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The Relationship between Transformational Leadership, Organizational Commitment, Work Stress, and Turnover Intentions of Nurse at Private Hospital in Indonesia

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Abstract

AIM: This study aimed to examine the relationship between transformational leadership, organizational commitment, work stress, and turnover intentions of Nurse at Private Hospital in Indonesia.

METHODS: A quantitative cross-sectional research design was adopted, consist of 97 Nurses. This study used a Confirmatory Factor Analysis, Structural Equation Modeling using PLS-SEM approach to analyze the data.

RESULTS: The results showed that there is a positive influence on transformational leadership on organizational commitment. The better transformational leadership, the higher the organizational commitment of nurses. There is a negative influence on transformational leadership on work stress. The better transformational leadership, the lower the work stress of nurses. There is a negative influence on organizational commitment to turnover intentions. The higher the nurse's organizational commitment, the lower the nurse turnover intention. There is a positive influence on work stress to turnover intentions. The higher the nurse's work stress, the higher the the nurse turnover intention. Another outcome discovered was that indirect influence of leadership through commitment and work stress is greater than direct influence, transformational leadership directly influenced organization commitment, and work stress but was not significantly related to turnover intentions.

CONCLUSION: Researcher suggests that leadership roles in building commitment and helping to manage the work stress of nurses are needed.

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Introduction

The growth of hospitals, especially the private sector, is increasing in Indonesia. Data increase occurs every day with an increase in the number of hospitals every year around 7% [1]. These conditions cause turnover of nurses from hospitals to other hospitals, particularly those who are trained/skilled, which will affect the deficit of nurses in the private hospital, even though hospitals have to improve health service quality. One of the main services in healthcare for patients is the treatment of using nurses as human resources to carry out the task [2].

According to the World Health Organization [3], the most critical problem facing the health-care system is the shortage of workers. Workers leave the organization or turnover that causes the employee to be released. Studies show that employee turnover is a growing issue in the healthcare in the world [4], [5]. Globally, the rate

of nurse's turnover ranges from 10% to 21% a year in all countries [6]. The high turnover rate damages the hospital system so affects the service quality. Examples of a negative impact are training cost, management, financing, re-recruiting, and retraining cost that has been invested for nurses [7], [8], [9].

In Indonesia, the turnover rate in private hospitals is quite high at more than 10% each year (above the normal limit), which means hospital management has a problem in human resources, especially the field of a nurse. Private hospitals are a form of company that has rules and guidelines or commitments that are regulated internally. On the other hand, the demand for health services to the community requires nurses to work professionally with a high workload [10]. Turnover can be categorized as voluntary or involuntary, and functional or dysfunctional. Voluntary turnover is initiated by employees due to better career opportunities in another organization [11]. And turnover intention is a predictor for the occurrence of turnover

behavior, even the turnover it-self is a behavior pattern manifestation of psychological reaction [12]. There are some articles related to this study [13], [14], [15], [16].

This study aimed to examine the relationship between transformational leadership, organizational commitment, work stress, and turnover intentions of Nurse at Private hospitals in Indonesia. The hypothesis that tested in this study was the relationship between transformational leadership and turnover intention, transformational leadership and organizational commitment, transformational leadership and work stress, organizational commitment and turnover intentions, work stress and turnover intentions, and finally work stress and organizational commitment. The results of this study are expectedly used as an assessment and evaluation of hospital management strategies to prevent turnover in nurses at the hospital.

Materials and Methods

This study used a quantitative correlation design with a cross-sectional approach. Data were collected from July to September 2018 in Two Private Hospital Type C. The sampling method was purposive sampling. Inclusion criteria were working in a private hospital, providing care for patients in high-risk service units' emergency room, inpatient care rooms, intensive care units, neonatal intensive care units, and surgery and hemodialysis rooms. The nurses that refused to consent for the study were excluded from the study. Respondents were 97 nurses. The conceptual framework is shown in Figure 1.



Figure 1: Conceptual Framework

The study instrument was a questionnaire that had been modified from a previous study, which contains 68 questions. This instrument had been tested for validity and reliability, and the result of this test showed that was valid and reliable for this study. In Table 1, the results of Average Variance Extracted

(AVE) in each construct have values more than 0.50, which means that each construct is valid and also the composite reliability and Alpha Cronbach have values more than 0.70, which means it has good reliability [17].

Table 1: The result of validity and reliability test

Variable	AVE	CR	Cronbach alpha
Organizational Commitment	0.6	0.8	0.7
Work Stress	0.8	0.9	0.9
Transformational Leadership	0.8	0.9	0.9
Turnover Intentions	0.8	0.9	0.9

CR: Composite reliability.

Variables used in this study were transformational leadership with four indicators that were idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [18] which were 19 questions, organizational commitment with three indicators which were affective commitment, continuance commitment, and normative commitment [19] then 16 questions, work stress with three indicators which were physical, behavioral, and emotional [20], and 24 questions, turnover intentions with three indicators which were thoughts of quitting, intention to quit, intention to search for another job, and last 9 questions. A Likert scale of five points was used. The distribution of respondents was measured using three criteria, namely low (1.00–2.33), medium (2.34–3.67), and high (3.68–5.00). This study used the same measurement categories for all variables. It was calculated using mean of the answers of individual questions.

Results

The results showed that the largest proportion of the respondents were female (78.4%), 45.7% were in the 25–35 age group, 72.2% were in the diploma education, and 29.9% had worked for 1–3 years in their current hospital. It is shown in Table 2.

Table 2: Distribution of respondents

Background characteristics	f	%
Gender		
Male	21	21.6
Female	76	78.4
Age		
Below 25	19	19.6
25–35	44	45.7
36–45	22	22.7
46–55	11	11.3
Over 55	1	1.0
Education		
Diploma	72	72.2
Bachelor	13	13.2
Profession	12	12.4
Length of working		
Less than a year	13	13.4
1–3 years	29	29.9
4–6 years	20	20.6
7–10 years	10	10.3
Over 10 years	25	25.8

Table 3 showed that organizational commitment was in the medium category with an average value of 3.16, work stress in the low category with an average value of 1.56, transformational

leadership in the medium category with an average value of 3.59, and turnover intention in the low category with an average value of 2.31. This shows that nurses in hospitals have good commitment and good transformational leadership and have low work stress and turnover intention.

Table 3: Distribution of response and overview variable on organizational commitment, work stress, transformational leadership, and turnover intention

Variable	Indicator	Mean Value of Indicator	Mean Value of Variable	Category
Organizational commitment	Affective	3.53	3.16	Medium
	Continuance	3.12		
	Normative	2.84		
Work stress	Physical	1.51	1.56	Low
	Behavioral	1.52		
	Emotional	1.65		
Transformational leadership	Idealized influence	3.62	3.59	Medium
	Inspirational motivation	3.59		
	Intellectual stimulation	3.59		
	Individualized consideration	3.55		
	Thoughts of quitting	2.27		
Turnover intentions	Intention to quit	2.12	2.31	Low
	Intention to search for another job	2.53		

Table 4 showed that transformational leadership is not significant to turnover intention. Although many studies show that transformational leadership is effective to the lower turnover intention. There is a positive influence between transformational leadership and organizational commitment, the better transformational leadership, the higher the organizational commitment of nurses. There is a negative influence between transformational leadership and work stress. The better transformational leadership, the lower the work stress of nurses. There is a negative influence between organizational commitment to turnover intentions. The higher the nurse's organizational commitment, the lower the nurse turnover intention. There is a positive influence between turnover intentions and work stress. The higher the nurse's work stress, the higher the nurse turnover intention.

Table 4: Summary of hypothesis testing

Hypothesis	Path-Co efficient	T- statistics	Hypothesis testing
Transformational Leadership -> Turnover intentions	-0.078	0.616125	Not supported
Transformational Leadership -> Organizational commitment	0.463	3.566234	Supported
Transformational Leadership -> Work stress	-0.698	11.81441	Supported
Organizational Commitment-> Turnover intentions	-0.493	5.047645	Supported
Work Stress-> Turnover intentions	0.240	1.980421	Supported
Work Stress-> Organizational commitment	0.178	1.268049	Not supported

Another outcome discovered was that indirect influence of leadership through commitment and work stress is greater than direct influence, transformational leadership directly influenced organization commitment, and work stress but was not significantly related to turnover intention and work stress is not significant to turnover.

Discussion

Transformational Leadership, organizational commitment, work stress, and turnover intentions

Transformational leadership can make employees feel trust, admiration, loyalty, and respect for leaders, and they are motivated to do more than usual [21]. The transformational leadership model produces a lot of change significantly by emphasizing on a higher level of intrinsic motivation, trust, commitment, and loyalty from subordinates [22]. This study shows that transformational leadership in medium criterion. The hospital needs to pay attention to managerial support and increase leadership roles because the characteristics that exist in the idealistic or charisma influence can build trust, admiration, respect, and trust. This is necessary so that nurses are not opposed and try to comply with new policies in nursing management [23], [24]. Then, a leader communicates high expectations to employees and inspires through motivation to achieve organizational goals, so intellectual stimulation can also encourage innovation in staff, maintain trust, leadership, and improve service quality [25]. Moreover, intellectual stimulation can be used in the long term in the organization to continue to create new ways to prevent stress and fatigue in staff [24]. In the element of individual consideration, the leader gives personal attention, treats each employee individually. Leaders within the organization must take care of their staff and must have a supportive role. Support can be made through positive feedback and staff appraisal, which influencing other team members and causing high attendance [26].

Organizational commitment is the commitment of each individual to the organization where he works while organizational commitment has a way to identify and involve himself in an organization and become a permanent member of an organization [27]. This study shows that organizational commitment in medium criterion. The nurses' organizational commitment to this hospital quite well. Affective commitment has the greatest value (3.53) compared to continuance commitment (3.12) and normative commitment (2.84). Affective commitment has connected, identified, and involved with organizations and employees who want to be loyal in the organization [28] and this type of commitment is needed to build a successful and sustainable organization [29].

Work stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, thought processes, and conditions of an employee [30]. It shows that nurses' work stress in low criterion. The nurses can manage stress well their job because it is not a burden. Job stress occurs mostly in workers in the health sector, responsibility for humans in the health sector causes workers to be more vulnerable to stress [31].

Turnover intention is the strongest predictor of turnover. There are difficulties in persuading employees to return to work in the organization when the employee has a strong desire to leave the organization. This has an impact on the number of costs, time, and energy that will be incurred if the organization must repeat to recruit competent employees [32]. This study shows that turnover intention in low criterion. It means nurses have high loyalty, but that does not mean that the hospital does not pay attention to how to maintain them.

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Effect of transformational leadership to turnover intentions

This study shows that transformational leadership is not significant to turnover intentions. This is not consistent with the statement [33] which explains that the transformational leadership model is complete, as well as individual friendliness, intellectual stimulation, inspirational motivation, and ideal influence produce extra effort from workers, high productivity, more turnover low, lower absenteeism, and greater adaptability to organizations.

Although it does not give a direct influence on turnover intention, transformational leadership influences job satisfaction and work commitment which will have an impact on decreasing turnover intention [34], [35], [36]. Transformational leadership is considered one of the most effective leadership strategies and is more likely to inspire employees to keep working with their organizations compared to other leadership styles [37], [38].

Effect of transformational leadership to organizational commitment

This study shows that transformational leadership is significant to organizational commitment. This is according to other studies which shows transformational leadership has a significant positive effect on organizational commitment [35]. Transformational leadership is explained about how leaders have the attraction to influence employees to work more, but the commitment does not affect employees to turnover intention. This is indicated because employees' turnover intention is more

influenced by ongoing commitment such as the perceived economic value of survival in the company compared to affective and normative commitment such as the perception of transformational leadership.

Effect of transformational leadership to work stress

This study shows that transformational leadership is significant to work stress. According to Brewer *et al.* (2016) [39] explained that transformational leadership has no direct relationship with the intention to survive and job satisfaction also has a small direct positive effect on organizational commitment. Transformational leadership has the potential to minimize gaps between nurses and their work and maintain nurses by creating a positive work environment. Every job satisfaction and organizational commitment will increase the prospect of remaining in the organization.

The four components of transformational leadership are inspirational motivation; intellectual stimulation; ideal influence; and individual consideration, interdependent, and synergized to achieve performance that meets expectations. Transformational leadership is a strong management strategy for nurse leaders and has had many implications for nursing administration. As a result of leadership in transformational leadership at all levels in the organization, employees feel that they are heard, their input is valued and their practices are supported [38].

Effect of organizational commitment to turnover intentions

This study shows that organizational commitment is significant to turnover intention. According to Azeem and Akhtar, 2014 [40] workers who are committed to the organization usually have a good attendance record, show a loyal desire for company policy, and lower turnover rates.

The impact of an employee's organizational commitment results in a feeling of conformity and attachment between goals, individual values and goals, and organizational values [41]. Increased work involvement due to high organizational commitment also has an impact on the effectiveness of nursing services [42].

Effect of work stress to turnover intentions

This study shows work stress is significant to turnover intentions. This is consistent with Boyle *et al.*, 2016 [43], that stress is the second highest cause of the emergence of the turnover intention. Job stress occurs mostly in workers in the health sector, responsibility for humans in the health sector causes workers to be more vulnerable to stress [31].

If most nurses' work stressed, then it can interfere with the hospital's performance. It makes nurses cannot provide the best service for the hospital and will ultimately affect their competitiveness in the market. Even endanger the survival of hospital organizations [44]. Furthermore, the threat of patient safety from the side of the nurse and the emergence of stress can result in boredom and turnover intention. If stress is not managed properly, the number of turnovers continues to increase [45].

Effect of work stress to organizational commitment

This study shows that work stress is not significant to organizational commitment. This is not consistent with the result of research [9] that hospital nurses are rated for high job stress. The main sources of stress are inadequate payments, inequalities at work, too much work, staff shortages, lack of promotion, job insecurity, and lack of management support. More than 35% of nurses stated that they were considering leaving the hospital if they could find other job opportunities, and work stress also had a positive effect on the desire to move nurses [9].

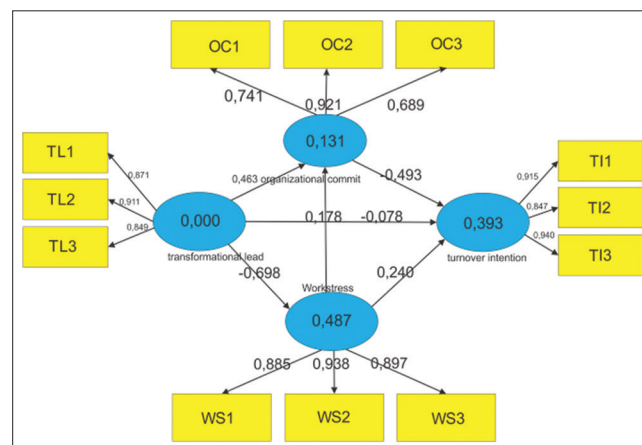


Figure 2: Structural path model

Table 4 and Figure 2 showed that transformational leadership is not significant to turnover intention.

Conclusions

This study shows that organizational commitment and work stress have a relationship significantly to turnover intention, and transformational leadership has a relationship significantly to organizational commitment, and transformational leadership has a relationship significantly to work stress.

The research indicates that it is important for hospitals to establish a high organizational commitment

on nurses that will have an impact on attitudes and can prevent intention turnover. Hospital management needs to coordinate with nursing leaders by creating a conducive working climate such as workplace conditions, relationships between nurses, trust in the system, openness, involvement and appropriate compensation so that nurses feel part of the hospital's development.

Researcher suggests that leadership roles in building commitment and helping to manage the work stress of nurses are needed.

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