



JURNAL ILMU MANAJEMEN

Published every June and December
e-ISSN: 2623-2081, p-ISSN: 2089-8177

Journal homepage: <https://ojs.um-palembang.ac.id/index.php/JIM>



Exploration of Absenteeism, Affective Commitment, Organizational Justice, and Job Opportunities as Determinants of Health Care Employee Turnover Intention

Nandita Anisa¹, Fatmah Bagis^{2*}, Hengky Widhiandono³, Arini Hidayah⁴

^{1,2,3,4} Universitas Muhammadiyah Purwokerto, Indonesia

Corresponding Author: fatmahbagis2014@gmail.com

ARTICLE INFO

DOI:
10.32502/jim.v15i2.1508

Article history:
Received:
18 December 2025

Accepted:
27 February 2026

Available online:
15 June 2026

Keyword:
Absenteeism; Affective Commitment; Organizational Justice; Job Opportunities; Turnover Intention

ABSTRACT

High turnover intention in the healthcare sector is a strategic challenge because it can disrupt service continuity and increase the workload of both medical and non-medical personnel. This study aims to analyze the influence of Absenteeism, Affective Organizational Commitment, Organizational Justice, and Alternative Job Opportunities on Turnover Intention in health facility employees by referring to Social Exchange Theory. This study used a quantitative approach through a survey involving a population of 524 employees, with a final sample of 235 respondents working in three hospitals. Data were analyzed using SEM-PLS to examine the relationship between variables. The results showed that Absenteeism and Alternative Job Opportunities had a significant positive effect on Turnover Intention, indicating that absenteeism and external job opportunities were strong driving factors for turnover intention. Meanwhile, Affective Organizational Commitment and Organizational Justice did not show a significant effect. The research model was able to explain some of the variance in turnover intention, indicating that behavioral factors and labor market dynamics were more dominant in shaping employee turnover decisions. These findings provide important implications for hospital management to strengthen retention strategies through controlling absenteeism, improving perceptions of fairness, and providing more competitive career development paths.

[Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

Turnover intention is a strategic issue facing various sectors globally (Bagis et al., 2024), with a significant increase in recent years, particularly in the healthcare, education, and manufacturing sectors (Živković et al., 2024; Bagis et al., 2025). Post-COVID-19 pandemic, work pressure, career uncertainty,

and emotional exhaustion have become the main drivers of increased turnover intentions among professionals (Zhou & Ma, 2022). In Indonesia, the turnover rate of healthcare workers in private hospitals and clinics has been reported to reach 13%–35%, with work burnout reaching 22%–60% during and after the pandemic (Nugraha, 2022), reflecting the

high risk of work stress and threats to the sustainability of the public service system in the healthcare sector (Mulang, 2022; Bagis et al., 2024; Bagis & Adawiyah, 2022).

Many hospitals and clinics are experiencing increased workforce turnover, especially among nurses and administrative staff (Ayari & AlHamaqi, 2022). Factors such as high workload, perceptions of organizational injustice, low emotional attachment, and the availability of more attractive alternative job opportunities are the main causes of increased turnover intention (Li et al., 2021; Moon et al., 2024). High turnover in the healthcare sector not only reduces service quality and increases the burden on retained employees, but also increases recruitment and training costs, making understanding the determinants of turnover intention crucial for operational sustainability (Gün et al., 2021).

Theoretically, this research is according to Social Exchange Theory (Blau, 1964), which explains that the relationship between individuals and organizations is formed on the basis of reciprocal exchange. When employees feel they receive fairness, support, and appropriate rewards, they tend to show commitment and loyalty to the organization (Greenberg, 1990 in Moon et al., 2024). Conversely, when there is an imbalance between contributions and rewards, employees experience a decrease in commitment and are encouraged to look for other jobs (Li et al., 2021; Zhou & Ma, 2022).

High levels of work absenteeism are often an early indicator of declining satisfaction and commitment to the organization (Ayari & AlHamaqi, 2022). Empirical evidence suggests that absenteeism positively influences turnover intention, with higher levels of absenteeism increasing the likelihood of employees considering leaving the organization, including in the healthcare sector (Smokrović et al., 2022; Gün et al., 2021; Huang et al., 2024). However, different findings were presented by (Živković et al.,

2024) showing that absenteeism did not have a significant effect on turnover intention, indicating that the strength of the relationship may vary depending on the organizational context and industrial sector characteristics.

Affective Organizational Commitment (AOC) reflects employees' emotional attachment to the organization (Meyer & Allen, 2012 in Ayari & AlHamaqi, 2022). Employees with high affective commitment tend to stay longer because they feel aligned with the organization's values and goals (Gün et al., 2021; Bagis et al., 2025). A number of studies have shown a significant negative relationship between AOC and turnover intention (Ayari & AlHamaqi, 2022; Moon et al., 2024). Meanwhile, a study conducted by (Xia et al., 2022) showed that affective commitment can be positively related to turnover intention in a stressful work environment.

Organizational Justice (OJ) plays a crucial role in reducing employee turnover intentions. Perceptions of distributive, procedural, and interactional justice can influence work behavior and organizational commitment (Greenberg, 1990 in Wang et al., 2021). Employees who feel treated fairly tend to have higher levels of loyalty and job satisfaction (Moon et al., 2024; Zhou & Ma, 2022). Various studies support the negative influence of OJ on turnover intention, but there are also varying results depending on the context and industry characteristics (Moon et al., 2024; Živković et al., 2024). Conversely, (Li et al., 2021) found that organizational justice positively influences turnover intention. This inconsistency in findings highlights a research gap that warrants further investigation, particularly in the context of healthcare institutions.

Alternative Job Opportunities (AJO) are an important factor in an employee's decision to stay or leave an organization, because the perception of better job opportunities increases the tendency for turnover intention (Awal et al., 2020; Li et al., 2021). Some

studies conducted by (Živković et al., 2024; Ayari & AlHamaqi, 2022) confirmed that AJO has a positive and significant effect on turnover intention. However, other studies indicate that AJO has a negative effect on turnover intention. (Živković et al., 2023).

This study aims to understand the determinants of turnover intention in healthcare workers, considering that high turnover intentions can disrupt the sustainability of services and operational efficiency of healthcare institutions (Moon et al., 2024). The difference between this study and the previous one lies in the expansion of the context from the industrial sector to the health sector, the data analysis test model, and the integration of the four main variables of Absenteeism, Affective Organizational Commitment, Organizational Justice, and Alternative Job Opportunities in one comprehensive empirical model (Živković et al., 2024; Ayari & AlHamaqi, 2022). This study analyzes the influence of these four variables on turnover intention and is expected to provide theoretical contributions through re-examining Social Exchange Theory in the healthcare sector, as well as practical contributions in the form of recommendations for hospital management in strengthening organizational justice, increasing affective commitment, and designing healthcare worker retention strategies (H. Zhou & Ma, 2022).

LITERATURE REVIEW

Social Exchange Theory (SET)

This research is based on Social Exchange Theory (SET) proposed by (Blau, 1964) and developed by (Cropanzano & Mitchell, 2005 dalam L. Zhou et al., 2022). This theory explains that relationships between individuals and organizations are formed on the basis of reciprocal exchanges oriented toward justice, trust, and a sense of social obligation. In the context of employment relationships, employees will demonstrate loyalty and positive behaviors if they perceive they receive fair treatment, equitable rewards,

and support from the organization. Conversely, when there is an imbalance between contributions and rewards received, there is a tendency to reduce engagement and even leave the organization (Moon et al., 2024). The norm of reciprocity in SET explains that perceptions of organizational justice and institutional emotional support influence work behavior, including intentions to stay or leave a job (Moon et al., 2024).

Turnover Intention

Turnover intention is defined as an individual's intention or tendency to leave their job, either voluntarily or involuntarily (Krug et al., 2021). Voluntary turnover occurs due to job dissatisfaction or the existence of better opportunities outside the organization, while involuntary turnover is more due to management decisions (Mulang, 2022). High turnover rates can reduce organizational efficiency, increase the workload of colleagues, and reduce the quality of service, especially in the health sector (Rahmansyah et al., 2025). In SET, turnover intentions reflect weak social ties and low perceptions of positive reciprocity between the individual and the organization.

Absenteeism and Turnover Intention

Absenteeism or high levels of work absence reflect a weakening relationship between employees and the organization, which is generally triggered by low job satisfaction or lack of organizational support (Živković et al., 2024). Increased absenteeism is an indicator of declining commitment and loyalty, as well as an early sign of increased turnover intention (Geurts et al., 1999; Oenning et al., 2014). Various studies have shown that absenteeism has a positive effect on turnover intention, where the higher the level of absenteeism, the greater the tendency of employees to leave the organization, including in the healthcare sector (Smokrović et al., 2022; Bowers et al., 2022; Huang et al., 2024). Therefore, in the healthcare sector, high levels of absenteeism not only reduce service efficiency but also

strengthen employees' intentions to leave the organization.

H₁: Absenteeism has a positive effect on Turnover Intention.

Affective Organizational Commitment and Turnover Intention

When organizations provide fairness, rewards, and emotional support, employees tend to reciprocate by building an affective attachment to the organization (Meyer & Allen, 1997 in Ayari & AlHamaqi, 2022). Affective Organizational Commitment (AOC) reflects an employee's emotional bond with the organization, where employees feel like an important part of the institution (Serhan et al., 2022; Bagis, 2021; Bagis, 2022). Several studies have shown that AOC has a negative effect on turnover intention, so that employees with high AOC tend to be more loyal and have lower turnover intentions (Li et al., 2021; Živković et al., 2024; Moon et al., 2024). This shows that employees who have high AOC tend to be more loyal and have lower turnover intentions.

H₂: Affective Organizational Commitment has a negative effect on Turnover Intention.

Organizational Justice and Turnover Intention

Organizational Justice is a form of non-material reward that has a strong influence on employee work behavior. When the decision-making process is perceived as fair, transparent, and balanced, employees tend to build trust and commitment to the organization (Greenberg, 1990; Wang et al., 2021). Organizational justice includes three dimensions, namely distributive, procedural, and interactional justice (Akram et al., 2020; Živković et al., 2024). Several previous studies have shown that perceived organizational justice negatively influences turnover intention (Moon et al., 2024; Živković et al., 2024). Therefore, in a healthcare institution environment that

demands fairness in the distribution of workload and rewards, organizational justice has the potential to be an important factor in suppressing turnover intention.

H₃: Organizational Justice has a negative effect on Turnover Intention.

Alternative Job Opportunities and Turnover Intention

An employee's decision to leave an organization is influenced not only by internal conditions but also by perceptions of job opportunities outside the organization. Alternative Job Opportunities (AJO) describes the extent to which individuals perceive better job opportunities outside their current workplace (Gün et al., 2021). When perceptions of external opportunities are high, the reciprocal relationship between employees and the organization tends to weaken, thereby increasing turnover intention. Several previous studies have confirmed that AJO has a positive effect on turnover intention (Živković et al., 2024; Ayari & AlHamaqi, 2022). Therefore, in the healthcare sector, perceptions of job opportunities in other healthcare institutions with better conditions can increase employees' tendency to leave.

H₄: Alternative Job Opportunities have a positive effect on Turnover Intention.

RESEARCH METHODS

This research is a quantitative research with a replica design that adopts the conceptual model from (Živković et al., 2024) regarding Absenteeism, Affective Organizational Commitment, Organizational Justice, and Alternative Job Opportunities on Turnover Intention. This study was applied to the health sector to test the consistency of the relationship between variables in different contexts, namely health institution employees in one foundation. The research population included 524 employees of health institutions in one foundation in Pematang Regency. The sample was determined using a purposive sampling technique, with the criteria being

permanent employees with at least one year of service. The sample calculation used the Slovin formula with a 5% margin of error yielded a minimum of 226 respondents, which was then increased to 235 respondents to minimize potential analytical errors. Data collection was conducted online via Google

Form using a five-point Likert scale questionnaire. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), in line with the method used in the reference research to ensure the suitability of the structural model testing and the relationship between variables.

Table 1.
Operational Definition

Variables & Sources	Operational Definition	Indicator
Absenteeism (Nicholson & Payne, 1987)	The level of employee absence from the workplace in a certain period which reflects the behavior of withdrawing from work.	1. Absenteeism 2. Late arrival to work 3. Leaving early 4. Absence due to non-urgent health reasons
Affective Organizational Commitment (John P Meyer & Behavior, 2012)	The level of emotional attachment of employees to the organization is reflected in their sense of belonging, loyalty, and psychological involvement.	1. Emotional attachment 2. Sense of belonging to the organization 3. Pride in being part of the organization 4. Desire to remain in the organization 5. Concern about organizational issues 6. Personal meaning of the organization for employees
Distributive Organizational Justice (Niehoff & Moorman, 1993)	Employee perception of the fairness of the results or rewards received compared to work contributions.	1. Fairness in salary distribution 2. Fairness in workload distribution 3. Fairness in work schedule
Perpection Organizational Justice (Niehoff & Moorman, 1993)	Employee perceptions of the fairness of organizational decision-making processes and procedures.	1. Consistency of decision-making 2. Employee involvement in the decision-making process 3. Objectivity and transparency of procedures
Interactional Organizational Justice (Niehoff & Moorman, 1993)	Employee perceptions of the quality of interpersonal treatment received from superiors.	1. Polite and respectful treatment 2. Clear explanation of decisions 3. Open communication
Alternative Job Opportunities (Khatri et al., 2001)	Employee perceptions regarding the availability and ease of obtaining alternative employment outside the current organization.	1. Ease of finding a new job 2. Speed of finding alternative jobs 3. Quality of alternative jobs 4. External job opportunities 5. Availability of suitable jobs 6. Attractiveness of other jobs

Variables & Sources	Operational Definition	Indicator
Turnover Intention (Mobley et al., 1979)	The level of employee tendency or intention to leave the organization voluntarily within a certain time.	<ol style="list-style-type: none"> 1. Intention to leave the organization 2. Desire to find another job 3. Thoughts of resigning 4. Active efforts to find a job 5. Plans to leave the organization

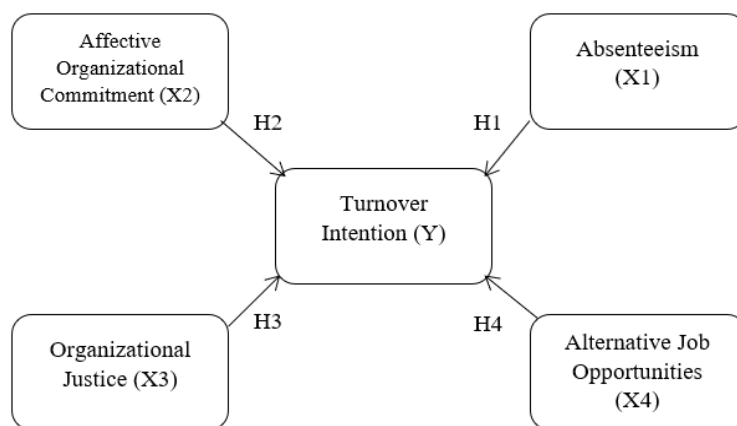


Figure 1. Conceptual Framework

Results and Discussion

Demographics Respondents

This study uses the Partial Least Square (PLS) method which aims to minimize variance in

variables when estimating model parameters (Hair et al., 2021). All questionnaire data has been prepared for analysis and successfully collected with a return rate of 100%.

Table 2. Demographics Respondents

Identity	Information	Frequency	Presentation
Hospital of Origin	Hospital 1	126	53,6
	Hospital 2	77	32,8
	Clinic	32	13,6
Gender	Male	82	34,9
	Female	153	65,1
Age	18 – 25 years old	11	4,7
	> 25 – 30 years old	55	23,4
	> 30 – 35 years old	53	22,6
	> 35 – 40 years old	30	12,8
	> 40 – 50 years old	57	24,3
	> 50 years old	29	12,3
Last education	Junior High School	1	0,4
	Senior High School	64	27,2
	Diploma	94	40,0
	Bachelor's Degree	19	8,1

Identity	Information	Frequency	Presentation
Years of service	Professional Degree	56	23,8
	Magister	1	0,4
	> 1 – 3 years	11	4,7
	> 3 – 6 years	43	18,3
	> 6 – 9 years	61	26,0
	> 9 – 10 years	17	7,2
Labor Category	> 10 years	103	43,8
	Medical	143	60,9
	Non-Medical	92	39,1

Source: SPSS Process Results, 2025

Respondent characteristics analysis showed that the majority of participants came from Hospital 1 (51,1%) due to its larger workforce and participation rate compared to other facilities. Respondents were predominantly female (62,6%), in line with the characteristics of the Indonesian healthcare workforce, which is predominantly female, particularly in clinical and nursing positions. The largest age group was in the 40–50 year range (27,7%), reflecting a relatively established career stage with good experience and adaptability. In terms of education, the majority have a diploma (41,7%), in accordance with the vocational qualification requirements for various medical and non-medical positions. Based on length of service, the largest

proportion had more than 10 years of service (34,5%), indicating extensive experience and a good understanding of organizational culture. Meanwhile, based on job category, medical personnel dominated (63,0%), in line with the operational needs of healthcare facilities.

The data management process in this study was carried out using the PLS 3 method. PLS analysis aims to provide a more comprehensive picture of the relationship between variables. Through PLS testing, various additional information can be obtained that can be presented in a simpler analysis (Hair et al., 2021). The resulting research findings are presented below.

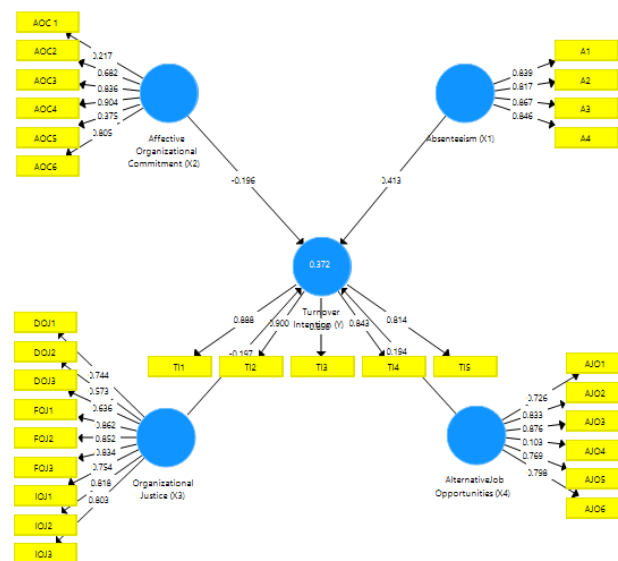


Figure 2. Full Model

Figure 2 shows the results of the data analyzed in two rounds, and the AOC1, AOC5, and AJO4 indicators were eliminated because these indicators had outer loading values

below 0,5. Meanwhile, if the outer loading value is above 0,5, the indicator is considered appropriate (Hair et al., 2021).

Table 3.
Outer Loading

		Statement Items	Outer Loading
Absenteeism	A1	In the last 12 months, I have been absent from work several times.	0,839
	A2	In the last 12 months, I have been late to work.	0,817
	A3	In the last 12 months, I left work early.	0,867
	A4	In the last 12 months, I have been absent for non-urgent health reasons.	0,864
Affective Organizational Commitment	AOC1	I feel emotionally attached to this organization.	0,217
	AOC2	I feel a strong sense of attachment to my organization.	0,727
	AOC3	I feel like I'm part of a family in my organization.	0,843
	AOC4	I would love to spend the rest of my career with this organization.	0,896
	AOC5	I really feel as if this organization's problems are my own.	0,375
	AOC6	This organization has great personal meaning for me.	0,810
Distributive Organizational Justice	DOJ1	I feel that the work schedule given is appropriate and fair.	0,744
	DOJ2	I feel that the salary level I receive is appropriate and fair.	0,573
	DOJ3	I feel that the workload I receive is appropriate and fair.	0,636
Formal Organizational Justice	FOJ1	My leader makes work-related decisions fairly and impartially.	0,862
	FOJ2	Leader ensures that all employee concerns are heard before decisions are made.	0,852
	FOJ3	Leaders gather accurate and complete information before making employment decisions.	0,834
Interactional Organizational Justice	IOJ1	My leader discussed the implications of the job decision with me.	0,754
	IOJ2	Leader provides adequate reasons for the decisions made.	0,818
	IOJ3	Leader provided a reasonable explanation regarding the work decision.	0,803
Alternative Job Opportunities	AJO1	If I leave, I'm sure I can get another job that's just as good or better.	0,726
	AJO2	If I quit, I can get a job within a month.	0,848
	AJO3	If I leave, I'm sure I can get a job at least as good.	0,890
	AJO4	The chances of getting a suitable job are very small.	0,103
	AJO5	The chances of getting another acceptable job are quite high.	0,770
	AJO6	It will be easy to find acceptable alternative employment.	0,803
Turnover Intention	TI1	I intend to leave the organization within the next year.	0,888
	TI2	I intend to leave the organization within the next two years.	0,899
	TI3	I often think about leaving the organization.	0,858
	TI4	I am currently looking for another job.	0,844
	TI5	I am seriously considering resigning.	0,815

Source: SmartPLS Algorithm Process Results, 2025

Based on the analysis results, all variables have outer loading values above 0,5. High outer loading values indicate that the indicators are able to adequately represent the construct. The outer loading analysis was values above 0,5 were retained because they still met the validity criteria in the PLS analysis (Hair et al., 2021).

conducted in two rounds, where indicators AOC1, AOC5, and AJO4 were eliminated because their values were below 0,5. Meanwhile, indicators with outer loading

Table 4.
Construct Reliability and Validity

	Composite Reliability	Average Variance Extracted (AVE)
Turnover Intention (Y)	0,935	0,742
Absenteeism (X ₁)	0,907	0,710
Affective Organizational Commitment (X ₂)	0,892	0,674
Organizational Justice (X ₃)	0,928	0,593
Alternative Job Opportunities (X ₄)	0,904	0,655

Source: SmartPLS Algorithm Process Results, 2025

Based on all the reliability and construct validity values for the variables Absenteeism, Affective Organizational Commitment, Organizational Justice, Alternative Job

Opportunities, and Turnover Intention, it was recorded that they were above 0,5. Thus, all these variables can be declared reliable.

Table 5.
Model Fit

	Saturated Model	Estimated Model
SRMR	0,064	0,064
d_ULS	1,551	1,551
d_G	0,751	0,751
Chi-Square	935,087	935,087
NFI	0,784	0,784

Source: SmartPLS Algorithm Process Results, 2025

The model fit results indicate that the estimated model has a fairly good level of fit. The SRMR value of 0,064 is below the limit of 0,08, indicating a good model fit between the data and the model. The relatively low d_ULS (1,551) and d_G (0,751) values indicate no significant difference between the empirical and model covariance matrices. The

Chi-Square value of 935,087 tends to be large, but this measure is sensitive to the number of samples so it is not used as the only reference. Meanwhile, the NFI of 0,784 indicates a fairly adequate level of model fit, although not optimal. Overall, the model is considered suitable for further analysis.

Table 6.
Discriminant Validity

	AJO (X₄)	TI (Y)	A (X₁)	AOC (X₂)	OJ (X₃)
Alternative Job Opportunities (X ₄)	0,809				
Turnover Intention (Y)	0,300	0,861			
Absenteeism (X ₁)	0,188	0,439	0,842		
Affective Organizational Commitment (X ₂)	-0,143	-0,324	0,033	0,821	
Organizational Justice (X ₃)	-0,045	-0,298	0,082	0,660	0,770

Source: SmartPLS Algorithm Process Results, 2025

The results of the discriminant validity test show that all constructs meet the Fornell–Larcker criteria, indicated by the square root value of AVE on the diagonal being higher than the correlation between variables. This finding confirms that the constructs of Absenteeism, AOC, OJ, AJO, and Turnover Intention have good discriminant validity, supported by low to moderate correlations between variables and the absence of multicollinearity, so that the instrument is suitable for use in further structural analysis.

R Square value of 0,362 indicates that Absenteeism, Affective Organizational Commitment, Organizational Justice, and Alternative Job Opportunities are able to explain 36,2% of the variation in turnover intention. Adjusted R Square value of 0,351 confirms that the model's ability remains in the fairly good category after adjusting the number of variables and respondents, while 63,8% of the variation in turnover intention is influenced by other factors outside this study.

Table 7.
Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Result
H ₁ : A (X ₁) -> TI (Y)	0,427	0,420	0,074	5,776	0,000	Accepted
H ₂ : AOC (X ₂) -> TI (Y)	-0,173	-0,187	0,104	1,658	0,098	Rejected
H ₃ : OJ (X ₃) -> TI (Y)	-0,210	-0,207	0,110	1,917	0,056	Rejected
H ₄ : AJO (X ₄) -> TI (Y)	0,186	0,188	0,065	2,869	0,004	Accepted

Source: SmartPLS Bootstrapping Process Results, 2025

Hypothesis acceptance testing was conducted by examining the significance value, where $p < 0,05$ indicates the hypothesis is accepted and significant (Hair et al., 2021). In the first hypothesis, Absenteeism was shown to influence Turnover Intention with a coefficient of 0.427 and $p < 0,05$. In the second hypothesis, Affective Organizational Commitment has a coefficient of -0,173 with $p > 0,05$, so it has no effect on Turnover Intention. The third hypothesis shows that Organizational Justice has a

coefficient of -0,210 and $p > 0,05$, so it also has no effect on Turnover Intention. In the fourth hypothesis, Alternative Job Opportunities were shown to influence Turnover Intention with a coefficient of 0,186 and $p < 0,05$. These findings indicate that the greater the alternative job opportunities, the higher the tendency of employees to have the intention to leave their jobs.

DISCUSSION

The Influence of Absenteeism on Turnover Intention

Absenteeism has been shown to influence turnover intention, with the more frequently employees are absent, the higher their likelihood of leaving the organization. This finding strengthens the Social Exchange Theory which emphasizes that absenteeism is a form of negative response to an imbalance in the reciprocal relationship between employees and the organization. (Blau, 1964). When employees feel their contributions are not matched by adequate support, recognition, or working conditions, they tend to express dissatisfaction through increased absenteeism, which then develops into an intention to leave.

A number of previous studies also stated that absenteeism is an early indicator of withdrawal behavior before actual turnover occurs. In the healthcare sector, high work pressure, emotional exhaustion, and the demands of continuous service reinforce the role of absenteeism as a psychological signal of job turnover (Smokrović et al., 2022; Bowers et al., 2022; Huang et al., 2024).

The theoretical contribution of these findings lies in extending the validity of the model (Živković et al., 2024) to the health sector, which was previously tested in the energy industry sector. These results confirm that absenteeism is cross-sectoral as a strong predictor of turnover intention, while enriching the organizational behavior literature by positioning absenteeism as a transition mechanism from dissatisfaction to leaving decisions

The Influence of Affective Organizational Commitment on Turnover Intention

Affective Organizational Commitment (AOC) has no effect on turnover intention. This finding provides a critical perspective on the classic assumption that emotional attachment is always a protective factor against turnover intention. In Social

Exchange Theory, affective commitment is assumed to be formed from positive reciprocal relationships, but in high-pressure work contexts such as the healthcare sector, structural factors and workload can weaken the role of affect in retaining employees (Bagis et al., 2024).

This result is in line with several previous studies which found that affective commitment is not always a significant predictor of turnover intention in work environments with high levels of stress. Conceptually, this condition shows that emotional attachment alone is not enough to prevent turnover intentions when employees face excessive work pressure, physical exhaustion, and limited organizational resources (Živković et al., 2024; Moon et al., 2024; Serhan et al., 2022; Li et al., 2021).

The theoretical implications of these findings lie in strengthening the contextual perspective in the study of organizational commitment. This study shows that the effectiveness of Affective Organizational Commitment is situational and influenced by sector characteristics, thus opening up opportunities for further research to test the role of moderating variables such as burnout, workload, or psychological well-being (Gün et al., 2021).

The Influence of Organizational Justice on Turnover Intention

Organizational Justice (OJ) has no effect on turnover intention. This finding indicates that perceptions of justice do not always have a direct impact on employee turnover decisions, particularly in the healthcare sector, which has unique work characteristics. From a Social Exchange Theory perspective, justice is indeed the foundation of reciprocal relationships, but its effects can be overshadowed by situational factors such as high workloads, emotional stress, and limited workforce (Greenberg, 1990).

These results align with previous research showing that the influence of organizational

justice on turnover intention can weaken in organizational contexts with high operational demands. This indicates that justice plays a greater role in shaping job satisfaction and commitment, but does not always translate directly into decisions to stay or leave (Živković et al., 2024; Moon et al., 2024). In the healthcare sector, high work pressure, limited resources, tight work schedules, and the demands of patient care tend to be more dominant in influencing turnover intentions of healthcare workers, thus explaining the insignificant effect of OJ in this study.

The theoretical contribution of this study lies in confirming that the relationship between organizational justice and turnover intention is non-linear and contextual. This finding adds to the literature by demonstrating that organizational justice should be positioned as a supporting factor, not the sole determinant of turnover decisions, particularly in public service sectors such as healthcare.

The Influence of Alternative Job Opportunities on Turnover Intention

Alternative Job Opportunities (AJO) have an effect on turnover intention. This finding supports labor market theory, which states that the perception of external job opportunities increases individual bargaining power and reduces employee dependence on the current organization (Khatri et al., 2001; Awal et al., 2020). According to Social Exchange Theory, when alternative employment opportunities are perceived as more beneficial than the rewards received from the organization, the value of the reciprocal relationship between the employee and the organization weakens, leading to turnover intention (Blau, 1964 dalam L. Zhou et al., 2022).

This finding is consistent with several previous studies (Živković et al., 2024; Ayari & AlHamaqi, 2022) which confirmed that AJO has a positive effect on turnover

intention. In the health sector, high mobility and market demand for health professions expands job transfer opportunities, making AJO a very relevant variable (Ayari & AlHamaqi, 2022).

The theoretical contribution of this study shows that external factors in the labor market, especially alternative job opportunities, have an equal or even more dominant role than internal organizational factors in explaining turnover intention (Živković et al., 2024). These findings emphasize the importance of integrating labor market dynamics in the development of conceptual models of organizational behavior.

CONCLUSIONS AND RECOMMENDATIONS

The results of this analysis indicate that Absenteeism and Alternative Job Opportunities (AJO) have a significant effect on Turnover Intention, while Affective Organizational Commitment (AOC) and Organizational Justice (OJ) do not have a significant effect in the hospital context. These findings indicate that healthcare employees' intention to leave is more influenced by repeated absences and the strength of alternative job opportunities than by emotional commitment or perceived fairness. Therefore, healthcare institution management is advised to minimize the level of absenteeism through monitoring absences and improving working conditions, as well as increasing the internal attractiveness of the organization through improving compensation, workload management, and career development to mitigate the impact of external job opportunities. In addition, efforts to build a supportive work environment and open communication are still needed to maintain employee engagement.

ADVANCED RESEARCH

This study provides references related to factors that influence turnover intention in the health sector, this is supported by objects used from 3 different Health Institution locations. However, this study is not without limitations, necessitating further research addressing turnover intention. Future research can be conducted in different sectors and by incorporating other independent and mediating variables to broaden the reference base, both theoretically and implementably.

ACKNOWLEDGMENT

The author would like to thank the Faculty of Economics and Business, Muhammadiyah University of Purwokerto for the academic support and facilities provided during this research process. Appreciation was also expressed to the hospitals and clinics that were willing to be research locations and all respondents who took the time to participate. In addition, the author would like to thank the supervising lecturers and colleagues who have provided input, direction and support so that this research can be completed well.

REFERENCE

- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation and Knowledge*, 5(2), 117–129. <https://doi.org/10.1016/j.jik.2019.10.001>
- Awal, M. R., Kumar, B., Saha, P., & Saha, A. (2020). Employees' job satisfaction, job alternatives, and turnover intention: Evidence from private banks, Bangladesh. *Economic Insights-Trends and Challenges*, IX(LXXII)(3), 67–75. https://upg-bulletin-se.ro/wp-content/uploads/2021/02/7.Awal_Kumar_-Saha_Saha-3.pdf
- Ayari, A., & AlHamaqi, A. (2022). Investigation of Organizational Commitment and Turnover Intention: A Study of Bahraini Oil and Gas Industry. *Employee Responsibilities and Rights Journal*, 34(2), 123–138. <https://doi.org/10.1007/s10672-021-09382-2>
- Bagis, F. (2021). Job satisfaction as a mediation variables on the effect of organizational culture and organizational. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2021(2), 424–434.
- Bagis, F. (2022). Examine The Effect Of Job Satisfaction On The Performance Of Hospital Employees Through Organizational Commitment. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 6(4), 2276–2283. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Bagis, F., & Adawiyah, W. R. (2022). Divine Guidance in The Face of Toxicity: How Islamic Leadership Navigates Workplace Stress and Mental Wellbeing in Higher Education Institutions. *MIX: Jurnal Ilmiah Manajemen*, 18(1), 31–43.
- Bagis, F., Adawiyah, W. R., Purnomo, R., & Sudjadi, A. (2024). Exploring Islamic Spiritual Well-Being: Conceptualization and Validation of a Measurement Scale. *Islamic Guidance and Counseling Journal*, 7(2). <https://doi.org/10.25217/0020247473500>
- Bagis, F., Adawiyah, W. R., Tubastuvi, N., . D., & Umairah, J. P. M. (2025). Beyond Religion: Applying Islamic Spiritual Well-Being to Improve Ethical Behavior in Modern Organizations. *Journal of Cultural Analysis and Social Change*, 10(2), 2030–2039. <https://doi.org/10.64753/jcasc.v10i2.1901>
- Blau, P. M. (1964). Exchange and power in social life. *Exchange and Power in Social Life*, 1–352.

- <https://doi.org/10.4324/9780203792643>
Bowers, A., Wu, J., Lustig, S., & Nemecek, D. (2022). Loneliness influences avoidable absenteeism and turnover intention reported by adult workers in the United States. *Journal of Organizational Effectiveness*, 9(2), 312–335.
<https://doi.org/10.1108/JOEPP-03-2021-0076>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. *Journal of Management*, 31(6), 874–900.
<https://doi.org/10.1177/0149206305279602>
- Fitriana, I., Bagis, F., Darmawan, A., & Kharismasyah, A. Y. (2024). Job Satisfaction as a Mediating Variable between Transformational Leadership Style and Work Environment on Organizational Commitment at Maternity Clinic in Purwokerto. *Asian Journal of Economics, Business and Accounting*, 24(3), 157–171.
<https://doi.org/10.9734/ajeba/2024/v24i31249>
- Geurts, S. A., Schaufeli, W. B., & Rutte, C. G. (1999). Absenteeism, turnover intention and inequity in the employment relationship. *Work and Stress*, 13(3), 253–267.
<https://doi.org/10.1080/026783799296057>
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399–432.
<https://doi.org/10.1177/014920639001600208>
- Gün, İ., Söyük, S., & Özsari, S. H. (2021). Effects of Job Satisfaction, Affective Commitment, and Organizational Support on Job Performance and Turnover Intention in Healthcare Workers. *Archives of Health Science and Research*, 8(2), 89–95.
<https://doi.org/10.5152/ArcHealthSciRes.2021.21044>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Mediation Analysis*.
https://doi.org/10.1007/978-3-030-80519-7_7
- Huang, H., Wang, L., Qian, R., & Zhang, Y. (2024). A cross-sectional study on turnover intention of nurses in eastern China. *BMC Health Services Research*, 24(1), 1–9.
<https://doi.org/10.1186/s12913-024-10849-9>
- John P Meyer, A. N. J., & Behavior, O. (2012). *Sage Academic Books Commitment in the Workplace: Theory, Research, and Application*.
- Khatri, N., Fern, C. T., & Budhwar, P. (2001). Explaining employee turnover in an Asian context. *Human Resource Management Journal*, 11(1), 54–74.
<https://doi.org/10.1111/j.1748-8583.2001.tb00032.x>
- Krug, H., Haslam, S. A., Otto, K., Safi, G., & Steffens, N. K. (2021). Doing it for the team: Soccer coaches' identity leadership predicts players' effort, turnover intentions, and performance. *Psychology of Sport and Exercise*, 55(July).
<https://doi.org/10.1016/j.psychsport.2021.101947>
- Li, L., Zhu, B., Che, X., Sun, H., & Tan, M. (2021). Examining effect of green transformational leadership and environmental regulation through emission reduction policy on energy-intensive industry's employee turnover intention in China. *Sustainability (Switzerland)*, 13(12).
<https://doi.org/10.3390/su13126530>
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493–522.
<https://doi.org/10.1037/0033-2909.86.3.493>
- Moon, K. K., Lim, J., & Kim, J. S. (2024). Examining the Effect of Organizational

- Justice on Turnover Intention and the Moderating Role of Generational Differences: Evidence from Korean Public Employees. *Sustainability (Switzerland)*, 16(6). <https://doi.org/10.3390/su16062454>
- Mulang, H. (2022). Analysis of The Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention. *Golden Ratio of Human Resource Management*, 2(2), 86–97. <https://doi.org/10.52970/grhrm.v2i2.169>
- Ni Putu Angelyani Sugiantari Putri, I Wayan Wirga, & Ayu Mirah Kencanawati. (2025). The Effect of Workload and Compensation on Turnover Intention Through Job Satisfaction As a Mediating Variable at PT Aerofood ACS Denpasar. *Digital Innovation : International Journal of Management*, 2(4), 11–26. <https://doi.org/10.61132/digitalinnovati.on.v2i4.510>
- Nicholson, N., & Payne, R. (1987). Absence from Work: Explanations and Attributions. *Applied Psychology*, 36(2), 121–132. <https://doi.org/10.1111/j.1464-0597.1987.tb00379.x>
- Niehoff, B. P., & Moorman, R. H. (1993). Justice As a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36(3), 527–556. <https://doi.org/10.2307/256591>
- Nugraha, Y. A. (2022). The Effect of Person-Job Fit on Turnover Intention: Mediated by Job Satisfaction. *IJHCM (International Journal of Human Capital Management)*, 5(2), 140–148. <https://doi.org/10.21009/ijhcm.05.02.13>
- Oenning, N. S. X., Carvalho, F. M., & Lima, V. M. C. (2014). Risk factors for absenteeism due to sick leave in the petroleum industry. *Revista de Saude Publica*, 48(1), 103–112. <https://doi.org/10.1590/S0034-8910.2014048004609>
- Rahmansyah, I., Aji, B., & Arum, K. K. (2025). Factors influencing nurse turnover intention at private Hospitals in Purwokerto in 2024. *Science Midwifery*, 13(2), 1–8.
- Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees. *ISRA International Journal of Islamic Finance*, 14(2), 141–156. <https://doi.org/10.1108/IJIF-01-2021-0008>
- Smokrović, E., Kizivat, T., Bajan, A., Šolić, K., Gvozdanović, Z., Farčić, N., & Žvanut, B. (2022). A Conceptual Model of Nurses' Turnover Intention. *International Journal of Environmental Research and Public Health*, 19(13). <https://doi.org/10.3390/ijerph19138205>
- Wang, Y., Jiang, N., Zhang, H., & Liu, Z. (2021). Organizational justice, burnout, and turnover intention of social workers in China. *Journal of Social Work*, 21(3), 456–475. <https://doi.org/10.1177/1468017320911347>
- Xia, D., Sun, J., Zhang, C., & Zhang, Y. (2022). The relationship between organizational commitment and turnover intention among temporary employees in the local government: Mediating role of perceived insider status and moderating role of gender. *Frontiers in Psychology*, 13(December), 1–10. <https://doi.org/10.3389/fpsyg.2022.1024139>
- Yuni Ratnawati, F. B. S. (2024). Quality Of Work Life And Turnover Intention In Nurses: The Mediating Role Of Organizational Commitment. *International Journal of Economics, Business and Accounting Research (IJE BAR)*, 29(2), 1–24. <https://doi.org/10.37202/kmmr.2024.29>

.2.1

Zhou, H., & Ma, J. (2022). Organizational Justice and Teachers' Turnover Intention in Primary and Secondary Schools: The Importance of Sustainable Salary Management. *Sustainability (Switzerland)*, *14*(20). <https://doi.org/10.3390/su142013314>

Zhou, L., Tetgoum Kachie, A. D., Xu, X., Quansah, P. E., Epalle, T. M., Ampon-Wireko, S., & Nkrumah, E. N. K. (2022). COVID-19: The effects of perceived organizational justice, job engagement, and perceived job alternatives on turnover intention among frontline nurses. *Frontiers in Psychology*, *13*(September), 1–18. <https://doi.org/10.3389/fpsyg.2022.920>

274

Živković, A., Fosić, I., & Pap-Vorkapić, A. (2023). Perceived alternative job opportunities and turnover intention as preliminary steps in employee withdrawal. *Strategic Management*, *28*(3), 4–17. <https://doi.org/10.5937/straman2300042z>

Živković, A., Pap Vorkapić, A., & Franjković, J. (2024). Charting a Path to Sustainable Workforce: Exploring Influential Factors behind Employee Turnover Intentions in the Energy Industry. *Sustainability (Switzerland)*, *16*(19). <https://doi.org/10.3390/su16198511>