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Penulis : Fahmi Abdul Aziiz, Dr. Christina Esti Susanti, MM., CPM (AP)

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3.	Bukti accepted dan artikel final	5 Feb 2024

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12 Desember 2023**

Submissions: Kurdish Studies Journal | Scopus Q1 & Web of Science Indexed

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The influence of job satisfaction and organizational commitment on turnover intention through job stress in inpatient nurses at Dr. Soetomo hospital in Surabaya in the new normal era (internal marketing review)

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Abstract

This study examines the relationship between job satisfaction and organization on turnover intention through job stress in inpatient nurses at Dr. Soetomo Hospital in Surabaya City during the new normal coronavirus (COVID-19) period.

This research uses a quantitative approach because the researcher wants to explain the facts of the causal relationship between the variables studied using primary data and to process the questionnaire results data using LISREL software.

Based on the results of data processing, it is proven that there is a negative and significant influence between: Job satisfaction on turnover intention, Job satisfaction on job stress. Organizational commitment to job stress, Organizational commitment to turnover intention, Job satisfaction to turnover intention through Job stress, and Organizational commitment have a negative and significant effect on turnover intention through Job stress. Meanwhile, job stress has a positive and significant effect on turnover intention.

Suggestions for further research are that researchers should test more variables that influence job satisfaction and organizational commitment of nurses at Dr. Soetomo Hospital Surabaya in order to obtain more comprehensive research results.

Practical suggestions that can be proposed based on the research that has been carried out are: (1) management of Dr. Soetomo Hospital Surabaya can increase job satisfaction and organizational commitment of nurses and (2) provide good policies for nurses, with services that have a good impression and make nurses feel happy and committed.

Key words: Job Satisfaction, Job Stress, Organizational Commitment, Turnover Intention

INTRODUCTION

The spread of coronavirus (COVID-19) in Indonesia is one of the highest cases. The provision of doctors and nurses as human resources is also experiencing problems due to a lack of personnel. Based on data reported in February 2022 by the coronavirus (covid-19). surabaya.go.id opponent, 3,866 were confirmed positive for Coronavirus (COVID-19) and 600 additional cases per day. Based on Figure 1.1, the number of positive confirmations has increased on the blue curve, however, there has been an increase in recovered patients, increasing by 96,823 on the green curve. This figure is a patient who has a Surabaya City ID card. Dr. Soetomo City of Surabaya is one of the state hospitals designated as a regional hospital to treat coronavirus (COVID-19) patients in East Java. Dr. Soetomo has adequate medical facilities, sufficient numbers of medical staff and is competent in treating coronavirus (COVID-19) patients.

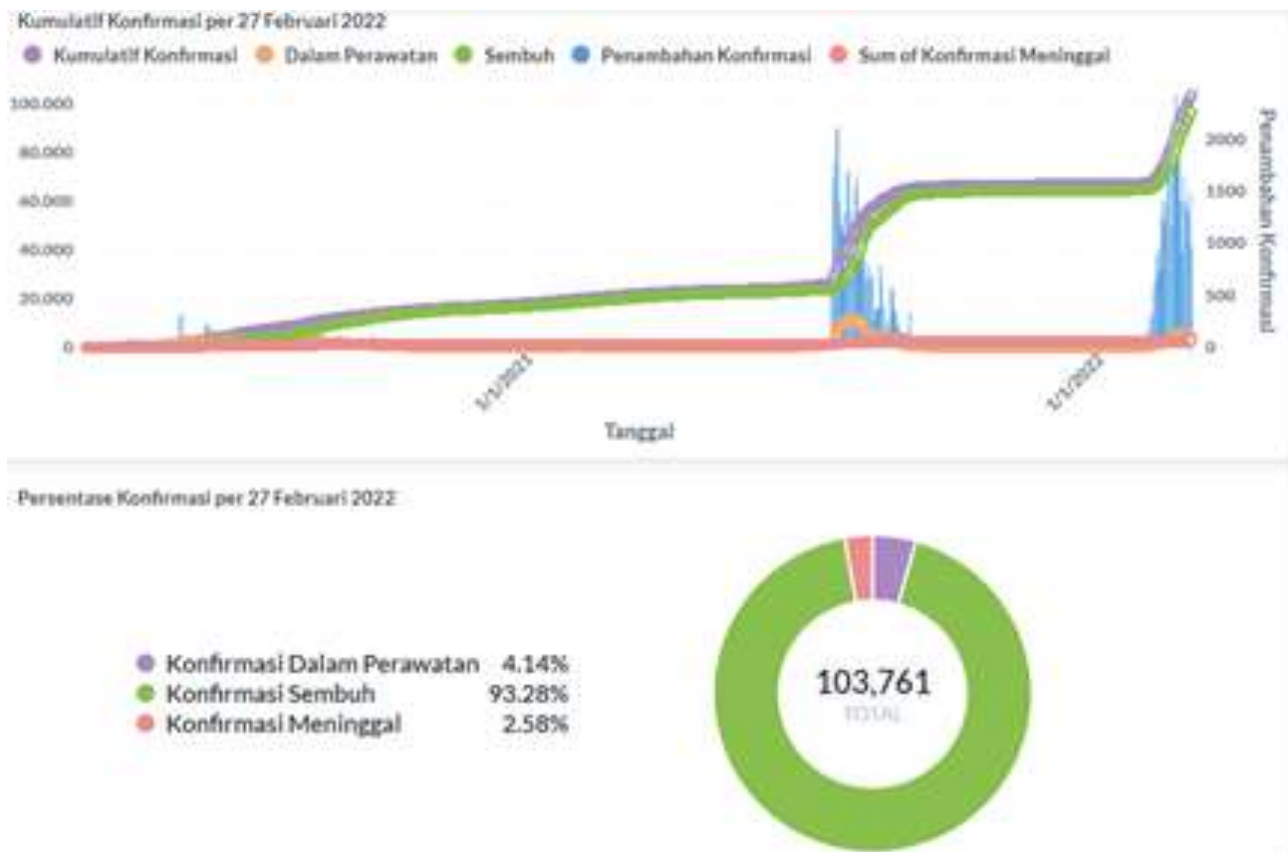


Figure 1.1 Number of Patients Confirmed Positive for COVID-19 in Surabaya

Source:lawancoronavirus (covid-19).surabaya.go.id

Based on sources from the 2019 strategic plan report for Dr. Soetomo hospital. has 4,138 civil servant (PNS) and non-PNS medical officers, doctors, nurses and service officers at

rsudrsoetomo.jatimprov.go.id. During the Coronavirus (COVID-19) pandemic, doctors and nurses are at the forefront of fighting the spread of Coronavirus (COVID-19). The level of risk to the safety of nurses and doctors is quite high because, Dr. Soetomo hospital still accepts patients for treatment of general illnesses. With the density of outpatients and inpatients, nurses' duties have become heavier than before. There has been a spike in inpatients due to the Coronavirus (COVID-19) pandemic at Dr. Soetomo hospital, currently in the general emergency room there are 13 Covid-19 patients. Meanwhile, in the emergency room specializing in infectious diseases, there are 26 patients in the general department. According to Joni Wahyuadi, Main Director of Dr. Soetomo as of July 10 2021, there were 566 Covid-19 patients being treated at Dr. Soetomo and is expected to continue to grow. He has also anticipated a surge in patients by building a triage container with a capacity of 30 patients. Source: surabaya.liputan6.com. Based on this data, Dr. Soetomo hospital exceeded the capacity of the treatment room. Patients who do not have rooms are treated in the hospital lobby. Apart from that, Dr. Soetomo hospital's bed and equipment facilities has limits that make the handling and duties of nurses much harder than before.

The increasing number of patients with minimal medical facilities has increased the workload of nurses and doctors. During the pandemic, nurses and doctors not only prioritize patients affected by Coronavirus (COVID-19), but also patients with other diseases. The level of risk to the safety of nurses and doctors is also increasing with the lack of existing medical facilities, making treatment less than optimal. Apart from that, nurses and doctors are also at risk of contracting Coronavirus (COVID-19) because the number of patients is quite high. The exhausted physical condition of nurses and doctors due to the surge in patients will affect their psychological condition indirectly. Anxiety, worry about contracting Coronavirus (COVID-19) will cause work stress which will have an impact on their performance.

The novelty of this research is reviewing job satisfaction, organizational, turnover intention, and job stress from an internal marketing review which is a managerial philosophy of treating employees as internal customers, designing work as a product to satisfy and motivating employees to provide high quality services. Qiu, et al. (2021). The expected internal marketing is the role of the organization to make employees feel satisfied working in the organization and have a commitment to serve the organization. Employees who have these feelings will not have bad psychological conditions such as work stress, boredom, fatigue and boredom. Employees will also have no intention of leaving the organization because the three main factors have been met by the organization.

This research examined the relationship between job satisfaction and organizational impact on turnover intention through job stress among inpatient nurses at Dr. Soetomo hospital during the new normal coronavirus (COVID-19) in Surabaya. In this study, the city of Surabaya was chosen because it is a city with a referral hospital in East Java.

Dr. Soetomo, Surabaya, was chosen as the analysis unit because Dr. Soetomo is a hospital that is a referral hospital in East Java Province, including during the new normal era. This makes the level of bed occupation of rate (the level of use of inpatient beds) very high and this of course results in a very high level of employment. With the support of an adequate number of medical personnel and medical facilities, it is hoped that the nurses who are respondents in this study can provide an honest assessment of job satisfaction and organizational commitment to turnover intention through job stress. The purpose of this research was to determine and analyze the influence of:

1. Job Satisfaction on Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal coronavirus Corona virus (COVID-19) in Surabaya.
2. Job Satisfaction on Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal coronavirus Corona virus (COVID-19) in Surabaya.
3. Organizational Commitment to Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
4. Organizational Commitment to Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
5. Job Stress on Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
6. Job Satisfaction on Turnover Intention through Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
7. Organizational Commitment to Turnover Intention through Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.

It is hoped that the results of this research can contribute ideas in enriching insight, as well as additional references for future research, especially research on turnover Intention, especially those related to job stress, job satisfaction, and organizational commitment. It is hoped that the results of this research can contribute ideas, especially for the management of Dr. Soetomo hospital in reducing turnover Intention during the Coronavirus (COVID-19) pandemic, especially those related to job stress, job satisfaction, and organizational commitment.

HYPOTHESIS DEVELOPMENT

Job Satisfaction and Turnover Intention

According to the results of research conducted by Wong et al., (2020), the influence of job satisfaction on turnover intention does not have a significant relationship. Meanwhile, in research conducted by Khan et al., (2020), job satisfaction has a significant relationship with turnover intention. Unfulfilled job satisfaction leads to dissatisfaction which results in resignation or switching to another organization Khan et al., (2020). Satisfaction is basically a personal thing, because each individual's needs and desires for satisfaction are different. Employees who feel close to the organization view the organization as a place to fulfill their personal needs. Therefore they are willing to put in all their efforts for the company, and they will develop satisfaction from what they have done. Employees as one of the stakeholders in the organization whose task is to help the organization achieve its goals so that they are realized, become an important part of the organization, making employee conditions one of the focuses of the organization. A comfortable, safe and supportive work environment will make employees work in prime condition, however, various other factors will determine whether employees are comfortable doing their work. Employee comfort at work is a form of whether employees are satisfied in their work, employees who are less comfortable at work will be dissatisfied and will not produce the best performance. Organizational culture, too much work and tight deadlines will make employees experience stress and start to feel uncomfortable in the organizational environment. When employees feel uncomfortable with the organization and work, this will result in the intention to leave the organization. Job dissatisfaction and why employees consider leaving the company organization, they found that it was because they compared benefits and other job-related factors with their colleagues and friends (Owusu and Gregar et al., 2021). This could be one of the reasons for creating dissatisfaction that leads to turnover, Khan, et al., 2020). Based on previous research and expert opinions, the following hypothesis can be formulated:

H1: Job satisfaction has a significant effect on turnover intention

Job Satisfaction and Job Stress

Job satisfaction is a pleasant emotional state in which employees view their work. Meanwhile, job stress is a condition of tension that affects a person's emotions, thought processes and condition, both of which are interrelated (Baye et al., 2022). The best predictors of job satisfaction are workload, uncertainty about patient treatment, and behavior

that is out of control can be characterized as factors that trigger job stress. An employee can feel stress if the job they feel exceeds job satisfaction itself. Employees who are satisfied with their work tend to expect that their work will always be enjoyable. When work load begins to increase and time is limited, job satisfaction can trigger work stress Trivellas et al., (2013). Based on previous research and expert opinions, the following hypothesis can be formulated:

H2: Job satisfaction influences job stress

Organizational Commitment and Job Stress

Organizational commitment is the relative strength of an individual's identification with and involvement in an organization characterized by three factors: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. Krishnan and Nirajana (2018). In research conducted by Krishnan and Nirajana (2018), analysis of the level of commitment shows that most nurses in hospitals are involved at an average level. The level of engagement among nurses should be increased as it has a positive impact on hospital performance. With a high level of involvement, employees are forced to accept high pressure and workload, thus triggering job stress. Based on previous research and expert opinions, the following hypothesis can be formulated:

H3: Organizational commitment influences job stress

Organizational Commitment and Turnover Intention

Research conducted by Wong et al., (2020) shows that organizational commitment and turnover intention do not have a significant relationship. Meanwhile, research conducted by Khan et al., (2020) shows that organizational commitment has a significant relationship with turnover intention. Organizational loyalty is characterized as an employee's emotions in general towards the company. It is not wrong if workers claim that it contributes to the development of psychological relationships between employees and the organization. This depends on the perceived attention and appreciation of the organization Khan, et al., (2020). In difficult conditions, does the company have a commitment to retain employees, and vice versa, in difficult conditions are employees able to commit to following every company policy, salary cuts, reduced working hours and even termination of employment (PHK). When both parties, employees and the organization, are not committed to each other, turnover will occur in the company, either in the form of employees resigning or being laid off from the organization. If workers are unhappy with organizational policies due to many factors and if

superiors feel that the welfare of the organization does not match employee performance, ultimately there will be an evaluation of the company's success, it will contribute to motivation and low levels of organizational engagement which will inevitably result in attrition Khan et al., (2020). Based on previous research and expert opinions, the following hypothesis can be formulated.

H4: Organizational commitment influences turnover intention

Job Stress and Turnover Intention

In their research, Veda and Roy (2020) stated "Stress has become an important factor that influences individual success and satisfaction in the modern era of organizational settings. Stress is a condition that affects our mind and body. Employees will have a tendency to intend to leave the organization when their mental condition is experiencing work stress." In Mosadeghard's (2013) research, the findings showed that Iranian nurses experienced work stress disorders, mainly due to inadequate salaries, inequality in the workplace, job insecurity, staff shortages, excessive workload, and lack of management support. These factors make employees or nurses start to assess and compare if they leave and work for another organization. Dissatisfaction because the organization does not provide the best offer, with a high workload, makes employees start to think about leaving the organization. Based on previous research and expert opinions, the following hypothesis can be formulated:

H5: Job stress influences turnover intention

Job Satisfaction on Turnover Intention Through Job Stress

Mosadeghard's (2013) research proves that employee satisfaction does not have a direct relationship with influencing employee turnover intention, but can be significantly related if influenced by or through job stress. Employees who feel satisfied with their jobs and the organization have a tendency not to intend to leave, however, job satisfaction can influence turnover intention if employees feel the workload is increasing and time is limited, even though employees feel satisfied, the high workload will cause stress on employees. . Job stress will trigger turnover intention or the intention to leave the organization. Job satisfaction will directly influence employee performance. Job satisfaction is the psychological condition of employees feeling happy or satisfied in their work. Employees who are satisfied with their work tend to enjoy their work, are comfortable and have a cultural fit with the organization. Turnover intention is a condition when an employee is thinking about leaving an organization or an organization that wants the employee to leave, can be influenced by

external and internal factors that cause employee discomfort, resulting in stress at work. Sheraz et al., (2014) found a significant positive impact between job satisfaction and turnover intention through job stress. This means that if an employee experiences work stress, the employee feels dissatisfied with his job and there is a possibility that the employee will leave his job or organization. Based on previous research and expert opinions, the following hypothesis can be formulated:

H6: Job satisfaction influences turnover intention through job stress

Organizational Commitment on Turnover Intention Through Job Stress

Work stress can cause various negative reactions including tension and conflict in the workplace. Erat et al., (2017). In addition, work overload increases stressful work, which causes a decrease in the level of commitment to the organization Erat et al., (2017). Organizational commitment is a condition of an employee who supports a particular organization and his goals and desires to maintain membership in that organization. According to Yaqin (2013), the influence of organizational commitment on turnover intention is caused by the many more profitable offers from outside companies, which are based on employee dissatisfaction and work stress, thus causing a high level of employee turnover intention. Based on previous research and expert opinions, the following hypothesis can be formulated:

H7: Organizational commitment influences turnover intention through job stress

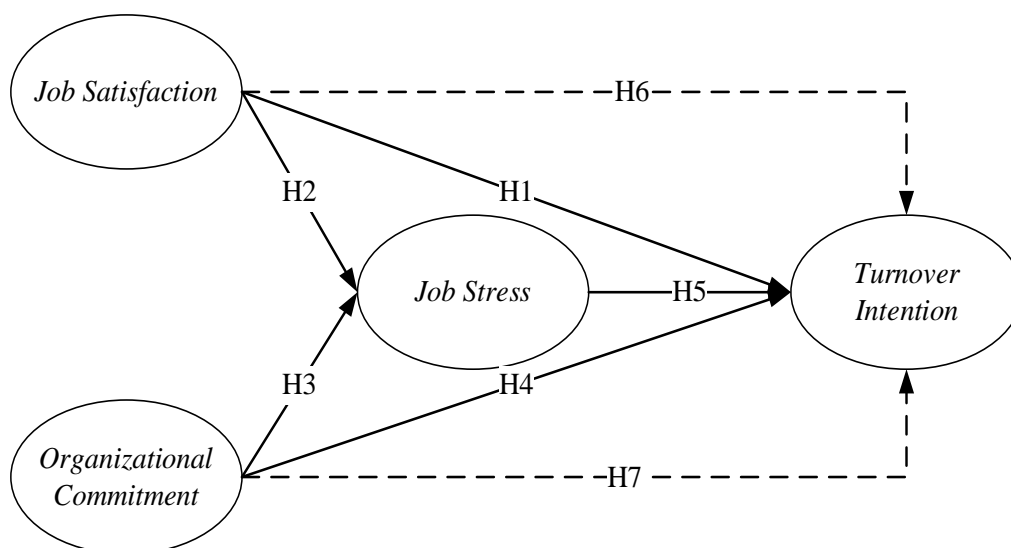


Figure 1. Research Model

The research model above has two exogenous variables, namely, job satisfaction and organizational commitment, apart from that the job stress variable as an intervening variable

and turnover intention as an endogenous variable. This research model aims to determine the influence of job satisfaction and organizational commitment on turnover intention directly. Job stress as an intervening variable aims to test the relationship between job satisfaction and organizational commitment and influence turnover intention indirectly.

METHOD

This research uses a quantitative approach because the researcher wants to explain the facts of the causal relationship between variables by testing each theory used as a reference in this research. This research examines two exogenous variables job satisfaction and organizational commitment, job stress as an intervening variable and turnover intention as an endogenous variable.

Goula et al., (2022) stated that the six variable measurements of job satisfaction are:

1. Satisfaction with salary (Pay)
2. Satisfaction related to opportunities (promotion opportunities)
3. Developing employee abilities and initiative
4. Satisfaction with awards (rewards)
5. Satisfaction with colleagues (co-workers)
6. Overall job satisfaction

The measurement of organizational commitment variables uses four measurements developed by Saadeh and Suifan (2019) as follows:

1. Pride in being a member of the organization
2. Commit to the long term
3. Offers or options from the current organization
4. Feelings of guilt when leaving the organization

The measurement of job stress variables according to Veda and Roy (2020) is as follows:

1. Supervisor's assessment (appraisal)
2. Utilization of abilities (ability utilization)
3. Time pressure
4. Organizational culture
5. Conflicting demands

According to Owusu and Gregar et al., (2021) measuring turnover intention consists of:

1. Intention for a new job (intending for a new job)
2. Intention to Quit (Intention to Quit)

3. Intention to end my career (intent to end my career)

The population used in this study were nurses at the inpatient installation of Dr. Soetomo hospital, Surabaya City. The sample for this research was taken based on the following criteria:

1. Active nurse who is working in the inpatient installation of Dr. Hospital. Soetomo, Surabaya City in more than 1 year.
2. Minimum age 18 years.
3. Domicile in East Java Province.

Based on this explanation, the number of samples in this study was determined to be 150 respondents. The sampling technique used in this research was nonprobability sampling with a purposive sampling method.

This research uses primary data by distributing questionnaires directly to inpatient nurses who work at Dr. Soetomo hospital which is the object of this research and secondary data obtained and presented by other parties related to this research topic. The data collection tool used to collect primary data in this research was a questionnaire. Variable measurement was carried out using a Likert scale. The data analysis technique used in this research is structural equation modeling (SEM).

RESULTS AND DISCUSSION

Results

The validity test is based on the t value of the factor loading. If the critical value is > 1.96 or practically > 2 then the indicator is declared valid (Ridgon and Freguson, 1991; in Yamin and Kurniawan, 2009:36). The following are the results of the validity test.

Table 1. Validity Test Results

Latent Variables	Indicator	t-value Loading Factor	Cut off value	Description
<i>Job Satisfaction</i>	JS1	12,18	1,96	Valid
	JS2	10,47	1,96	Valid
	JS3	9,99	1,96	Valid
	JS4	11,27	1,96	Valid
	JS5	11,04	1,96	Valid
	JS6	11,24	1,96	Valid
	JS7	10,48	1,96	Valid
<i>Organisation Commitment</i>	OC1	14,28	1,96	Valid
	OC2	11,31	1,96	Valid
	OC3	12,11	1,96	Valid
	OC4	12,19	1,96	Valid
	OC5	10,59	1,96	Valid

<i>Job Stress</i>	JST1	12,50	1,96	Valid
	JST2	12,47	1,96	Valid
	JST3	12,53	1,96	Valid
	JST4	11,67	1,96	Valid
	JST5	11,71	1,96	Valid
	JST6	12,23	1,96	Valid
<i>Turnover Intention</i>	TI1	14,70	1,96	Valid
	TI2	14,70	1,96	Valid
	TI3	15,01	1,96	Valid

Source: Data processed

Based on Table 1, it can be seen that all t-values loading factors for each indicator are above 1.96, so it can be said that all indicators are valid.

Reliability testing is carried out using the construct reliability formula as follows: A construct is said to be reliable if the CR (Construct Reliability) value is more than 0.7.

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum e_i}$$

The calculation of construct reliability for each variable is as follows:

Table 2. Reliability Job Satisfaction

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
JS1	0,830	0,689	0,311
JS2	0,750	0,563	0,438
JS3	0,730	0,533	0,467
JS4	0,790	0,624	0,376
JS5	0,780	0,608	0,392
JS6	0,790	0,624	0,376
JS7	0,750	0,563	0,438
Σ	5,420		2,797

Source: Data processed

The calculation of the construct reliability of the Job Satisfaction variable is as follows:

$$CR = \frac{(5,420)^2}{(5,420)^2 + 2,797} = 0,913$$

Based on the calculations table 2, it is known that the Job Satisfaction variable is declared reliable because the resulting construct reliability value is 0.913 or exceeds the cut-off of 0.7.

Table 3. Construct Reliability Organizational Commitment

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
OC1	0,920	0,846	0,154
OC2	0,790	0,624	0,376
OC3	0,830	0,689	0,311
OC4	0,830	0,689	0,311
OC5	0,750	0,563	0,438
Σ	4,120		1,589

Source: Data processed

The calculation of the construct reliability of the Organizational Commitment variable is as follows:

$$CR = \frac{(4,120)^2}{(4,120)^2 + 1,589} = 0,914$$

Based on the calculations in table 3, it is known that the Organizational Commitment variable is declared reliable because the resulting construct reliability value is 0.914 or exceeds the cut-off of 0.7.

Table 4. Construct Reliability Job Stress

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
JST1	0,840	0,706	0,294
JST2	0,840	0,706	0,294
JST1	0,840	0,706	0,294
JST2	0,840	0,706	0,294
JST3	0,840	0,706	0,294
JST4	0,800	0,640	0,360
JST5	0,810	0,656	0,344
JST6	0,830	0,689	0,311
Σ	4,960		1,898

Source: Data processed

The calculation of the construct reliability of the Job Stress variable is as follows:

$$CR = \frac{(4,960)^2}{(4,960)^2 + 1,898} = 0,928$$

Based on the calculations table 4, it is known that the Job Stress variable is declared reliable because the resulting construct reliability value is 0.928 or exceeds the cut-off of 0.7.

Table 5. Construct Reliability Turnover Intention

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
TI1	0,920	0,846	0,154
TI2	0,920	0,846	0,154
TI3	0,930	0,865	0,135
Σ	2,770		0,442

Source: Data processed

The calculation of the construct reliability of the Turnover Intention variable is as follows:

$$CR = \frac{(2,770)^2}{(2,770)^2 + 0,442} = 0,945$$

Based on the calculations in table 5, it is known that the Turnover Intention variable is declared reliable because the resulting construct reliability value is 0.945 or exceeds the cut-off of 0.7.

From Table 2 to Table 5, each variable is declared reliable, so the analysis can continue.

The overall model fit test results are shown in Table 6 below:

Table 6 Goodness of Fit Index

<i>Good of Fit Index</i>	Results	<i>Cut off value</i>	Description
RMSEA	0,032	$\leq 0,08$	<i>Good Fit</i>
AGFI	0,850	$\geq 0,90$	<i>Marginal Fit</i>
NFI	0,960	$\geq 0,90$	<i>Good Fit</i>
IFI	0,990	$\geq 0,90$	<i>Good Fit</i>
CFI	0,990	$\geq 0,90$	<i>Good Fit</i>
RFI	0,960	$\geq 0,90$	<i>Good Fit</i>

Source: Data processed

Based on the goodness of fit index of the structural model in table 6, it can be seen that most of the evaluation results of the goodness of fit index of the structural model have shown good criteria, where the RMSEA, NFI, IFI, CFI and RFI criteria show good fit, while AGFI shows marginal fit, so it is stated that the model can be used to predict the effects of each independent variable on the dependent.

The results of testing the hypothesis of direct variable influence are presented in the following table.

Table 7
Hypothesis Testing

Hypothesis	Relationship Between Variables	Coefficient	<i>t-value</i>	<i>Cut off value</i>	Description
H1	<i>Job Satisfaction</i> → <i>Turnover Intention</i>	- 0,45	- 5,52	- 1,96	Accepted
H2	<i>Job Satisfaction</i> → <i>Job Stress</i>	- 0,34	- 3,79	- 1,96	Accepted
H3	<i>Organizational Commitment</i> → <i>Job Stress</i>	- 0,21	- 2,41	- 1,96	Accepted
H4	<i>Organizational Commitment</i> → <i>Turnover Intention</i>	- 0,26	- 3,33	- 1,96	Accepted
H5	<i>Job Stress</i> → <i>Turnover Intention</i>	0,66	9,09	1,96	Accepted
H6	<i>Job Satisfaction</i> → <i>Job Stress</i> → <i>Turnover Intention</i>	- 0,22	- 3,64	- 1,96	Accepted
H7	<i>Organizational Commitment</i> → <i>Job Stress</i> → <i>Turnover Intention</i>	- 0,14	- 2,36	- 1,96	Accepted

Source: Data processed

Discussion

The Influence of Job Satisfaction on Turnover Intention

Based on the description of the descriptive statistics of the Job Satisfaction variable, it can be seen that the overall mean value is 3.83, which indicates that respondents tend to agree with statements regarding Job Satisfaction. Meanwhile, the mean value of the Turnover Intention variable is 3.11, indicating that respondents tend to be neutral with statements regarding Turnover Intention. Based on these descriptive statistics, it can be concluded that Job Satisfaction tends to have a relationship in the opposite direction to Turnover Intention,

meaning that when the job satisfaction of nurses in the inpatient installation of Dr. Soetomo hospital increases, the intention to move or leave work will decrease.

The results of hypothesis testing regarding the influence of Job Satisfaction on Turnover Intention produced a correlation value of - 0.45 with a t-value of - 5.52 < - 1.96. Based on these results, it can be said that Job Satisfaction has a significant effect on Turnover Intention so that H1 can be accepted. According to Khan et al., (2020), job satisfaction is a strong predictor of employees' intention to resign from their job to move to another workplace. Satisfaction is basically a personal thing, because each individual's needs and desires for satisfaction are different. Therefore, employees will view an organization as a place to fulfill their needs so that employees will be willing not to move to another workplace. Apart from that, some employees consider leaving the company due to low satisfaction related to work, for example satisfaction with salary factors and relationships with co-workers (Owusu and Gregar et al., 2021). The results of this study support the research of Khan et al. (2020) who concluded that Job Satisfaction has a significant effect on Turnover Intention.

The Effect of Job Satisfaction on Job Stress

The results of descriptive statistical analysis of the Job Satisfaction variable show an overall mean value of 3.83, which indicates that respondents tend to agree with statements regarding Job Satisfaction. Meanwhile, the mean value of the Job Stress variable is 2.98, indicating that respondents tend to be neutral with statements regarding Job Stress. Based on these descriptive statistics, it can be concluded that Job Satisfaction tends to have a relationship in the opposite direction to Job Stress, meaning that when the job satisfaction of nurses in the inpatient installation of Dr. Soetomo hospital increases, the work pressure felt by nurses will decrease.

The results of hypothesis testing regarding the influence of Job Satisfaction on Job Stress produced a correlation value of - 0.34 with a t-value of - 3.79 < - 1.96. Based on these results, it can be said that Job Satisfaction has a significant effect on Job Stress so that H2 can be accepted. According to Baye et al., (2022) Job Stress is related to conditions of tension that affect a person's emotions, thought processes and condition, where these conditions are greatly influenced by satisfaction factors. Dissatisfaction with the job itself, for example uncertainty about patient treatment, and behaviour that is out of control can trigger work pressure for nurses, especially if the work assigned becomes heavier. Employees who feel satisfied with their work tend to enjoy their work. Meanwhile, when the workload begins to

increase and the time given is limited, job satisfaction will decrease, which can lead to pressure on work (Trivellas et al., 2013). The results of this study support the research of Trivellas et al., (2013) which concluded that Job Satisfaction has a significant effect on Job Stress.

The Influence of Organizational Commitment on Job Stress

Based on the description of the descriptive statistics for the Organizational Commitment variable, it can be seen that the overall mean value is 3.60, which indicates that respondents tend to agree with statements regarding Organizational Commitment. Meanwhile, the mean value of the Job Stress variable is 2.98, indicating that respondents tend to be neutral with statements regarding Job Stress. Based on these descriptive statistics, it can be concluded that Organizational Commitment tends to have a relationship in the opposite direction to Job Stress, meaning that when the organizational commitment of nurses in the inpatient installation at Dr. Soetomo hospital increases, then the work pressure felt by nurses will decrease.

The results of hypothesis testing regarding the influence of Organizational Commitment on Job Stress produced a correlation value of -0.21 with a t-value of $-2.41 < -1.96$. Based on these results, it can be said that Organizational Commitment has a significant effect on Job Stress so that H3 can be accepted. Organizational Commitment can influence the pressure that employees feel at work. In the scope of hospitals, when management does not fulfill its commitment to provide what medical personnel expect, this will lead to an increase in work stress, due to high workloads and dissatisfaction with work which is also influenced by the risk of disease transmission. During the Coronavirus (COVID-19) pandemic, nurses were under extraordinary pressure due to the increasing number of patients, hospital capacity being overloaded, and the risk of exposure to the virus. In this case, commitment is needed from the hospital management to make the nurses survive because they want to work together to get through the pandemic optimally together with the organization's management. According to Majid and Ibrahim (2017) organizational commitment is related to the relationship between employees and the organization to work together to achieve predetermined goals. In this relationship, employees have the obligation to fulfill their duties and responsibilities, while on the other hand the organization has the same duties and responsibilities, namely creating a comfortable working atmosphere and fulfilling employee rights so as to reduce pressure at work. Apart from that, according to Krishnan and Nirajana (2018), organizational commitment allows for high involvement from employees. This is the

basis that nurse involvement must be increased because it has a positive impact on hospital performance. With a high level of involvement, this will encourage employees to accept high pressure and workload, which can trigger job stress. The results of this research support research by Krishnan and Nirajana (2018) which concluded that Organizational Commitment has a significant effect on Job Stress.

The Influence of Organizational Commitment on Turnover Intention

The results of descriptive statistical analysis of the Organizational Commitment variable show an overall mean value of 3.60, which means that respondents tend to agree with statements regarding Organizational Commitment. Meanwhile, the mean value of the Turnover Intention variable is 3.11, indicating that respondents tend to be neutral with statements regarding Turnover Intention. Based on these descriptive statistics, it can be concluded that Organizational Commitment tends to have a relationship in the opposite direction to Turnover Intention, meaning that when the organizational commitment of nurses in the inpatient installation at Dr. Soetomo hospital increases, then the intention to move or leave work will decrease.

The results of hypothesis testing regarding the influence of Organizational Commitment on Turnover Intention produced a correlation value of -0.26 with a t-value of $-3.33 < -1.96$. Based on these results, it can be said that Organizational Commitment has a significant effect on Turnover Intention so that H4 can be accepted. Employee commitment will be formed from organizational commitment which tries to encourage employees to stay with their current jobs. The organization's commitment to guaranteeing employee needs regarding health, work safety and bonuses is a way to ensure employees remain. Providing facilities that are appropriate to their workload directly makes employees committed to the organization. According to Saadeh and Suifan (2019), employees who are committed to the organization will try to be recognized by the organization. Meanwhile, employees who are not committed will tend not to pay attention to work, thus encouraging the intention to move which can affect poor performance for the organization. According to Khan et al., (2020) increasing Turnover Intention also depends on the attention felt by employees and the commitment of the organization to provide rewards. When both parties, employees and the organization, are not committed to each other, turnover will occur in the company, either in the form of employees resigning or being laid off from the organization. Apart from that, according to Owusu and Gregar et al., (2021), employees can also assess whether the organization has a commitment to defend itself. When employees do not receive more

commitment for the commitment they have given to the organization, employees will start to think about looking for a new job. The results of this research support the research of Khan et al., (2020) which concluded that Organizational Commitment has a significant effect on Turnover Intention.

The Effect of Job Stress on Turnover Intention

The results of descriptive statistical analysis of the Job Stress and Turnover Intention variables respectively have mean values of 2.98 and 3.11. This shows that respondents tend to be neutral with statements regarding Job Stress and Turnover Intention. Based on these descriptive statistics, it can be concluded that Job Stress tends to have a direct relationship with Turnover Intention, meaning that when the job pressure felt by nurses in the inpatient installation at Dr. Soetomo hospital increases, then the intention to move or leave work will increase.

The results of hypothesis testing regarding the influence of Job Stress on Turnover Intention produced a correlation value of 0.66 with a t-value of 9.09 > 1.96. Based on these results, it can be said that Job Stress has a significant effect on Turnover Intention so that H5 can be accepted. According to Khan et al. (2020) High Turnover Intention does not only lie in organizations that always carry out evaluations, but can be influenced by the intentions of the employees themselves. Employee intentions to move can also be influenced by pressure in the work environment, as well as heavy workloads that force employees to be unable to maximize their performance optimally. The workload and environmental pressure make work stress conditions often occur in the health industry, the decline in physical and mental condition makes the emotional condition of employees unstable so they are easily stressed. Furthermore, employees will have a tendency to intend to leave the organization when their mental condition is experiencing stress (Veda and Roy, 2020). According to Mosadeghard (2013) nurses will experience work stress disorders mainly due to inadequate salaries, inequality in the workplace, job insecurity, staff shortages, excessive workload, and lack of support from management. These factors will ultimately encourage the intention to leave one's job. The results of this research support research by Mosadeghard (2013) which concluded that Job Stress has a significant effect on Turnover Intention.

The Effect of Job Satisfaction on Turnover Intention Through Job Stress

The results of hypothesis testing regarding the influence of job satisfaction on turnover intention through job stress produce a correlation value of - 0.22 with a t-value of - 3.64 >

1.96. Based on these results, it can be said that job satisfaction on turnover intention through job stress has a significant effect so that H6 can be accepted. This means that Job Stress can mediate the influence of Job Satisfaction on Turnover Intention. During the COVID-19 pandemic, work pressure is the main thing that can encourage nurses to leave their jobs. Nurses who want to leave their jobs are due to dissatisfaction at work due to the increased workload and high level of risk during the pandemic. Deteriorating physical conditions due to high workloads and the risk of death due to caring for patients during the pandemic have made employees feel bored and psychologically exhausted. Meanwhile, on the other hand, it is felt that hospital management is lacking in efforts to retain its employees. According to Mosadeghard (2013), employee satisfaction does not have a direct relationship with turnover intention, but can be related significantly if influenced by or through job stress. If employees feel that the workload is increasing and time is limited, even though the employee feels satisfied, the high workload will cause stress to the employee, thus encouraging the intention to move (Mosadeghard, 2013). Sheraz et al., (2014) found a significant positive impact between job satisfaction and turnover intention through job stress. This means that if an employee experiences work stress, the employee feels dissatisfied with his job and there is a possibility that the employee will leave his job or organization. The results of this research support research by Mosadeghard (2013) which concluded that Job Stress can mediate the influence of Job Satisfaction on Turnover Intention.

The Influence of Organizational Commitment on Turnover Intention Through Job Stress

The results of hypothesis testing regarding the influence of organizational commitment on turnover intention through job stress produce a correlation value of - 0.14 with a t-value of - 2.36 > 1.96. Based on these results, it can be said that organizational commitment to turnover intention through job stress has a significant effect so that H7 can be accepted. This means that Job Stress can mediate the influence of Organizational Commitment on Turnover Intention. According to Qiu et al., (2021), organizations have a role in making employees feel satisfied at work and have a commitment to serve the organization. Employees who feel job satisfaction will not have bad psychological conditions such as work stress, boredom, fatigue and boredom which can encourage the intention to leave work. Apart from that, according to Saadeh and Suifan (2019), it is not easy to influence employees to loyally work with the organization for a long time or spend their career in the organization because employees will be faced with choices and offers that are much better in terms of financial, career, even stress intensity at work. Apart from that, according to Yaqin (2013), turnover intention is caused by

dissatisfaction at work and high work stress. The results of this study support the research of Qiu et al. (2021) who concluded that Job Stress can mediate the influence of Organizational Commitment on Turnover Intention.

Conclusions and Recommendations

Conclusions

Based on the previous discussion, the conclusions that can be drawn from this research are as follows:

1. Job satisfaction has a positive and significant effect on turnover intention. Thus, hypothesis 1 in this study states that job satisfaction has a significant effect on the turnover intention of nurses at Dr. Soetomo hospital Surabaya, accepted.
2. Job satisfaction has a positive and significant effect on job stress. Thus, hypothesis 2 in this study states that job satisfaction has a significant effect on job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
3. Organizational commitment has a positive and significant effect on job stress. Thus, hypothesis 3 in this study states that organizational commitment has a significant effect on job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
4. Organizational commitment has a positive and significant effect on turnover intention. Thus, hypothesis 4 in this study states that organizational commitment has a significant effect on nurse turnover intention at Dr. Soetomo hospital Surabaya, accepted.
5. Job stress has a positive and significant effect on turnover intention. Thus, hypothesis 5 of this study states that job stress has a significant effect on the turnover intention of nurses at Dr. Soetomo hospital Surabaya, accepted.
6. Job satisfaction has a negative and significant effect on turnover intention through job stress. Thus, hypothesis 6 in this study states that job satisfaction has a significant effect on turnover intention through job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
7. Organizational commitment has a negative and significant effect on turnover intention through job stress. Thus, hypothesis 7 in this study states that organizational commitment has a significant effect on turnover intention through job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.

Researchers have attempted to conduct research in accordance with scientific procedures, however this research still has limitations, namely:

1. The factors that influence job satisfaction and organizational commitment in this study only consist of three variables, namely turnover intention and job stress.
2. There are limitations to research using a questionnaire which was only distributed to nurses at Dr. Soetomo hospital Surabaya.

Recommendations

Academic Suggestions

Suggestions for further research are that researchers should test more variables that influence job satisfaction and organizational commitment of nurses at Dr. Soetomo hospital Surabaya in order to obtain more comprehensive research results.

Practical Suggestions

Practical suggestions that can be proposed based on research that has been carried out include:

1. The management of RSUD Dr. Soetomo Surabaya can increase job satisfaction and organizational commitment of nurses at RSUD Dr. Soetomo Surabaya through service quality which will influence the job satisfaction and organizational commitment of nurses at RSUD Dr. Soetomo Surabaya. Because the research results show the statement in the questionnaire "Arranging guard shifts in the inpatient installation of Dr. Soetomo Surabaya during the new normal period, which was not good, made nurses stressed" had the lowest average value of respondents' answers.
2. For the management of Dr. Soetomo hospital Surabaya can provide better policies for nurses, with services that make a good impression and make the nurses feel happy and committed. Because the research results show that the statement "The level of environmental responsiveness of Dr. Soetomo hospital co-worker nurses influence nurses' stress levels" has the lowest average value of respondents' answers, this can be influenced by other factors such as the limited number of nurses and logistical support from related parties.

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~~REVISIONS REQUIRED~~

~~REJECTED~~

Congratulations on the acceptance of your manuscript for publication in upcoming February Issue of Kurdish Studies. Your valuable research will undoubtedly contribute significantly to the field, and we look forward to sharing it with our readers.

Regards,
Editor In Chief
Kurdish Studies

Salem

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The Influence of Job Satisfaction and Organizational Commitment on Turnover Intention through Job Stress in Inpatient Nurses at Dr. Soetomo Hospital in Surabaya in the New Normal Era: (Internal Marketing Review)

Fahmi Abdul Aziiz¹, Christina Esti Susanti

Abstract

This study examines the relationship between job satisfaction and organization on turnover intention through job stress in inpatient nurses at Dr. Soetomo Hospital in Surabaya City during the new normal coronavirus (COVID-19) period. This research uses a quantitative approach because the researcher wants to explain the facts of the causal relationship between the variables studied using primary data and to process the questionnaire results data using LISREL software. Based on the results of data processing, it is proven that there is a negative and significant influence between: Job satisfaction on turnover intention, Job satisfaction on job stress. Organizational commitment to job stress, Organizational commitment to turnover intention, Job satisfaction to turnover intention through Job stress, and Organizational commitment have a negative and significant effect on turnover intention through Job stress. Meanwhile, job stress has a positive and significant effect on turnover intention. Suggestions for further research are that researchers should test more variables that influence job satisfaction and organizational commitment of nurses at Dr. Soetomo Hospital Surabaya in order to obtain more comprehensive research results. Practical suggestions that can be proposed based on the research that has been carried out are: (1) management of Dr. Soetomo Hospital Surabaya can increase job satisfaction and organizational commitment of nurses and (2) provide good policies for nurses, with services that have a good impression and make nurses feel happy and committed.

Key words: *Job Satisfaction, Job Stress, Organizational Commitment, Turnover Intention*

Introduction

The spread of coronavirus (COVID-19) in Indonesia is one of the highest cases. The provision of doctors and nurses as human resources is also experiencing problems due to a lack of personnel. Based on data reported in February 2022 by the coronavirus (covid-19). surabaya.go.id opponent, 3,866 were confirmed positive for Coronavirus (COVID-19) and 600 additional cases per day. Based on Figure 1.1, the number of positive confirmations has increased on the blue curve, however, there has been an increase in recovered patients, increasing by 96,823 on the green curve. This figure is a patient who has a Surabaya City ID card. Dr. Soetomo City of Surabaya is one of the state hospitals designated as a regional hospital to treat coronavirus (COVID-19) patients in East Java. Dr. Soetomo has adequate medical facilities, sufficient numbers of medical staff and is competent in treating coronavirus (COVID-19) patients.

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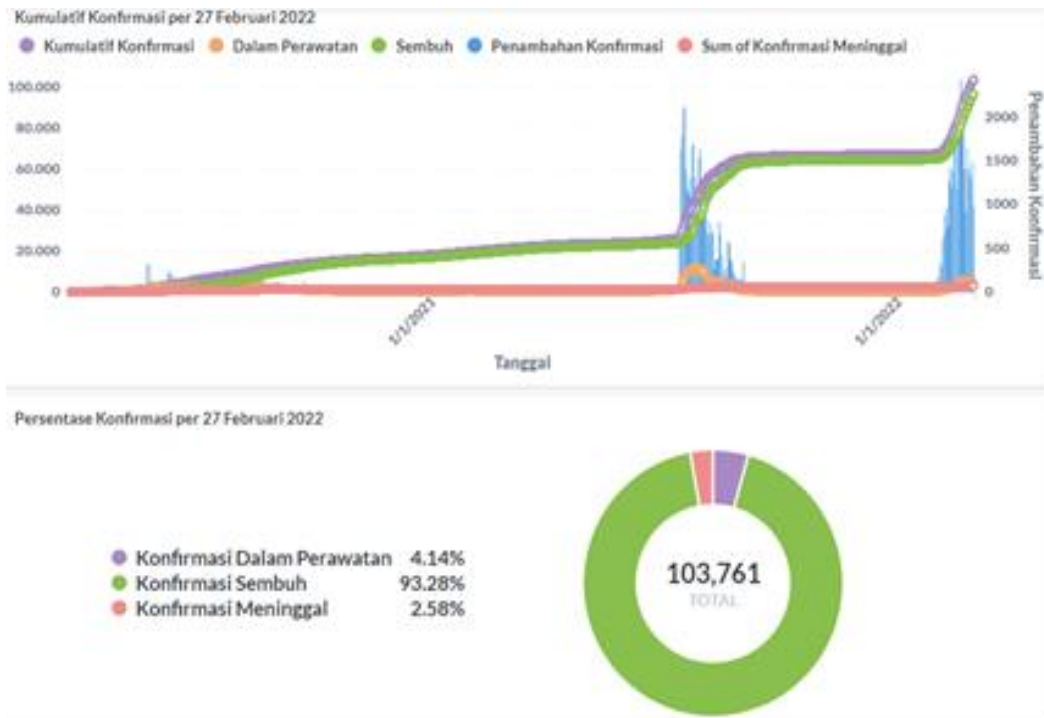


Figure 1.1: Number of Patients Confirmed Positive for COVID-19 in Surabaya.

Source: lawancoronavirus (covid-19).surabaya.go.id.

Based on sources from the 2019 strategic plan report for Dr. Soetomo hospital, has 4,138 civil servant (PNS) and non-PNS medical officers, doctors, nurses and service officers at rsudrsoetomo.jatimprov.go.id. During the Coronavirus (COVID-19) pandemic, doctors and nurses are at the forefront of fighting the spread of Coronavirus (COVID-19). The level of risk to the safety of nurses and doctors is quite high because, Dr. Soetomo hospital still accepts patients for treatment of general illnesses. With the density of outpatients and inpatients, nurses' duties have become heavier than before. There has been a spike in inpatients due to the Coronavirus (COVID-19) pandemic at Dr. Soetomo hospital, currently in the general emergency room there are 13 Covid-19 patients. Meanwhile, in the emergency room specializing in infectious diseases, there are 26 patients in the general department. According to Joni Wahyuadi, Main Director of Dr. Soetomo as of July 10 2021, there were 566 Covid-19 patients being treated at Dr. Soetomo and is expected to continue to grow. He has also anticipated a surge in patients by building a triage container with a capacity of 30 patients. Source: surabaya.liputan6.com. Based on this data, Dr. Soetomo hospital exceeded the capacity of the treatment room. Patients who do not have rooms are treated in the hospital lobby. Apart from that, Dr. Soetomo hospital's bed and equipment facilities has limits that make the handling and duties of nurses much harder than before.

The increasing number of patients with minimal medical facilities has increased the workload of nurses and doctors. During the pandemic, nurses and doctors not only prioritize patients affected by Coronavirus (COVID-19), but also patients with other diseases. The level of risk to the safety of nurses and doctors is also increasing with the lack of existing medical facilities, making treatment less than optimal. Apart from that, nurses and doctors are also at risk of contracting Coronavirus (COVID-19) because the number of patients is quite high. The

exhausted physical condition of nurses and doctors due to the surge in patients will affect their psychological condition indirectly. Anxiety, worry about contracting Coronavirus (COVID-19) will cause work stress which will have an impact on their performance.

The novelty of this research is reviewing job satisfaction, organizational, turnover intention, and job stress from an internal marketing review which is a managerial philosophy of treating employees as internal customers, designing work as a product to satisfy and motivating employees to provide high quality services. Qiu, et al. (2021). The expected internal marketing is the role of the organization to make employees feel satisfied working in the organization and have a commitment to serve the organization. Employees who have these feelings will not have bad psychological conditions such as work stress, boredom, fatigue and boredom. Employees will also have no intention of leaving the organization because the three main factors have been met by the organization.

This research examined the relationship between job satisfaction and organizational impact on turnover intention through job stress among inpatient nurses at Dr. Soetomo hospital during the new normal coronavirus (COVID-19) in Surabaya. In this study, the city of Surabaya was chosen because it is a city with a referral hospital in East Java.

Dr. Soetomo, Surabaya, was chosen as the analysis unit because Dr. Soetomo is a hospital that is a referral hospital in East Java Province, including during the new normal era. This makes the level of bed occupation of rate (the level of use of inpatient beds) very high and this of course results in a very high level of employment. With the support of an adequate number of medical personnel and medical facilities, it is hoped that the nurses who are respondents in this study can provide an honest assessment of job satisfaction and organizational commitment to turnover intention through job stress. The purpose of this research was to determine and analyze the influence of:

1. Job Satisfaction on Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal coronavirus Corona virus (COVID-19) in Surabaya.
2. Job Satisfaction on Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal coronavirus Corona virus (COVID-19) in Surabaya.
3. Organizational Commitment to Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
4. Organizational Commitment to Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
5. Job Stress on Turnover Intention among inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
6. Job Satisfaction on Turnover Intention through Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.
7. Organizational Commitment to Turnover Intention through Job Stress in inpatient nurses at Dr. Soetomo hospital during the New Normal Corona virus (COVID-19) in Surabaya.

It is hoped that the results of this research can contribute ideas in enriching insight, as well as additional references for future research, especially research on turnover Intention, especially those related to job stress, job satisfaction, and organizational commitment. It is hoped that the results of this research can contribute ideas, especially for the management of Dr. Soetomo hospital in reducing turnover Intention during the Coronavirus (COVID-19) pandemic, especially those related to job stress, job satisfaction, and organizational commitment.

Hypothesis Development

Job Satisfaction and Turnover Intention

According to the results of research conducted by Wong et al., (2020), the influence of job satisfaction on turnover intention does not have a significant relationship. Meanwhile, in research conducted by Khan et al., (2020), job satisfaction has a significant relationship with turnover intention. Unfulfilled job satisfaction leads to dissatisfaction which results in resignation or switching to another organization Khan et al., (2020). Satisfaction is basically a personal thing, because each individual's needs and desires for satisfaction are different. Employees who feel close to the organization view the organization as a place to fulfill their personal needs. Therefore they are willing to put in all their efforts for the company, and they will develop satisfaction from what they have done. Employees as one of the stakeholders in the organization whose task is to help the organization achieve its goals so that they are realized, become an important part of the organization, making employee conditions one of the focuses of the organization. A comfortable, safe and supportive work environment will make employees work in prime condition, however, various other factors will determine whether employees are comfortable doing their work. Employee comfort at work is a form of whether employees are satisfied in their work, employees who are less comfortable at work will be dissatisfied and will not produce the best performance. Organizational culture, too much work and tight deadlines will make employees experience stress and start to feel uncomfortable in the organizational environment. When employees feel uncomfortable with the organization and work, this will result in the intention to leave the organization. Job dissatisfaction and why employees consider leaving the company organization, they found that it was because they compared benefits and other job-related factors with their colleagues and friends (Owusu and Gregar et al., 2021). This could be one of the reasons for creating dissatisfaction that leads to turnover, Khan, et al., 2020). Based on previous research and expert opinions, the following hypothesis can be formulated:

H1: *Job satisfaction has a significant effect on turnover intention.*

Job Satisfaction and Job Stress

Job satisfaction is a pleasant emotional state in which employees view their work. Meanwhile, job stress is a condition of tension that affects a person's emotions, thought processes and condition, both of which are interrelated (Baye et al., 2022). The best predictors of job satisfaction are workload, uncertainty about patient treatment, and behavior that is out of control can be characterized as factors that trigger job stress. An employee can feel stress if the job they feel exceeds job satisfaction itself. Employees who are satisfied with their work tend to expect that their work will always be enjoyable. When work load begins to increase and time is limited, job satisfaction can trigger work stress Trivellas et al., (2013). Based on previous research and expert opinions, the following hypothesis can be formulated:

H2: *Job satisfaction influences job stress*

Organizational Commitment and Job Stress

Organizational commitment is the relative strength of an individual's identification with and involvement in an organization characterized by three factors: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. Krishnan

and Nirajana (2018). In research conducted by Krishnan and Nirajana (2018), analysis of the level of commitment shows that most nurses in hospitals are involved at an average level. The level of engagement among nurses should be increased as it has a positive impact on hospital performance. With a high level of involvement, employees are forced to accept high pressure and workload, thus triggering job stress. Based on previous research and expert opinions, the following hypothesis can be formulated:

H3: *Organizational commitment influences job stress*

Organizational Commitment and Turnover Intention

Research conducted by Wong et al., (2020) shows that organizational commitment and turnover intention do not have a significant relationship. Meanwhile, research conducted by Khan et al., (2020) shows that organizational commitment has a significant relationship with turnover intention. Organizational loyalty is characterized as an employee's emotions in general towards the company. It is not wrong if workers claim that it contributes to the development of psychological relationships between employees and the organization. This depends on the perceived attention and appreciation of the organization Khan, et al., (2020). In difficult conditions, does the company have a commitment to retain employees, and vice versa, in difficult conditions are employees able to commit to following every company policy, salary cuts, reduced working hours and even termination of employment (PHK). When both parties, employees and the organization, are not committed to each other, turnover will occur in the company, either in the form of employees resigning or being laid off from the organization. If workers are unhappy with organizational policies due to many factors and if superiors feel that the welfare of the organization does not match employee performance, ultimately there will be an evaluation of the company's success, it will contribute to motivation and low levels of organizational engagement which will inevitably result in attrition Khan et al., (2020). Based on previous research and expert opinions, the following hypothesis can be formulated.

H4: *Organizational commitment influences turnover intention*

Job Stress and Turnover Intention

In their research, Veda and Roy (2020) stated "Stress has become an important factor that influences individual success and satisfaction in the modern era of organizational settings. Stress is a condition that affects our mind and body. Employees will have a tendency to intend to leave the organization when their mental condition is experiencing work stress." In Mosadeghard's (2013) research, the findings showed that Iranian nurses experienced work stress disorders, mainly due to inadequate salaries, inequality in the workplace, job insecurity, staff shortages, excessive workload, and lack of management support. These factors make employees or nurses start to assess and compare if they leave and work for another organization. Dissatisfaction because the organization does not provide the best offer, with a high workload, makes employees start to think about leaving the organization. Based on previous research and expert opinions, the following hypothesis can be formulated:

H5: *Job stress influences turnover intention*

Job Satisfaction on Turnover Intention Through Job Stress

Mosadeghard's (2013) research proves that employee satisfaction does not have a direct relationship with influencing employee turnover intention, but can be significantly related if influenced by or through job stress. Employees who feel satisfied with their jobs and the

organization have a tendency not to intend to leave, however, job satisfaction can influence turnover intention if employees feel the workload is increasing and time is limited, even though employees feel satisfied, the high workload will cause stress on employees. Job stress will trigger turnover intention or the intention to leave the organization. Job satisfaction will directly influence employee performance. Job satisfaction is the psychological condition of employees feeling happy or satisfied in their work. Employees who are satisfied with their work tend to enjoy their work, are comfortable and have a cultural fit with the organization. Turnover intention is a condition when an employee is thinking about leaving an organization or an organization that wants the employee to leave, can be influenced by external and internal factors that cause employee discomfort, resulting in stress at work. Sheraz et al., (2014) found a significant positive impact between job satisfaction and turnover intention through job stress. This means that if an employee experiences work stress, the employee feels dissatisfied with his job and there is a possibility that the employee will leave his job or organization. Based on previous research and expert opinions, the following hypothesis can be formulated:

H6: *Job satisfaction influences turnover intention through job stress*

Organizational Commitment on Turnover Intention Through Job Stress

Work stress can cause various negative reactions including tension and conflict in the workplace. Erat et al., (2017). In addition, work overload increases stressful work, which causes a decrease in the level of commitment to the organization Erat et al., (2017). Organizational commitment is a condition of an employee who supports a particular organization and his goals and desires to maintain membership in that organization. According to Yaqin (2013), the influence of organizational commitment on turnover intention is caused by the many more profitable offers from outside companies, which are based on employee dissatisfaction and work stress, thus causing a high level of employee turnover intention. Based on previous research and expert opinions, the following hypothesis can be formulated:

H7: *Organizational commitment influences turnover intention through job stress*

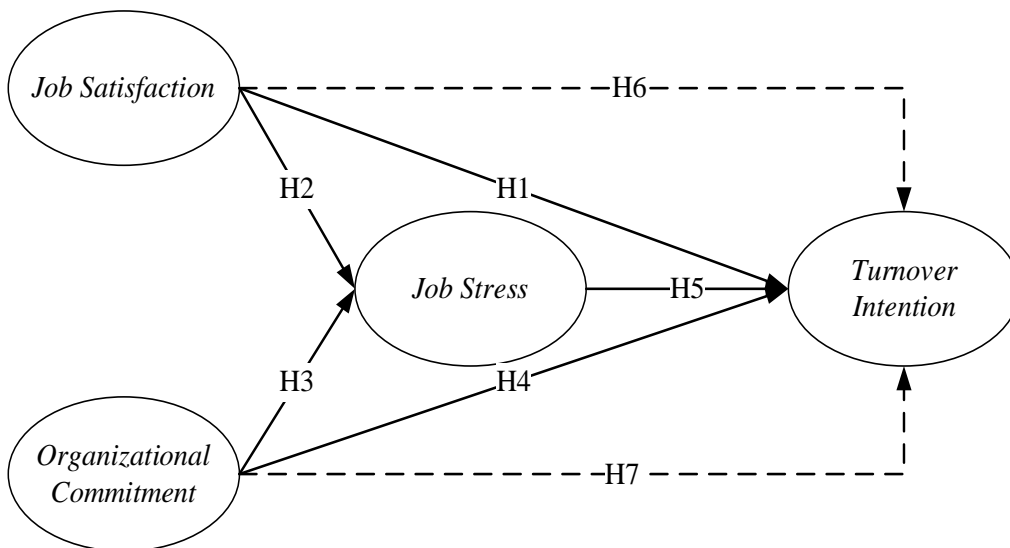


Figure 1. Research Model.

The research model above has two exogenous variables, namely, job satisfaction and organizational commitment, apart from that the job stress variable as an intervening variable and turnover intention as an endogenous variable. This research model aims to determine the influence of job satisfaction and organizational commitment on turnover intention directly. Job stress as an intervening variable aims to test the relationship between job satisfaction and organizational commitment and influence turnover intention indirectly.

Method

This research uses a quantitative approach because the researcher wants to explain the facts of the causal relationship between variables by testing each theory used as a reference in this research. This research examines two exogenous variables job satisfaction and organizational commitment, job stress as an intervening variable and turnover intention as an endogenous variable.

Goula et al., (2022) stated that the six variable measurements of job satisfaction are:

1. Satisfaction with salary (Pay)
2. Satisfaction related to opportunities (promotion opportunities)
3. Developing employee abilities and initiative
4. Satisfaction with awards (rewards)
5. Satisfaction with colleagues (co-workers)
6. Overall job satisfaction

The measurement of organizational commitment variables uses four measurements developed by Saadeh and Suifan (2019) as follows:

1. Pride in being a member of the organization
2. Commit to the long term
3. Offers or options from the current organization
4. Feelings of guilt when leaving the organization

The measurement of job stress variables according to Veda and Roy (2020) is as follows:

1. Supervisor's assessment (appraisal)
2. Utilization of abilities (ability utilization)
3. Time pressure
4. Organizational culture
5. Conflicting demands

According to Owusu and Gregar et al., (2021) measuring turnover intention consists of:

1. Intention for a new job (intending for a new job)
2. Intention to Quit (Intention to Quit)
3. Intention to end my career (intent to end my career)

The population used in this study were nurses at the inpatient installation of Dr. Soetomo hospital, Surabaya City. The sample for this research was taken based on the following criteria:

1. Active nurse who is working in the inpatient installation of Dr. Hospital. Soetomo, Surabaya City in more than 1 year.
2. Minimum age 18 years.
3. Domicile in East Java Province.

Based on this explanation, the number of samples in this study was determined to be 150 respondents. The sampling technique used in this research was nonprobability sampling with a purposive sampling method.

This research uses primary data by distributing questionnaires directly to inpatient nurses who work at Dr. Soetomo hospital which is the object of this research and secondary data obtained and presented by other parties related to this research topic. The data collection tool used to collect primary data in this research was a questionnaire. Variable measurement was carried out using a Likert scale. The data analysis technique used in this research is structural equation modeling (SEM).

Results and Discussion

Results

The validity test is based on the t value of the factor loading. If the critical value is > 1.96 or practically > 2 then the indicator is declared valid (Ridgon and Freguson, 1991; in Yamin and Kurniawan, 2009:36). The following are the results of the validity test.

Table 1: Validity Test Results.

Latent Variables	Indicator	t-value Loading Factor	Cut off value	Description
<i>Job Satisfaction</i>	JS1	12,18	1,96	Valid
	JS2	10,47	1,96	Valid
	JS3	9,99	1,96	Valid
	JS4	11,27	1,96	Valid
	JS5	11,04	1,96	Valid
	JS6	11,24	1,96	Valid
	JS7	10,48	1,96	Valid
<i>Organisation Commitment</i>	OC1	14,28	1,96	Valid
	OC2	11,31	1,96	Valid
	OC3	12,11	1,96	Valid
	OC4	12,19	1,96	Valid
	OC5	10,59	1,96	Valid
<i>Job Stress</i>	JST1	12,50	1,96	Valid
	JST2	12,47	1,96	Valid
	JST3	12,53	1,96	Valid
	JST4	11,67	1,96	Valid
	JST5	11,71	1,96	Valid
	JST6	12,23	1,96	Valid
<i>Turnover Intention</i>	TI1	14,70	1,96	Valid
	TI2	14,70	1,96	Valid
	TI3	15,01	1,96	Valid

Source: Data Processed.

Based on Table 1, it can be seen that all t-values loading factors for each indicator are above 1.96, so it can be said that all indicators are valid.

Reliability testing is carried out using the construct reliability formula as follows: A construct is said to be reliable if the CR (Construct Reliability) value is more than 0.7.

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum e_i}$$

The calculation of construct reliability for each variable is as follows:

Table 2: Reliability Job Satisfaction.

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
JS1	0,830	0,689	0,311
JS2	0,750	0,563	0,438
JS3	0,730	0,533	0,467
JS4	0,790	0,624	0,376
JS5	0,780	0,608	0,392
JS6	0,790	0,624	0,376
JS7	0,750	0,563	0,438
Σ	5,420		2,797

Source: Data Processed.

The calculation of the construct reliability of the Job Satisfaction variable is as follows:

$$CR = \frac{(5,420)^2}{(5,420)^2 + 2,797} = 0,913$$

Based on the calculations table 2, it is known that the Job Satisfaction variable is declared reliable because the resulting construct reliability value is 0.913 or exceeds the cut-off of 0.7.

Table 3: Construct Reliability Organizational Commitment.

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
OC1	0,920	0,846	0,154
OC2	0,790	0,624	0,376
OC3	0,830	0,689	0,311
OC4	0,830	0,689	0,311
OC5	0,750	0,563	0,438
Σ	4,120		1,589

Source: Data Processed.

The calculation of the construct reliability of the Organizational Commitment variable is as follows:

$$CR = \frac{(4,120)^2}{(4,120)^2 + 1,589} = 0,914$$

Based on the calculations in table 3, it is known that the Organizational Commitment variable is declared reliable because the resulting construct reliability value is 0.914 or exceeds the cut-off of 0.7.

Table 4: Construct Reliability Job Stress.

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
JST1	0,840	0,706	0,294
JST2	0,840	0,706	0,294
JST1	0,840	0,706	0,294
JST2	0,840	0,706	0,294
JST3	0,840	0,706	0,294
JST4	0,800	0,640	0,360
JST5	0,810	0,656	0,344
JST6	0,830	0,689	0,311
Σ	4,960		1,898

Source: Data Processed.

The calculation of the construct reliability of the Job Stress variable is as follows:

$$CR = \frac{(4,960)^2}{(4,960)^2 + 1,898} = 0,928$$

Based on the calculations table 4, it is known that the Job Stress variable is declared reliable because the resulting construct reliability value is 0.928 or exceeds the cut-off of 0.7.

Table 5: Construct Reliability Turnover Intention.

Indicator	λ	λ^2	$e = (1 - \lambda^2)$
TI1	0,920	0,846	0,154
TI2	0,920	0,846	0,154
TI3	0,930	0,865	0,135
Σ	2,770		0,442

Source: Data Processed.

The calculation of the construct reliability of the Turnover Intention variable is as follows:

$$CR = \frac{(2,770)^2}{(2,770)^2 + 0,442} = 0,945$$

Based on the calculations in table 5, it is known that the Turnover Intention variable is declared reliable because the resulting construct reliability value is 0.945 or exceeds the cut-off of 0.7.

From Table 2 to Table 5, each variable is declared reliable, so the analysis can continue.

The overall model fit test results are shown in Table 6 below:

Table 6: Goodness of Fit Index.

Good of Fit Index	Results	Cut off value	Description
RMSEA	0,032	$\leq 0,08$	Good Fit
AGFI	0,850	$\geq 0,90$	Marginal Fit
NFI	0,960	$\geq 0,90$	Good Fit
IFI	0,990	$\geq 0,90$	Good Fit
CFI	0,990	$\geq 0,90$	Good Fit
RFI	0,960	$\geq 0,90$	Good Fit

Source: Data Processed.

Based on the goodness of fit index of the structural model in table 6, it can be seen that most of the evaluation results of the goodness of fit index of the structural model have shown good criteria, where the RMSEA, NFI, IFI, CFI and RFI criteria show good fit, while AGFI shows marginal fit, so it is stated that the model can be used to predict the effects of each independent variable on the dependent.

The results of testing the hypothesis of direct variable influence are presented in the following table.

Table 7: Hypothesis Testing.

Hypothesis	Relationship Between Variables	Coefficient	T-Value	Cut off value	Description
H1	Job Satisfaction → Turnover Intention	- 0,45	- 5,52	- 1,96	Accepted
H2	Job Satisfaction → Job Stress	- 0,34	- 3,79	- 1,96	Accepted
H3	Organizational Commitment → Job Stress	- 0,21	- 2,41	- 1,96	Accepted
H4	Organizational Commitment → Turnover Intention	- 0,26	- 3,33	- 1,96	Accepted
H5	Job Stress → Turnover Intention	0,66	9,09	1,96	Accepted
H6	Job Satisfaction → Job Stress → Turnover Intention	- 0,22	- 3,64	- 1,96	Accepted
H7	Organizational Commitment → Job Stress → Turnover Intention	- 0,14	- 2,36	- 1,96	Accepted

Source: Data Processed'

Discussion

The Influence of Job Satisfaction on Turnover Intention

Based on the description of the descriptive statistics of the Job Satisfaction variable, it can be seen that the overall mean value is 3.83, which indicates that respondents tend to agree with statements regarding Job Satisfaction. Meanwhile, the mean value of the Turnover Intention variable is 3.11, indicating that respondents tend to be neutral with statements regarding Turnover Intention. Based on these descriptive statistics, it can be concluded that Job Satisfaction tends to have a relationship in the opposite direction to Turnover Intention, meaning that when the job satisfaction of nurses in the inpatient installation of Dr. Soetomo hospital increases, the intention to move or leave work will decrease.

The results of hypothesis testing regarding the influence of Job Satisfaction on Turnover Intention produced a correlation value of - 0.45 with a t-value of - 5.52 < - 1.96. Based on these results, it can be said that Job Satisfaction has a significant effect on Turnover Intention

so that H1 can be accepted. According to Khan et al., (2020), job satisfaction is a strong predictor of employees' intention to resign from their job to move to another workplace. Satisfaction is basically a personal thing, because each individual's needs and desires for satisfaction are different. Therefore, employees will view an organization as a place to fulfill their needs so that employees will be willing not to move to another workplace. Apart from that, some employees consider leaving the company due to low satisfaction related to work, for example satisfaction with salary factors and relationships with co-workers (Owusu and Gregar et al., 2021). The results of this study support the research of Khan et al. (2020) who concluded that Job Satisfaction has a significant effect on Turnover Intention.

The Effect of Job Satisfaction on Job Stress

The results of descriptive statistical analysis of the Job Satisfaction variable show an overall mean value of 3.83, which indicates that respondents tend to agree with statements regarding Job Satisfaction. Meanwhile, the mean value of the Job Stress variable is 2.98, indicating that respondents tend to be neutral with statements regarding Job Stress. Based on these descriptive statistics, it can be concluded that Job Satisfaction tends to have a relationship in the opposite direction to Job Stress, meaning that when the job satisfaction of nurses in the inpatient installation of Dr. Soetomo hospital increases, the work pressure felt by nurses will decrease.

The results of hypothesis testing regarding the influence of Job Satisfaction on Job Stress produced a correlation value of - 0.34 with a t-value of $- 3.79 < - 1.96$. Based on these results, it can be said that Job Satisfaction has a significant effect on Job Stress so that H2 can be accepted. According to Baye et al., (2022) Job Stress is related to conditions of tension that affect a person's emotions, thought processes and condition, where these conditions are greatly influenced by satisfaction factors. Dissatisfaction with the job itself, for example uncertainty about patient treatment, and behaviour that is out of control can trigger work pressure for nurses, especially if the work assigned becomes heavier. Employees who feel satisfied with their work tend to enjoy their work. Meanwhile, when the workload begins to increase and the time given is limited, job satisfaction will decrease, which can lead to pressure on work (Trivellas et al., 2013). The results of this study support the research of Trivellas et al., (2013) which concluded that Job Satisfaction has a significant effect on Job Stress.

The Influence of Organizational Commitment on Job Stress

Based on the description of the descriptive statistics for the Organizational Commitment variable, it can be seen that the overall mean value is 3.60, which indicates that respondents tend to agree with statements regarding Organizational Commitment. Meanwhile, the mean value of the Job Stress variable is 2.98, indicating that respondents tend to be neutral with statements regarding Job Stress. Based on these descriptive statistics, it can be concluded that Organizational Commitment tends to have a relationship in the opposite direction to Job Stress, meaning that when the organizational commitment of nurses in the inpatient installation at Dr. Soetomo hospital increases, then the work pressure felt by nurses will decrease.

The results of hypothesis testing regarding the influence of Organizational Commitment on Job Stress produced a correlation value of $- 0.21$ with a t-value of $- 2.41 < - 1.96$. Based on these results, it can be said that Organizational Commitment has a significant effect on Job Stress so that H3 can be accepted. Organizational Commitment can influence the pressure that employees feel at work. In the scope of hospitals, when management does not fulfill its commitment to provide what medical personnel expect, this will lead to an increase in work stress, due to high workloads and dissatisfaction with work which is also influenced by the risk

of disease transmission. During the Coronavirus (COVID-19) pandemic, nurses were under extraordinary pressure due to the increasing number of patients, hospital capacity being overloaded, and the risk of exposure to the virus. In this case, commitment is needed from the hospital management to make the nurses survive because they want to work together to get through the pandemic optimally together with the organization's management. According to Majid and Ibrahim (2017) organizational commitment is related to the relationship between employees and the organization to work together to achieve predetermined goals. In this relationship, employees have the obligation to fulfill their duties and responsibilities, while on the other hand the organization has the same duties and responsibilities, namely creating a comfortable working atmosphere and fulfilling employee rights so as to reduce pressure at work. Apart from that, according to Krishnan and Nirajana (2018), organizational commitment allows for high involvement from employees. This is the basis that nurse involvement must be increased because it has a positive impact on hospital performance. With a high level of involvement, this will encourage employees to accept high pressure and workload, which can trigger job stress. The results of this research support research by Krishnan and Nirajana (2018) which concluded that Organizational Commitment has a significant effect on Job Stress.

The Influence of Organizational Commitment on Turnover Intention

The results of descriptive statistical analysis of the Organizational Commitment variable show an overall mean value of 3.60, which means that respondents tend to agree with statements regarding Organizational Commitment. Meanwhile, the mean value of the Turnover Intention variable is 3.11, indicating that respondents tend to be neutral with statements regarding Turnover Intention. Based on these descriptive statistics, it can be concluded that Organizational Commitment tends to have a relationship in the opposite direction to Turnover Intention, meaning that when the organizational commitment of nurses in the inpatient installation at Dr. Soetomo hospital increases, then the intention to move or leave work will decrease.

The results of hypothesis testing regarding the influence of Organizational Commitment on Turnover Intention produced a correlation value of -0.26 with a t-value of $-3.33 < -1.96$. Based on these results, it can be said that Organizational Commitment has a significant effect on Turnover Intention so that H4 can be accepted. Employee commitment will be formed from organizational commitment which tries to encourage employees to stay with their current jobs. The organization's commitment to guaranteeing employee needs regarding health, work safety and bonuses is a way to ensure employees remain. Providing facilities that are appropriate to their workload directly makes employees committed to the organization. According to Saadeh and Suifan (2019), employees who are committed to the organization will try to be recognized by the organization. Meanwhile, employees who are not committed will tend not to pay attention to work, thus encouraging the intention to move which can affect poor performance for the organization. According to Khan et al., (2020) increasing Turnover Intention also depends on the attention felt by employees and the commitment of the organization to provide rewards. When both parties, employees and the organization, are not committed to each other, turnover will occur in the company, either in the form of employees resigning or being laid off from the organization. Apart from that, according to Owusu and Gregar et al., (2021), employees can also assess whether the organization has a commitment to defend itself. When employees do not receive more commitment for the commitment they have given to the organization, employees will start to think about looking for a new job. The results of this research support the research of Khan et al., (2020) which concluded that Organizational Commitment has a significant effect on Turnover Intention.

The Effect of Job Stress on Turnover Intention

The results of descriptive statistical analysis of the Job Stress and Turnover Intention variables respectively have mean values of 2.98 and 3.11. This shows that respondents tend to be neutral with statements regarding Job Stress and Turnover Intention. Based on these descriptive statistics, it can be concluded that Job Stress tends to have a direct relationship with Turnover Intention, meaning that when the job pressure felt by nurses in the inpatient installation at Dr. Soetomo hospital increases, then the intention to move or leave work will increase.

The results of hypothesis testing regarding the influence of Job Stress on Turnover Intention produced a correlation value of 0.66 with a t-value of $9.09 > 1.96$. Based on these results, it can be said that Job Stress has a significant effect on Turnover Intention so that H5 can be accepted. According to Khan et al. (2020) High Turnover Intention does not only lie in organizations that always carry out evaluations, but can be influenced by the intentions of the employees themselves. Employee intentions to move can also be influenced by pressure in the work environment, as well as heavy workloads that force employees to be unable to maximize their performance optimally. The workload and environmental pressure make work stress conditions often occur in the health industry, the decline in physical and mental condition makes the emotional condition of employees unstable so they are easily stressed. Furthermore, employees will have a tendency to intend to leave the organization when their mental condition is experiencing stress (Veda and Roy, 2020). According to Mosadeghard (2013) nurses will experience work stress disorders mainly due to inadequate salaries, inequality in the workplace, job insecurity, staff shortages, excessive workload, and lack of support from management. These factors will ultimately encourage the intention to leave one's job. The results of this research support research by Mosadeghard (2013) which concluded that Job Stress has a significant effect on Turnover Intention.

The Effect of Job Satisfaction on Turnover Intention Through Job Stress

The results of hypothesis testing regarding the influence of job satisfaction on turnover intention through job stress produce a correlation value of -0.22 with a t-value of $-3.64 > 1.96$. Based on these results, it can be said that job satisfaction on turnover intention through job stress has a significant effect so that H6 can be accepted. This means that Job Stress can mediate the influence of Job Satisfaction on Turnover Intention. During the COVID-19 pandemic, work pressure is the main thing that can encourage nurses to leave their jobs. Nurses who want to leave their jobs are due to dissatisfaction at work due to the increased workload and high level of risk during the pandemic. Deteriorating physical conditions due to high workloads and the risk of death due to caring for patients during the pandemic have made employees feel bored and psychologically exhausted. Meanwhile, on the other hand, it is felt that hospital management is lacking in efforts to retain its employees. According to Mosadeghard (2013), employee satisfaction does not have a direct relationship with turnover intention, but can be related significantly if influenced by or through job stress. If employees feel that the workload is increasing and time is limited, even though the employee feels satisfied, the high workload will cause stress to the employee, thus encouraging the intention to move (Mosadeghard, 2013). Sheraz et al., (2014) found a significant positive impact between job satisfaction and turnover intention through job stress. This means that if an employee experiences work stress, the employee feels dissatisfied with his job and there is a possibility that the employee will leave his job or organization. The results of this research support research by Mosadeghard (2013) which concluded that Job Stress can mediate the influence of Job Satisfaction on Turnover Intention.

The Influence of Organizational Commitment on Turnover Intention Through Job Stress

The results of hypothesis testing regarding the influence of organizational commitment on turnover intention through job stress produce a correlation value of - 0.14 with a t-value of - 2.36 > 1.96. Based on these results, it can be said that organizational commitment to turnover intention through job stress has a significant effect so that H7 can be accepted. This means that Job Stress can mediate the influence of Organizational Commitment on Turnover Intention. According to Qiu et al., (2021), organizations have a role in making employees feel satisfied at work and have a commitment to serve the organization. Employees who feel job satisfaction will not have bad psychological conditions such as work stress, boredom, fatigue and boredom which can encourage the intention to leave work. Apart from that, according to Saadeh and Suifan (2019), it is not easy to influence employees to loyally work with the organization for a long time or spend their career in the organization because employees will be faced with choices and offers that are much better in terms of financial, career, even stress intensity at work. Apart from that, according to Yaqin (2013), turnover intention is caused by dissatisfaction at work and high work stress. The results of this study support the research of Qiu et al. (2021) who concluded that Job Stress can mediate the influence of Organizational Commitment on Turnover Intention.

Conclusions and Recommendations

Conclusions

Based on the previous discussion, the conclusions that can be drawn from this research are as follows:

1. Job satisfaction has a positive and significant effect on turnover intention. Thus, hypothesis 1 in this study states that job satisfaction has a significant effect on the turnover intention of nurses at Dr. Soetomo hospital Surabaya, accepted.
2. Job satisfaction has a positive and significant effect on job stress. Thus, hypothesis 2 in this study states that job satisfaction has a significant effect on job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
3. Organizational commitment has a positive and significant effect on job stress. Thus, hypothesis 3 in this study states that organizational commitment has a significant effect on job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
4. Organizational commitment has a positive and significant effect on turnover intention. Thus, hypothesis 4 in this study states that organizational commitment has a significant effect on nurse turnover intention at Dr. Soetomo hospital Surabaya, accepted.
5. Job stress has a positive and significant effect on turnover intention. Thus, hypothesis 5 of this study states that job stress has a significant effect on the turnover intention of nurses at Dr. Soetomo hospital Surabaya, accepted.
6. Job satisfaction has a negative and significant effect on turnover intention through job stress. Thus, hypothesis 6 in this study states that job satisfaction has a significant effect on turnover intention through job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.
7. Organizational commitment has a negative and significant effect on turnover intention through job stress. Thus, hypothesis 7 in this study states that organizational commitment has a significant effect on turnover intention through job stress for nurses at Dr. Soetomo hospital Surabaya, accepted.

Researchers have attempted to conduct research in accordance with scientific procedures, however this research still has limitations, namely:

1. The factors that influence job satisfaction and organizational commitment in this study only consist of three variables, namely turnover intention and job stress.
2. There are limitations to research using a questionnaire which was only distributed to nurses at Dr. Soetomo hospital Surabaya.

Recommendations

Academic Suggestions

Suggestions for further research are that researchers should test more variables that influence job satisfaction and organizational commitment of nurses at Dr. Soetomo hospital Surabaya in order to obtain more comprehensive research results.

Practical Suggestions

Practical suggestions that can be proposed based on research that has been carried out include:

1. The management of RSUD Dr. Soetomo Surabaya can increase job satisfaction and organizational commitment of nurses at RSUD Dr. Soetomo Surabaya through service quality which will influence the job satisfaction and organizational commitment of nurses at RSUD Dr. Soetomo Surabaya. Because the research results show the statement in the questionnaire "Arranging guard shifts in the inpatient installation of Dr. Soetomo Surabaya during the new normal period, which was not good, made nurses stressed" had the lowest average value of respondents' answers.
2. For the management of Dr. Soetomo hospital Surabaya can provide better policies for nurses, with services that make a good impression and make the nurses feel happy and committed. Because the research results show that the statement "The level of environmental responsiveness of Dr. Soetomo hospital co-worker nurses influence nurses' stress levels" has the lowest average value of respondents' answers, this can be influenced by other factors such as the limited number of nurses and logistical support from related parties.

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