

Effect of Job Satisfaction, Organizational Commitment and Promotion of Position on Turnover Intentions on Civil Servants in Mutiara Sukma Hospital West Nusa Tenggara Province

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Abstract: *This study aims to find out and analyze the most dominant effects of the variables of job satisfaction, organizational commitment and job promotion on intentions of civil servant intentions at Mutiara Sukma Hospital, NTB Province. The sampling technique used is the random sampling method. Data analysis using path analysis with the SPSS program. Based on the results of the research and discussion it can be denied as follows: research shows that job satisfaction has a negative and significant effect on turnover intentions on civil servants at Mutiara Sukma Hospital in NTB Province. Organizational commitment has a negative and significant effect on turnover intentions in civil servants at Mutiara Sukma Hospital in NTB Province. Job promotion has a negative and significant effect on turnover intentions on PNS in Mutiara Sukma Hospital in NTB Province. And organizational commitment has the most dominant influence on turnover intentions on PNS in Mutiara Sukma Hospital in NTB Province.*

Keywords: Job Satisfaction, Organizational Commitment, Position Promotion, Turnover Intentions

1. Introduction

Human resources are the most important factor in every organization both private companies and government institutions, because however sophisticated the technology used without being supported by humans as executors of operational activities will not be able to produce output that is in accordance with the expected level of efficiency. human resources must be maintained and avoided from the occurrence of turnover (Hidayati and Trisnawati, 2016: 23).

Turnover is not only happening to the private institution, but also the operation can occur in the government agencies whose prices are relatively less compared to the private institutions. The initial symptoms of overturn are usually characterized by a desire to move called turnover intentions (Hidayat, 2017: 3). Research on the desire to move employees is very important because high levels of turnover intentions can create instability and uncertainty about the organization.

According to Afrianti, Titisari and Handriyono. (2018: 253) Turnover intentions are the degree of attitudes that employees have to look for new jobs in other places or plans to leave the organization within a predetermined period. A high turnover rate will have a negative impact on the organization, including the loss of quality human resources, the development of human resources in the form of training and education costs that have been invested in employees who leave or move so it is very detrimental to the organization.

The high turnover intentions in an organization are influenced by job satisfaction, organizational commitment and promotion (Sari, 2018). According to Robbins (2006: 108) employee dissatisfaction can be expressed in a number

of ways, one way to express dissatisfaction is to resign from the organization where the employee works.

A number of previous studies have shown that the lower the level of employee job satisfaction, the higher the desire to leave the organization (Halimah, Fathoni and Minarsih, 2016). According to Hidayat, (2017) studies on Surakarta civil servants show that job satisfaction has a negative and significant effect on turnover intentions. This means that if the higher job satisfaction, the lower the level of turnover intentions of Surakarta civil servants, and vice versa, the lower the job satisfaction, the higher turnover intentions of Surakarta civil servants.

Lu Y's research, Hu X-M, Huang X-L, et. Al., (2017) and Youcef, S., S. S. Achmed, B. Ahmed., (2016) show that job satisfaction has a negative effect on turnover intentions. The results of the same study were carried out by Afrianti, Titisari and Handriyono (2018) at the Probolinggo Education Service Staff and the research conducted by Zito M, Emanuel F, Molino M, et.al., (2018), study of 318 Italian call center agents from Italian telecommunications company.

In addition to job satisfaction, another factor that becomes a variable in this study is organizational commitment. In organizations, a commitment is needed in all of its employees. Employees are required to be able to work together in the interests of the organization which will be useful for themselves. Meanwhile, organizations are also required to be fair by giving awards that are in accordance with employee achievements. What is done and given by the organization to its employees will determine how the employee's commitment to the organization. It is this commitment that will influence his decision to continue to join and advance his organization or choose another more promising workplace (Tanuwijaya and Harjanti., 2016).

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Organizational commitment is seen as a strong desire to remain as a member of the organization, trying to maintain the name of the organization and the beliefs and acceptance of the values and goals of the organization. Organizational commitment is still seen as important and relevant in the world of work because organizational commitment has a very significant influence on employee attitudes and behaviors in the workplace (Dockel, 2003 and Mowday, 1999 in Sari 2018).

The results of the study of Lesmana and Sari, (2014) that the desire to get out of work is very closely related to commitment to the organization. Commitment to the organization has a significant negative effect on the intention to leave the Y Generation Directorate General of Employees (PNS). The higher the commitment of employees of gene Y to the organization where they work, the less they want to leave the organization. Park's research results, J.I. & Jung, H (2015). Study on 555 industry employees in Seoul, Korea. The results of this study indicate that organizational commitment has a negative effect on turnover intentions. It is different from the results of research by Safitri and Nursalim (2013) which show that there is no significant relationship between organizational commitment and turnover intentions. Research by Rahmawati and Wahyuningsih, (2018) study on 73 respondents at PT. Kini Jaya Indah, shows that organizational commitment does not have a significant influence on turnover intentions.

Aspects of promotion can also cause an employee to decide to move to work and find opportunities in other workplaces that are more profitable. Every employee desires a promotion because it is seen as an appreciation for the success of someone showing high work performance in fulfilling their obligations to work and position that he now holds. As well as recognition of the ability and potential of employees to occupy higher positions in the organization (Siagian, 2010: 169). This is stated theoretically by Hasibuan (2007: 211) in the research of Rahmawati and Wahyuningsih (2018), that often the real reason for employees who resign is due to promotional opportunities that are not available.

The results of research by Quan, J and Cha, H., (2010) show that IT professionals in the United States who receive promotions have a lower likelihood of turnover. This can indicate that the desire to leave employees from work is closely related to promotion. Mutiara Sukma Mental Hospital (RSJ) as the Regional Technical Institution (LTD) is the only property of the NTB Provincial Government that specifically handles referral services and the development of services in the field of mental health. People with mental disorders pose a burden to the government, family and society because of a decrease in productivity and ultimately a large burden on patients and their families, as well as the government (Annual Report RSJMS, 2017).

The results of preliminary interviews with several civil servants, both structural and functional elements in Mutiara Sukma Hospital, NTB Province, showed that the majority of civil servants were satisfied with a number of indicators in Mutiara Sukma Provini NTB Hospital both in terms of work, salary, services and others. The negative stigma and

mistreatment in mental patients such as inclusion and discrimination from their environment also negatively affects the community's perspective on people who work in mental hospitals. This negative public stigma is one of the behavioral factors of employees who do not have loyalty to the organization with the intention to move (turnover intentions) which can lead to the decision of employees to leave the organization.

The fact that is in Mutiara Sukma Hospital is the difficulty of civil servants to be able to obtain opportunities for promotion from the leadership because it is certain that the promotion will move to another Regional Device Organization. One reason is that the current organizational structure is not in accordance with the state of the hospital and type of hospital, based on Minister of Health Regulation Number 1045 / Menkes / Per / XI / 2006 concerning Hospital Organization Guidelines at the Ministry of Health. Drawing from PNS turnover data, the phenomenon and the presence of research gaps contribute to the emergence of the phenomenon of turnover intentions in civil servants at Mutiara Sukma Hospital in NTB Province, so research must be conducted. Based on the problems and background above, the researcher is interested in conducting research with the title “**Effect of Job Satisfaction, Organizational Commitment and Promotion of Position on Turnover Intentions on Civil Servants in Mutiara Sukma Hospital West Nusa Tenggara Province**”.

2. Literature Review

1) Job Satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities is felt in accordance with the wishes of individuals, the higher the satisfaction with these activities. Thus satisfaction is an evaluation that describes someone's feeling of being happy or unhappy, satisfied or not satisfied in work (Rivai and Sagala, 2012: 856).

According to Luthans (2006: 431) job satisfaction is a result of employee perceptions about how well their work provides things that are considered important. This means that when employees feel satisfaction with the work they do, then the employee will work optimally and even do some things that might be outside of his duties. Whereas according to Robbins and Judge (2008) in Hamali (2016: 200) defines job satisfaction as a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount believed by workers who should be accepted.

2) Organizational Commitment

According to Kaswan (2015: 115) Organizational commitment is the extent to which an employee sided with the organization and was willing to devote his efforts on behalf of the organization. Employees who have a low level of commitment are often people who are waiting for a good chance to first leave their jobs. Commitments are usually stronger among old employees, those who have experienced personal success in the organization, and those who work in committed teams. Employees who are committed to the

organization usually have good attendance records, show voluntary loyalty to organizational policies, and have low employee turnover rates.

According to Luthans (2006: 249) Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and its continued success and progress. According to Kreitner and Knicki in Kaswan (2015: 201) defining commitment is an agreement to do something for yourself, other people, groups, or organizations. So organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

3) Promotion

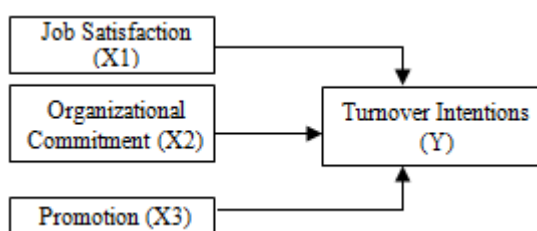
Promotion is the process of changing from one job to another in the hierarchy of authority and responsibility is higher than the authority and responsibility that has been charged to the employee at the previous time, which is a process to increase the workforce to a more responsible position (Sedarmayanti, 2017: 135). Whereas according to Flippo (1984) in Sedarmayanti (2017: 193) "A promotion involves a change from one job to another job that is better in terms of status and responsibility. Ordinary change is not an activity, but not always. "Promotion means the movement of employees from one position to another that has higher status and responsibility. In general, this promotion is followed by an increase in compensation (salary and others) even though it is not always the case.

Promotion occurs when an employee is transferred from one job to another which is higher in payment, responsibility and / or level. Generally given as an award, prize (reward system) for the effort and achievement in the past (Rivai and Sagala, 2009).

4) Turnover Intentions

Employee turnover from an organization is an important phenomenon in an organization. There are times when employee turnover has a positive impact. But most of the employee turnover has a bad impact on the organization, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities. According to Robbins and Judge (2007), stated that turnover intentions are trends or the level at which an employee has the possibility to leave companies both voluntarily and involuntarily caused by the lack of interest in the current job and the availability of other employment alternatives. According to Mobley (1986) in Ibrahim (2017) Turnover Intentions is interpreted as a tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another workplace according to his own choice.

2.1. Conceptual Framework



2.2. Hypothesis

The hypothesis proposed in this study are as follows:

H1: Job satisfaction has a negative effect on intentions of Civil Servants intentions at Mutiara Sukma Hospital, NTB Province.

H2: Organizational commitment has a negative effect on intentions of Civil Servants intentions at Mutiara Sukma Hospital, NTB Province.

H3: Organizational commitment has a positive effect on readiness to change.

H4: Job promotion has the most dominant influence on intentions of Civil Servants intentions at Mutiara Mental Hospital Sukma, NTB Province

3. Research Method

This type of research is quantitative research and in terms of research objectives is Causal which aims to determine the pattern of influence or causal relationship between independent variables of job satisfaction, organizational commitment and promotion with dependent variable turnover intentions. The population in this study amounted to 221 civil servants at Mutiara Sukma Provonsi Hospital in NTB. Determination of the sample using Proportional random sampling technique, so as to obtain a sample of 143 people.

4. Data Analysis and Result

4.1. Characteristics of Research Respondents

Data on respondents' characteristics of research obtained included age, gender, education level, group position, work class, and working period. Descriptive analysis of the characteristics of respondents found that most of them were in the age range of 30-40 years, namely 60 people (41.96%), most of the respondents of this study were female, 88 people (61.5%), most of the study respondents this is at the S1 education level of 62 people (43.3%), most of the respondents of this study are in group III which is 94 people (65.7%) and the working period of the majority of respondents of this study is less than 10 years, namely 71 people (49.65%).

4.2. Results of Descriptive Analysis of Research Variables

$$Y = 5,438 + -0,209X1 + -0,576X2 + -0,203X3$$

The linear function above can be described as follows:

The constant value is 5.438, meaning that if each independent variable, namely job satisfaction, organizational commitment, and promotion of jabtan has a value of 0, then Turnover Intentions on PNS in Mutiara Sukma Hospital in NTB Province is positive at 5.438. This means that without a change or increase in the variables of job satisfaction, organizational commitment and promotion, then the Turnover Intentions of PNSs remain positive.

Regression coefficient of job satisfaction (b1) which is worth -0.209 means that if the job satisfaction variable (X1) is added to the linear regression model, then turnover

intentions will decrease by -0.209. Job satisfaction regression coefficient (b1) which has a negative value means that the higher job satisfaction, the PNS intentions turnover at Mutiara Sukma Hospital in NTB Province, decreases. And vice versa, the lower job satisfaction, the turnover intentions of PNS at Mutiara Sukma Hospital in NTB Province, will also be higher.

The regression coefficient of organizational commitment (b2) which is worth -0.576 means that if the organizational commitment variable (X2) is added to the linear regression model, then turnover intentions will decrease by -0.576. The regression coefficient of organizational commitment (b2) which has a negative value means that the higher organizational commitment, the intentions of PNS turnover at Mutiara Sukma Hospital in NTB Province, decreases. And vice versa, the lower the organizational commitment, the turnover intentions of civil servants in Mutiara Sukma Hospital, NTB Province, will also be higher.

The regression coefficient of jabatan promotion -0.203 means that if the promotion promotion variable (X3) is added to the linear regression model, then turnover intentions will decrease by -0.203. The negative promotion promotion coefficient (b3) coefficient means that the higher the promotion, then the PNS intentions turnover at Mutiara Sukma Hospital in NTB Province decreases. Likewise, on the contrary, the lower the promotion, the higher the turnover intentions of PNS at Mutiara Sukma Hospital in NTB Province, and all can be seen in the table results of Multiple Linear Regression Analysis.

Table: Results of Multiple Linear Regression Analysis

Research Variable	Regression Coefficient	T-Statistics	Sig-t
Constant	5.438	20,375	0,000
Job Satisfaction	-0,209	-2.178	0,001
Commitment	-0,576	-6,658	0,000
Promotion	-0,203	-2,471	0,039
Fcount= 37,029 Ftable= 3,061 Sig.F=0,000 R ² =0,444 Ttable = 1,977			

Source: Primary Data processed, 2019

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.438	0.267		20.375	0
	Job Satisfaction	-0.209	0.096	-0.22	-2.178	0.001
	Commitment	-0.576	0.087	-0.541	-6.658	0
	Promotion	-0.203	0.082	-0.192	-2.471	0.039

Source: Primary Data processed, 2019

Based on the above table it can be seen that in the Coefficients model 1 column there is a value of sig 0,000. The sig value is smaller than the probability value of 0.05, or the value of 0.000 <0.05, then H1 is accepted and Ho is rejected.

Value t calculates job satisfaction -2,178 t count> t table (-2,178> -1,977), with sig value of job satisfaction 0.001 <0.05 significance value is smaller than probability value 0.05 or α <0.05, then H1 is accepted and H0 is rejected.

Thus it can be concluded that the value of t count has a negative and significant effect on turnover intentions. This shows that the higher job satisfaction is given, the turnover intentions will decrease, and vice versa, dissatisfied civil servants will be more likely to leave or move from the organization.

The value of t counts organizational commitment> t table (-6,658> -1,977) with the sig value of organizational commitment 0,000 <0,05 or α <0,05 the significance value is smaller than the probability value of 0,05, then H1 is accepted and H0 is rejected. Thus it can be concluded that organizational commitment has a negative and significant effect on turnover intentions. This shows that the higher the PNS organizational commitment, the PNS turnover intentions will decline, and vice versa. The meaning is that civil servants who have a high commitment to the organization are less likely to leave the organization. Conversely, the desire to move or leave the organization will be greater for civil servants who do not have strong commitment to the organization.

The value of office promotion count> t table (-2.4471> -1.977) with the promotion sig value 0.039 <0.05 or α <0.05 significance value is smaller than the probability value of 0.05, then H1 is accepted and H0 is rejected. Thus it can be concluded that job promotion has a negative and significant effect on turnover intentions. This shows that the greater the chance of promotion, the turnover intentions of civil servants will decline, and vice versa. The meaning is that if civil servants have the opportunity to promote, their desire to leave the organization will be lower. On the contrary, the opportunity for civil servants to be promoted is getting smaller, so the desire to get out of the organization is getting bigger.

4.3. The Result

1) Effect of job satisfaction on PNS intentions turnover at Mutiara Sukma Hospital in NTB Province

The results of the analysis show that job satisfaction has a negative and significant effect on PNS intentions at Mutiara Sukma Hospital in NTB Province. The meaning is that civil servants who have gotten satisfaction in working, the desire to move from the organization will be lower. Conversely, unsatisfied civil servants will be more willing to move from the organization.

Thus the research hypothesis of the effect of the variable job satisfaction on turnover intentions can be proven to be true. The proof of this hypothesis is in line with the results of research conducted by Hidayat, (2017) which states that job satisfaction has a negative and significant effect on turnover intentions. This conclusion is also in line with the results of research conducted by Safitri and Nursalim (2013). This study aims to examine the relationship between Job Satisfaction and Organizational Commitment with Turnover Intention on Teachers, with the results of this study showing that job satisfaction has a significant and negative relationship with Turnover intentions. The results of the same study by Fitri (2018) examined 3-star hotels in Yogyakarta with the results of research that showed that job satisfaction had a negative effect on employee intentions,

meaning that the higher employee job satisfaction, the lower the level of turnover intentions. It can be formulated that the higher the level of job satisfaction, the lower the level of turnover intentions.

This is reinforced by the results of research conducted by Ibrahim, MG, H. Hilman, and N. Kaliappen (2016) in his research entitled Effect of Job Satisfaction on Turnover intentions: An Empirical Investigation on Nigerian Banking Industry which found that there was a correlation negative and significant between job satisfaction and turnover intentions.

Judging from the responses of 143 respondents, adding items that were approved in the job satisfaction variable were generally categorized as satisfied. This is supported by the implementation of the PPK-BLUD system in RSJ Mutiara Sukma which is the 8th year (according to) according to the Minister of Home Affairs number 79 of 2018 when Mutiara Sukma Hospital in NTB Province has flexibility in financial responsibility patterns and is good to choose from without meaningful boxes. This can be seen from the average value in the lowest class value limit in the satisfied category and there are still 3 (three) according to being in the category quite satisfied, especially the recipient of benefits or incentives (remuneration) that is not in accordance with work and workload and distribution is often not on time.

Judging from the characteristics of respondents based on gender, civil servants in Mutiara Sukma Hospital in NTB Province are dominated by civil servants with female gender, and are associated with existing conditions or phenomena where until now civil servants are a profession that is quite attractive to women. Monthly salaries, remuneration, manageable or flexible working hours and after retirement continue to receive monthly allowances are some of the reasons why this work is in great demand. But the most important thing for women is that the PNS profession is flexible enough to balance career and family obligations. This can be interpreted that the satisfaction of PNS Mutiara Sukma Hospital in the Province of NTB on their work is influenced by the number of female civil servants more.

PNS work satisfaction at Mutiara Sukma Hospital in NTB Province affects turnover intentions. The importance of PNS job satisfaction can reduce the negative impact on the desire to move to work from the organization. Based on the results of descriptive analysis, the research shows that PNS's dissatisfaction with aspects of incentive and benefit suitability with given responsibilities, payment of salaries and benefits are not timely, should be the focus of attention on improving aspects of job satisfaction for PNS in Mutiara Sukma Hospital, NTB Province. This is believed to influence the turnover intentions of PNS in Mutiara Sukma Hospital in NTB Province.

This is in line with the theory put forward by Luthans (2006: 431) that job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. This means that when the employee feels satisfaction with the work he does, then the employee

will work optimally and even do some things that may be outside of his duties.

Judging from the characteristics of respondents based on age, PNS in Mutiara Sukma Hospital in NTB Province are dominated by PNS millennials generation between the ages of 30-40 years. According to Meyer, Austin and Crocker (2010) in Asih and Zamralita (2017), Generation Y, often called the generation of millennials, is a generation born between 1980 - 2000. This generation has high self-confidence, independence and goal-oriented and very expectation on success but also want a balance or flexibility of work life so that job satisfaction has an important role in the performance of civil servants and affects the desire to move from the organization.

Job satisfaction will be obtained if there is a match between worker expectations and the reality obtained at work. Low job satisfaction can cause a variety of negative impacts such as the desire to move employees. Employees with high levels of satisfaction will be less keinginanny to move to other organizations and vice versa, organizations with employees who are more satisfied tend to be more effective than organizations with employees who are not satisfied so that it can increase organizational productivity and one of the causes of the desire to move work is the level of satisfaction in the workplace now (Robbins 2007).

Employees who feel satisfied with what is received and with their work from the company tend to feel at home and do not want to leave the organization. The influence of job satisfaction on the desire to move, is supported by the opinion of Stephen P Robbins and Timothy A Judge (2008: 111-112) When employees do not like their work or the consequences of dissatisfaction show four responses, one of them responds to the behavior shown to leave or move from the organization, including seeking new positions and resigning.

2) The influence of organizational commitment on PNS intentions turnover at Mutiara Sukma Hospital in NTB Province

The results of the analysis show that organizational commitment has a negative and significant effect on PNS intentions on Mutiara Sukma Hospital in NTB Province. This can be interpreted that the desire to move from the organization will be higher for civil servants who lack strong commitment. Likewise vice versa, civil servants who already have a high commitment to the organization will be less willing to move from the organization.

Thus the second hypothesis in this study can be verified. This result is relevant to the theory stated by Mowday et al. (1982) in Putra and Wibawa (2015) that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals. Research conducted by Lesmana and Sari (2014) with the results of research that explains that there is a negative and significant influence between organizational commitment and Intention to leave or often called turnover intentions.

The results of this study are also in line with Kaswan's theory (2015: 115) which states that organizational commitment is the extent to which an employee sided with the organization and was willing to devote its efforts on behalf of the organization. Employees who have a low level of commitment are often people who are waiting for a good chance to first leave their jobs. Commitments are usually stronger among old employees, those who have experienced personal success in the organization, and those who work in committed teams. Employees who are committed to the organization usually have good attendance records, show voluntary loyalty to organizational policies, and have low employee turnover rates.

The results of the descriptive analysis of 143 respondents seen from the characteristics of respondents based on their age and years of service showed that civil servants in Mutiara Sukma Hospital in NTB Province were dominated by civil servants generation of millennials. According to Sheahan (2008) in Asih and Zamralita (2017), it shows that employees from generations of millennials in the Asia Pacific region have the shortest working period. This means that most of the civil servants at Mutiara Sukma Hospital have a lack of commitment to the organization so they have a desire to leave the organization.

This is supported by the results of the study of Lesmana and Sari, (2014) that the desire to leave or move from work is closely related to commitment to the organization. Commitment to the organization has a significant negative effect on the intention to leave the Y Generation Directorate General of Employees (PNS). The higher the commitment of employees of gene Y to the organization where they work, the less they want to leave the organization. The same research results from Park, J.I. & Jung, H (2015) Study on 555 industry employees in Seoul, Korea.

Judging from the responses of 143 respondents to the item statement on the variable organizational commitment generally categorized as high. But there is still a tendency or possibility for civil servants to feel dissatisfied with their work, it can be seen from the interval of weighting criteria and value categories that are at the limit of the lowest class values that are categorized as high, meaning there is a possibility that civil servants feel less committed to the organization. Supported by the results of the descriptive analysis of the characteristics of respondents based on age and years of work which showed that civil servants in Mutiara Sukma Hospital in NTB Province were dominated by millennial generation civil servants. According to Sheahan (2008) in Asih and Zamralita (2017) stated that employees from the millennials generation in the Asia Pacific region had the shortest working period, meaning that Mutiara Sukma Hospital had civil servants dominated by millennials who had short tenure or commitment to the organization less.

Viewed from the dimensions of affective commitment, namely emotional feelings of employees, identification and involvement in the organization. Demonstrate psychological relevance between individuals and their organizations, so that individuals are very loyal to the organization and will try to involve themselves deeply in organizational activities

and enjoy their membership in the organization, or in other words individuals survive in an organization because they need an organization. In this dimension, civil servants show commitment to the organization very well as seen from the average value in the high category. Although there are three statement items in the medium category.

Viewed from the dimension of ongoing commitment, that is, the economic value that is felt from surviving in an organization when compared to leaving the organization. This commitment is based on rational needs or this commitment is formed on the basis of profit and loss, considered for what must be sacrificed if settled in the organization, civil servants have commitments that are categorized as being. Continuous commitment in this study consists of 4 indicators, in which the four indicators categorize the respondent's answers as having moderate commitment to the organization. This means that in general the commitment of PNS organizations is still lacking and civil servants still feel they will not suffer losses if they leave the organization.

This is supported by the results of the initial interview set forth in the background of the research that there is still a negative stigma of the community towards Mutiara Sukma Hospital in NTB Province which impacts on the perspective of the community and civil servants who work at Mutiara Sukma Hospital in NTB Province. This has become one of the factors causing the behavior of civil servants who do not have a strong loyalty or commitment to the organization so that there are enough civil servants who have a turnover intent which can lead to the decision of employees to leave the organization.

According to Tanuwijaya & Harjanti (2016), organizations need a commitment that is in all of their employees. Employees are required to be able to work together in the interests of the organization which will later be useful for themselves. Meanwhile, organizations are also required to be fair by giving awards that are in line with employee achievements. What is done and given by the organization to employees will determine how the employee's commitment to the organization. It is this commitment that will influence his decision to continue to join and advance his organization or choose another more promising workplace.

Organizational commitment plays an important role in achieving organizational goals, which is a concern is that from the results of the study it was found that civil servants in Mutiara Sukma Hospital in NTB Province had moderate intensity of organizational commitment. The implication for the organization of course must be able to increase the commitment of civil servants in order to minimize the magnitude of the desire of civil servants to move from Mutiara Sukma Hospital to NTB Province. Management and elements of organizational leadership need to strengthen a sense of unity, a sense of attachment, and a sense of belonging and a sense of participation of all employees towards the organization, so that all employees will feel an integral part of the organization. This is a heavy work, it takes a long time and process but must be done immediately for the progress and achievement of organizational goals.

3) Effect of Position Promotion on PNS intentions turnover at Mutiara Sukma Hospital in NTB Province

Based on the results of civil servant promotion promotion research at Mutiara Sukma Hospital in NTB Province, it was proven that job promotion had a negative and significant effect on PNS intentions in Mutiara Sukma Hospital, NTB Province. This can be interpreted that if the opportunity for civil servants to be promoted gets smaller, their desire to leave the organization will be even greater. Likewise, on the contrary, civil servants who feel that there is a greater opportunity to get a promotion in the organization, their desire to move from the organization will be lower.

Thus the third hypothesis in this study can be verified. The implication is that mental hospitals must provide greater opportunities for civil servants to get opportunities for promotion. These results corroborate the theory stated by Ardana, Mujiati and Utama (2012: 106) that promotion can be interpreted as a process of change from one job to one job in the hierarchy of authority and higher responsibility with prior authority and responsibility. Promotion is usually offset by an increase in compensation for the workforce concerned. Research conducted by Sari (2015) shows that job promotion has a negative and significant effect on employee turnover intentions. The point is that if you want to reduce employee turnover intentions, it is very important to pay attention and give promotion, it can be formulated that more opportunities for employees to get promotion the lower the turnover intentions.

The results of this study are relevant to the theory stated by Hasibuan (2007: 108), job promotion means movement that increases the authority and responsibility of higher positions in an organization followed by obligations, rights, status, and greater income. According to Siagian (2010) promotion is if an employee is transferred from one job to another whose responsibility is greater, the level in the position hierarchy is higher and his income is also greater. The results of this study are in line with the results of Sari's research (2015) showing that job promotion has a negative and significant effect on turnover intentions and research Quan, J and Cha, H., (2010), indicating that IT professionals in the United States who receive promotions have a possibility of turnover the lower one. This can indicate that the desire to leave employees from work is closely related to promotion.

According to Siagian, (2010: 169), aspects of job promotion can also cause an employee to decide to move to work and look for opportunities in other workplaces that are more profitable. Every employee desires a promotion because it is seen as an appreciation for the success of someone showing high work performance in fulfilling their obligations to work and position that he now holds. As well as recognition of the ability and potential of employees to occupy higher positions in the organization. If someone does the same, simple, and repetitive work, it will cause a feeling of boredom or boredom.

4) The most dominant variable influences PNS intentions at Mutiara Sukma Hospital in NTB Province

The results of the analysis show that of the three independent variables namely job satisfaction, organizational commitment and job promotion in this study, which showed the most dominant influence on turnover intentions were organizational commitment variables. Thus, the fourth hypothesis in this study cannot be verified. This is in line with the theory of Dockel, 2003 and Mowday, 1999 in Sari 2018 which states that organizational commitment is seen as a strong desire to remain as a member of the organization, trying to maintain the organization's name and belief in and acceptance of the values and goals of the organization. Organizational commitment is still considered important and relevant in the world of work because organizational commitment has a very significant influence on the attitudes and behavior of employees in the workplace.

Organizational commitment is the extent to which an employee sided with the organization and was willing to devote its efforts on behalf of the organization. Employees who have a low level of commitment are often people who are waiting for a good chance to first leave their jobs. Commitments are usually stronger among old employees, those who have experienced personal success in the organization, and those who work in committed teams. Employees who are committed to the organization usually have good attendance records, show voluntary loyalty to organizational policies, and have low employee turnover rates (Kaswan 2015: 115).

The negative public stigma is one of the behavioral factors of employees who lack commitment to turnover intentions that can lead to the decision of civil servants to leave the organization. Organizational commitment plays an important role in achieving organizational goals, which is a concern from the results of research found that civil servants at Mutiara Sukma Hospital in NTB Province have moderate categorical commitment intensity.

The implication for the organization of course must be able to increase the commitment of civil servants in order to minimize the magnitude of the desire of civil servants to move from Mutiara Sukma Hospital to NTB Province. Management and elements of organizational leadership need to strengthen a sense of unity, a sense of attachment, and a sense of belonging and a sense of participation of all employees towards the organization, so that all employees will feel an integral part of the organization. This is a hard job, it takes a long time and process but must be done immediately for the progress and achievement of organizational goals.

5. Conclusions

Based on the results of research on 143 civil servants at Mutiara Sukma Hospital in NTB Province on the influence of job satisfaction, organizational commitment and promotion on turnover intentions, a number of things can be summarized as follows:

- 1) Job satisfaction has a negative and significant effect on PNS intentions on Mutiara Sukma Hospital in NTB Province.
- 2) Organizational commitment has a negative and significant effect on PNS intentions on Mutiara Sukma Hospital in NTB Province.
- 3) Job promotion has a negative and significant effect on PNS intentions on Mutiara Sukma Hospital in NTB Province.
- 4) Organizational commitment has the most dominant negative influence on PNS intentions in Mutiara Sukma Hospital, NTB Province.

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