention. This indicated by regression coefficient value β = -0.667 which signed negative relationship and had significant influence because t count value was greater than t table = ± 1.96 and Sig. = 0.000 <α = 0.05.

From these three (3) variables that used as predictors, organization commitment came as the strongest influence over turnover intention compared to work stress and work environment variables.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,363	0,211		20,675	0,000
	Work Stress	0,083	0,038	0,162	2,189	0,031
	Work Environment	-0,081	0,025	-0,173	-3,232	0,002
	Organizational Commitment	-0,327	0,037	-0,667	-8,836	0,000

a. Dependent Variable: Turnover Intention

Table 5:- t test results for Model 2

Based on results test from coefficient of determination in model 2, it is known that R Adjusted R Square value was 0.714, this shown that the influence of work stress, work environment and organization commitment variables on turnover intention variable was 71.4 %% while the remaining was 28.6. % which explained by other variables that not included in this research such as work satisfaction, work motivation and organization culture.

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845^a	0,714	0,706	0,113

a. Predictors: (Constant), Work Environment, Work Stress, Organizational Commitment
b. Dependent Variable: Turnover Intention

Table 6:- Determination Coefficient Test Results in Model 2

Meanwhile, the value of e1 can be found with formula = √ (1-0,714) = 0.535. Thus path diagram for structure model 2 was obtained, as its follows:
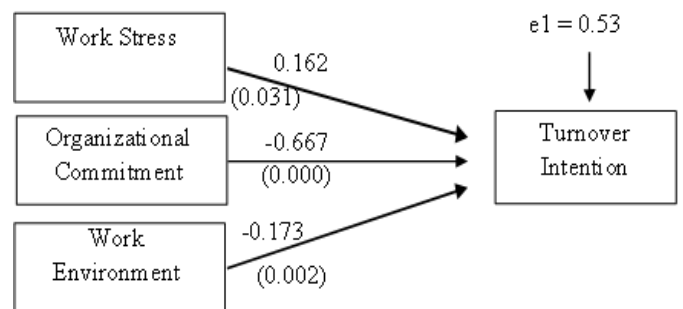

Fig 3:- Path Diagram for Model 2

➤ *Mediation Variable Test*

Based on test results, its common that direct influence from work stress towards turnover intention was 0.162 and indirect influence was 0.464, with total value of 0.626. The direct impact from work environment on turnover intention was -0.173, while indirect impact was -0.095, with total value of -0.268. The indirect impact from work stress against turnover intention was greater than direct influence from work stress on turnover intention. The direct influence of work environment variables towards turnover intention was greater than indirect influece which come from work environment variables to turnover intention.

Influence	Direct	Indirect	Total
Work Stress → Turnover Intention	0,162	-0,695 x -0,667 = 0,464	0,626
Work Environment → Turnover Intention	-0,173	0,143 x -0,667 = -0,095	-0,268

Table 7:- Total Model Analysis

Based on test results, its common that work stress variable had positive impact because regression coefficient value $\beta 1 = 0.162$ with significant because tcount value was greater than t table $= \pm 1.96$ and had Sig value. $= 0.031 < \alpha = 0.05$. Work environment variables had negative and significant impact towards turnover intention, it was negative because regression coefficient $\beta 1 = -0.173$ and significant because tcount value was greater than t table $= \pm 1.96$ with a Sig value. $= 0.002 < \alpha = 0.05$. Organization commitment had negative and significant influence towards turnover intention variable, it was negative because regression coefficient value $\beta 1 = -0.667$ and significant because tcount value was greater than t table $= \pm 1.96$ and had Sig value. $= 0.000 < \alpha = 0.05$. As Partially, influence from organization commitment variable to turnover intention variable was greater than influence from work stress variable or work environment itself, because $\beta 1$ coefficient value of organization commitment is ± 0.667 that greater than coefficient value $\beta 1$ value of work stress ± 0.162 and coefficient value $\beta 1$ from work environment ± 0.173.

Work stress variable had negative and significant influence to organization commitment, it was negative because regression coefficient value $\beta 1 = -0.695$ and significant because t value was greater than t table $= \pm 1.96$ and had Sig value. $= 0.000 < \alpha = 0.05$. work environment variable had positive and significant impact on organization commitment variable, it was positive because regression coefficient $\beta 1 = 0.143$ and significant because tcount value was greater than t table $= \pm 1.96$ and had Sig value. $= 0.035 < \alpha = 0.05$ The influence over work stress towards organization commitment variables was greater than the influence from work environment variables on organizational commitment variables, because coefficient value of $\beta 1$ from work stress ± 0.695 was greater than value of from $\beta 1$ coefficient of work environment ± 0.143.

Work stress variable had positive indirect influence against turnover intention variable with organization commitment as moderate, because standardize coefficients beta is 0.464. Work environment variables had indirect effect which negative towards turnover intention variables with organization commitment as moderate, because standardize coefficients beta was -0.095.

Model	Coefficient Path	p	R²
Structure 1			
Work Stress → Organizational Commitment	-0,695	0,000	0,527
Work Environment → Organizational Commitment	0,143	0,035	
Structure 2			
Work Stress → Turnover Intention	0,162	0,031	0,714
Work Environment → Turnover Intention	-0,173	0,002	
Organizational Commitment → Turnover Intention	-0,667	0,000	

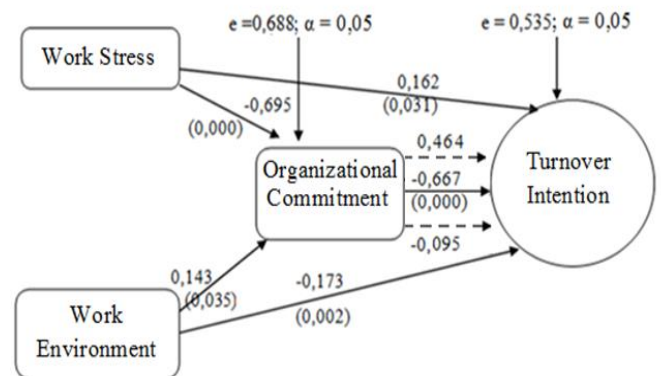Table 8:- Summary of Model Parameter Results

Fig 4:- Total Model Diagram Path

➤ *Research Hypothesis Examination*
In this research, there were six hypothesis that were examined and based on test results it could be concluded that hypothesis in this research were accepted.

Hypothesis	Hypothesis Statment	Result of t and F Test (Sig)	Information
H1	There had a negative and significant influence from work stress to organization commitment	-0,695 (0,000)	Data was Supported the hypothesis (Hypothesis was accepted)
H2	There had a positive and significant influence from work environment towards organization commitment	0,143 (0,035)	Data was Supported the hypothesis (Hypothesis was accepted)
H3	There had positive and significant impact between work stress and turnover intention	0,162 (0,031)	Data was Supported the hypothesis (Hypothesis was accepted)
H4	There had negative and significant reaction over turnover intention through work environment	-0,173 (0,002)	Data was Supported the hypothesis (Hypothesis was accepted)
H5	There had negative and significant impact from organization commitment towards turnover intention.	-0,667 (0,000)	Data was Supported the hypothesis (Hypothesis was accepted)
H6	There had an influence which come from work stress and work environment towards turnover intention	0,464 and -0,095	Data was Supported the hypothesis (Hypothesis was accepted)

Table 9:- Research Hypothesis examination

E. Discussion

➢ The Impact of work Stress on Organizational Commitment

The test results from work stress variable in this research was indicated that work stress had significant negative influence over organization commitment, this means that if work stress is high then organization commitment is low and does it inconversely. The results from this research was Strengthen theory by Leung, et. al. (2007) which stated that work stress could have impact to organization. This results were line with Firth, et., al.. (2004) who found that work stress had negative and significant impact towards organization commitment. Organization commitment would increased if reducing work stress that experienced by nurses, especially workload that faced by nurses to increase ongoing commitment. In reducing this workload, organization was expected to see and understand psychological condition from that nurses themselves. This could be done by giving assignments or jobs which are in accordance with nurse's expertise in structured way and not in sudden so nurse could complete the tasks which assigned to her. This will affect the condition / mind of nurses to calmer and would indirectly had implications for increasing work productivity and increase nurses' commitment to be able to participate to move forward company.

➢ The Impact of Work Environment towards Organizational Commitment

The results of research that conducted on work environment variables show that work environment had significant positive impact towards organization commitment, this means that the better the work environment, the organization commitment would increase aswell, and it does conversely. This research results had Strengthen theory from Gouzali Saydam (2000) which states that work environment is entire work facilities and infrastructure surround by employees which doing work that could affect the implementation of work itself. Performing good duties by a nurse will have a good impact on organization, which in essence will improve organization performance itself and achieve the goals. Implementation from tasks and work to carried out teamwork will achieve organizational goals is a tangible form of their commitment towards organization. The results from this research also confirm previous research conducted by Herjany and Bernarto (2018) which states that work environment had positive and significant influence to organization commitment. This results of research conducted by this researcher state that if organization had conducive work environment, it will increase organization commitment. According to research, organization commitment would increased by improving non-physical working conditions. By improving non-physical work environments such as relationships between colleagues and relationships between superiors and subordinates will increase an employee's ongoing commitment. With a good relationship between colleagues and superiors, employee will feel calm mood that boost their happiness. They would feel the existence of a new family in company, this will certainly increase the

teamwork between employee to continuously improve their performance as a form of commitment from them to move forward company.

➢ The Influence of Work Stress on Turnover Intention

Work stress test results was indicated that work stress had significant positive influence over turnover intention. If work stress is high, then turnover intention from organization would increase aswell, and it does conversely. This results has strengthen theory from Chaundry (2012) which states that if an employee's work stress on high then their workload will get heavier, from that workload will affect their mindset. On work stress, employees would think about finding a new job that has a low workload. Results from this research were confirm previous research that conducted from Young-Kwon Lee, et., Al. (2016) stated that work stress had positive influence towards turnover intention. This results was illustrated high level of stress will make employees want to leave company. As concern of research results, workload had highest correlation to intention to leave. To reduce turnover intention, hospital should be able to control the stress level of employees by paying attention to workload given to individual work capacity and also time given to complete work. In this case, hospital needs to review workload from tasks carried out by each nurse to reduce existing workload. If workload could be handled properly, then turnover intention will decreased. One way to deal with this matter by placing nurses according to their expertise, co-workers have to work hand in hand to reduce their teammates duty so they would solved quickly also reduce its workload.

➢ The Impact of Work Environment against Turnover Intention

This results from research that conducted by researchers shows that work environment had significant negative influence over turnover intention, this means by a good work environment, turnover intention will decrease on the other hand, if work environment is bad, turnover intention will increase. This research supports previous theory served by Schultz & Schultz (2006) which states that work environment related to characteristics of place where employee work from behaviors and attitudes given by employee where it was link to psychological changes processed that occurred and cause things that experienced at her works. This research result were validated prior research which conducted by Qureshi, et., al. (2013) who found similar results that work environment had negative influence towards turnover intention. Results from research that conducted by researchers shows that any increase in a good and conducive work environment would reduce the level of turnover intention. These findings was indicated that non-physical work environment had strong influence against leave intention. In this case company or RSPK have to create a conducive working atmosphere or environment for all employee so they would feel comfortable at working. With this comfort feeling they will not have thought of leaving organization. Beside that, hospitals and superiors have to pay lots of attention to communication which running at company, both communication between colleagues or communication towards superiors. By having

good communication, it would create good cooperation as well create good work environment for each employee therefore employee will not have desire to leave company.

➢ *The Influence of Organizational Commitment towards Turnover Intention*

From research result that conducted by researchers to organization commitment show that organization commitment had significant and negative impact over turnover intention, this means that the higher of organization commitment from nurse, the lower their intention to leave and it does conversely. From this Research results which support previous theory by Allen and Meyer (1991) which states that there had significant contribution to organization commitment in predicted turnover intention. From this research results were also in line with research that conducted by Mowday, et, al. (1982) it found that organization commitment had negatively affected turnover intention. This results were illustrated that organization commitment has the most dominant direct influence towards turnover intention. With an increase on organization commitment, it would reduce the level of turnover intention thats very significant. In this case, the company should try to instill company values in employee, with understanding of company's values, employee would feel their own pride in company. In addition to instilling corporate values, affective commitment could be enhanced by appreciating every work produced by company so these employee would work seriously to play an active role to grow further the company.

➢ *The Impact of Organizational Commitment in Mediated both of Work Stress and Work Environment towards Turnover Intention*

From results showed that organization commitment could mediate work stress to turnover intention. This means that organization commitment moderated the link between work stress and turnover intention by positive effect, so if work stress is high it will reduce the level of organization commitment which actually increase turnover intention from a nurse. This inversely proportional to organization commitment that mediates those influence from work environment and turnover intention by negative influences and small/weak influences, so turnover intention rate will decrease. These results confirmed prior research from Chan, et., al. (2011) that suggests if work stress is negatively related to organization commitment, employee who have high stress levels would have low level of organization commitment. When work stress has increase, it will cause the desire to leave within employee (Chandio et al., 2013). By this results were also supported other research from Jamil, et., al. (2012) that argued if work environment at company is conducive, it would increase performance and commitment from employee, then employee would not have desire to leave organization. By results from this result, Hospital should pay more attention to work environment factors, By existence of a conducive work environment, cooperation between departments and good communication would increase organization commitment from nurses which indirectly reduce turnover intention at hospital. Likewise with work stress factor,

hospital should be able to minimize the workload on nurses so they would feel more comfortable and won't think about leaving the hospital.

F. Research Findings

From this research results, it is found that all variables such as work stress, work environment and organization commitment had influence towards turnover intention, the variable which had most influences towards turnover intention in directly was organizational commitment, while the variable which had most influences towards turnover intention in directly was work stress. This in accordance with the opinion by Leung, et al. (2007) which said that work stress is ability from individual that unable to carry the workload. It could be seen from the three box method, where nurse feels that all work which assigned to her so stress factor that received by nurse was quite high.

G. Research Limitations

Research about the influence from work stress and work environment towards nurse turnover intention through organization commitment as mediation variable at Permata Keluarga Lippo Cikarang Hospital were also found limitations. In this research, it was occured when gathered research instruments, it took long time because the nurses worked shifts. Data collected by questionnaire was subjective, so it would depends on honesty from respondent when answered.

V. CONCLUSION AND SUGGESTION

A. Conclusion

Based on research results that mentioned above, this several conclusions from authors that could be drawn as follows:
➢ From research results said that work stress had significant and negative impact towards organization commitment.
➢ Test results proved that Work Environment had significant and positive influence on Organization Commitment.
➢ According to results from research, it states that work Stress had significant and positive impact over Turnover Intention.
➢ Based on test results, work environment had significant and negative impact towards Turnover Intention.
➢ Organization Commitment had significant and negative influence over Turnover Intention.
➢ Organizational commitment could mediated those impact from work stress on turnover intention, but it cannot mediated those impact from work environment to turnover intention.

B. Suggestion

As for suggestions that could made up by authors from this research as follows:
➢ Hospital leaders and management were advised to pay attention to work conditions such as excessive workloads and work schedules through distribution of tasks and work tasks fairly so it will ease those existing

workload and escalate its cooperation between one of another nor with the existing team at hospital.

➢ Hospital leaders and management were advised to create a conducive working environment for their employee, this could be done by communicating with each other both between employee and leaders. Beside that the companies could improve and complement those existing facilities to support work so employee could work effectively and efficiently.

➢ Hospital leaders and management were advised to give praised, appreciation and attention over work that has been done by employee therefore it will provide more motivation within them and it will have an impact to reduce their desire to leave the hospital.

➢ Hospital leaders and management were advised to hold a family gathering to strengthen the relationship between employee and leader. Therefore it would create better communication as well get to know each other better. By family gathering, work environment will feel so much more as family and will reduce the level of turnover intention.

➢ Hospital leaders and management were advised to give an awards related to their contribution in terms of work so they would have a sense of belonging to organization.

➢ Hospital leaders and management were advised to pay attention to compensation / salary received by employee it should be based on their workload, provide an extra time to complete their work and create a conducive work atmosphere for all employee through organizational commitment.

C. Implication

The implications that authors put forward regarding to this research such as:

➢ As for Work stress variable The indicator that has the strongest influence was "I feel that all work is assigned to me". Work stress is a condition which occured when the ability of an individual cant match with the workload that carried (Leung, et al, 2007). These results had shown that work stress had impact towards Turnover Intention. This implies that in order to reduce work stress, RSPK management should divide those tasks fairly and equally. The tasks divided should be adjust to the ability of nurses so the workload feel lighter, and its hoped that it will encourage the employee morale to always provide the best performance. Beside that, work stress could be reduced by paying attention to interpersonal factors such as colleagues who support their work, therefore employee would feel that they have colleagues who work as a team work and it needs an encouragement from management or company leaders to further improve work relations to each employee by providing better communication between employee, it is better if the task should divide equitably and fairly. Beside that, to the RSPK management probably they needs to hold activities in form of a Family Gathering once a year, Siraman Rohani once a month and stress management training which is needed and it should be provided to employee with the purpose to making defenses or

having a strong resistance to stress and having a good ability to handling stress. In addition, it is important to recognize hard work from the employee by giving praise or awards to employees who exceed its performance. Beside that, the RSPK Management should conduct a Re-review to analyzed those workload.

➢ Work Environment Variable that has strongest influence was "The temperature of the room where I work is always controlled". The work environment is Newstrom 1996) defines work environment as work conditions related to work schedule, the length of working hours each day. The work environment is one of factors which shaping someone behavior. People would feel comfort to their work environment if their work environment is comfortable. The managerial implications for this variable are completing, maintaining and improving existing facilities to support employee in work so employee could work appropriately and effectively.

➢ Organizational commitment in this research has the highest number seen on Threebox Method, which is "I will regret it for life if I leave this hospital". According to Mowdey (2012) Organizational Commitment is a great deal of trust towards organization, the values and goals of an organization, a strong desire and intention to maintain as organizational members, and a strong intention to do extra miles to the company. The results shows that organizational commitment has impact towards Turnover Intention, which implies by recognize and give those rewards for employee who excel the performance and give appreciation to employee who served in long periods. This has purpose to increase the Company's loyalty within the employee. Also increasing awareness to employee that employee have very important role in advancing the company.

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