



# Influence of High-Performance Work Practices and Public Service Motivation toward Turnover Intention

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## ABSTRACT

The purpose of this research is to investigate and analyze the influence of performance appraisal, compensation, employment security, public service motivation on nurse's organizational commitment and its impact toward turnover intention. The research model is modified from the previous study and empirically tested on nurses in Xyz hospital in Tangerang during Covid-19 pandemic. Data are collected from hospital nurses on April 2021 and 107 eligible respondents collected through a questionnaire distributed online with simple random sampling technique as sampling technique, then analyzes the data collected using PLS-SEM. The result showed that performance appraisal, employment security, and public service has a significant negative impact towards turnover intention, but compensation doesn't significantly negatively impact toward turnover intention and all independent variable show significant positive impact toward organizational commitment. The strongest significant negative impact comes from performance appraisal toward turnover intention mediated by organizational commitment. This research confirms some theories on human resource management specifically the impact of employment security and public service motivation towards turnover intention. Moderate predictive accuracy with large predictive relevance was obtained to turnover intention so that it can be developed in further research, there are also managerial implications and recommendations for the further researcher.

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## 1. Introduction

2020 is most of the difficult year for every business sector all over the world since WHO announce COVID-19 as a pandemic case. Economically every sector is affected by the pandemic, but the health sector is one of the most sectors that hardly hit by pandemic [1], numbers of people being infected by Covid-19 rising every week, the total death toll caused by Covid-19 world widely per march 2021 reached 2,5 million cases and total cases reached 116 million cases [2]. Health workers especially doctors and nurses being the riskiest being infected because of direct contact with Covid-19 patients and actively provide healthcare services, despite being in the middle of pandemic hospitals also compete to provide exquisite services, having a competitive advantage helps the hospital to win the patient heart and leading the market [3]. Hospital growth in Indonesia is not spread evenly in every area whereas most hospitals are being built in urban areas especially in java this shows intense competition between hospitals [4], but the growth rate of health workers is not keeping pace with the growth of hospitals nurse being one of them coupled with the current pandemic situation where nurse to patient ratio not in accordance with the workload and feared being infected while doing their job

makes nurses leave their position [5]. Hospitals that can't retain their nurses will face problems in their services being a shortage of nurses can affect patient safety and in the end, will affect the patient's view of the hospital finding another hospital that can provide better service. Recent research done by Labrague and Santos (2020) in Philippines shows, frontline nurses had a low job satisfaction and high turnover intention confirmed by Said and El-Shafei (2020) high nurses turnover intention caused by being overworked and feared being infected [6].

To address the issue hospitals need to adapt to the current situation especially with in needs of nurses to provide excellent service. Hospitals cannot only depend to the human resource practice, one of empiric research done in china try to incorporate public service motivation that usually uses to measure service motivation in public organization in private sector [7]. Show that every worker has an humanity side in themselves towards their workplace especially workers that work that deliver service as their main business such as school, or hospitals. The research model is modified from Nasurdin et al. 2018 [8] and Gan et al. 2020 [7] empirically tested on nurses that directly service Covid-19 patients in XYZ hospital during Covid—19 pandemic. Investigating and analyze the influence of performance appraisal, compensation, employment security, public service motivation on nurse's organizational commitment and its impact toward turnover intention. A preliminary survey done in April 2021 randomly picks 15 nurses from XYZ hospitals. The survey shows that even nurses had a high satisfaction and high commitment to the hospital but had a low desire to stay in their workplace. This shows a gap that if turnover intention is lowered then the practical gap can be resolved.

**2. Method**

This research adopts cross-sectional, quantitative research with hypothesis test empirically tested on nurses with 107 respondents using simple random sampling technique with all nurses that work in Xyz hospital in Tangerang and directly giving healthcare service to Covid-19 patient on 2021. Questionnaires are used to collect primary data that is distributed online through helps hospital management team for 3 days period on April 2021, 5-point Likert scale as response format with 1 as strongly disagree to 5 as strongly agree [21]. According to Hair et al., 2019 [22] Partial Least Square – Structural equation modeling (PLS-SEM) is chosen in this research. Interpretation of the PLS model will have two stages: the outer model or measurement model and inner model or structural model, in measurement model, will assessing reliability and validity of each variable and indicators, indicator reliability through outer loading, construct reliability through Cronbach's alpha and composite reliability, convergent validity through Average Variance Extracted (AVE) and discriminant validity through heterotrait-monotrait ratio. On structural model assessing the quality of the model through variance inflation factor (VIF), R2, Q2 and continue with hypothesis test using T-statistic and standardized coefficient. Specific indirect used to analyze the ability of the mediator to mediate research model and lastly importance-performance map analysis (IPMA) is done to give what aspects need to improve and what to maintained [22].

**3. Results and Discussion**

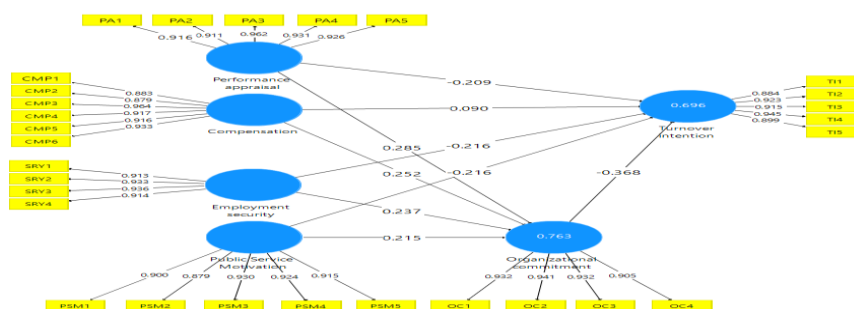


Figure 1. Outer Model

Out of the total 29 indicators outer loading value showed a range between 0.844 to 0.964, according to Hair et al., 2019 [22] outer loading value beyond 0,708 is said to be eligible for its indicator to measure the construct and all 29 indicators are said reliable. To measure construct reliability Cronbach's alpha as lower bound needs to be beyond 0.7 and composite reliability as upper bound expected between 0.7 to 0.95 suggesting significant homogeneity, from two values to measure construct reliability found to be adequate and said to be reliable. The average variance extracted (AVE) was computed to gauge convergence validity, with all AVE values ranging from 0.820 to 0.864 exceeds the value requirement based on Hair et al., 2019 [22] above 0.5 and to be said all constructs in this research model are valid.

**Table 1.**

Indicator	Measurement Model		
	AVE	Cronbach's Alpha	Composite Reliability
Performance Appraisal	0.839	0.961	0.969
Compensation	0.860	0.946	0.961
Employment Security	0.864	0.960	0.969
Public Service Motivation	0.828	0.948	0.960
Organizational Commitment	0.854	0.934	0.959
Turnover Intention	0.834	0.950	0.962

Heterotrait-monotrait (HTMT) ratio was used to assess the discriminant validity of the research model finding correlations between constructs. Table 2 indicates all values did not exceed 0.9 as suggested by Hair et al., 2019 [22], it can be inferred that indicators on these variables are the most appropriate and specific to measure the construct. Test result from measurement model in table 1 and 2 showed that all values are range between the suggested values according to Hair et al., 2019 [22] in sum measurement model from this research are reliable and valid. The structural model will be assessing the quality and testing hypothesis of the research model, starts with assessing collinearity issue to avoid bias in estimating path coefficient, variance inflation factor (VIF) was computed based on predictor variables such as performance appraisal, compensation, employment security, and public service motivation on organizational commitment and proceeded to estimated on turnover intention. From table 3, collinearity is not an issue for this research since all VIF's were below the tolerance value set by Hair et al., 2019 [22] below 5.

**Table 2.**

Heterotrait - Monotrait ratio

Variable	Compensation	Employment security	Organizational commitment	Performance appraisal	Public Service Motivation	Turnover Intention
<b>Compensation</b>						
<b>Employment Security</b>	<b>0.720</b>					
<b>Organizational Commitment</b>	<b>0.819</b>	<b>0.785</b>				
<b>Performance Appraisal</b>	<b>0.767</b>	<b>0.694</b>	<b>0.825</b>			
<b>Public Service Motivation</b>	<b>0.772</b>	<b>0.708</b>	<b>0.809</b>	<b>0.771</b>		
<b>Turnover Intention</b>	<b>0.686</b>	<b>0.748</b>	<b>0.830</b>	<b>0.767</b>	<b>0.766</b>	

R2 value had two meaning, first R2 had an explanatory power to explain its dependent variable in this research organizational commitment had an R2 value of 0.763 suggesting that 76.3% of the variance in organizational commitment can be explained by variables in this research model, turnover intention R2 value 0.696 suggesting that 69.6% of the variance in turnover intention can be explained by variables in this research model. The second R2 value had a predictive accuracy substantial or strong for organizational commitment and moderate to strong predictive accuracy for turnover intention according to Hair et al., 2019 [22] reference value. Table 4 showed predictive relevance by using q-squared to know how big the model can predict the research

output if the parameter had been changed, this model had big predictive relevance with value beyond reference value above 0.5. This research model (table 5) has a relatively small effect size to its construct providing meaningful effects with a mean effect value range between 0.02 – 0.15 according to Hair et al 2019 [22].

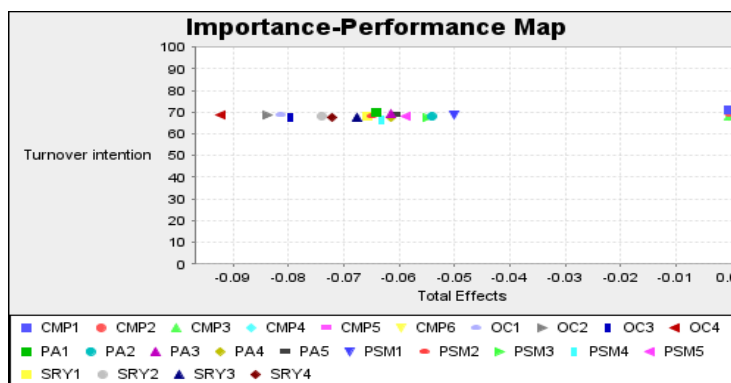
**Table 3**  
Variance Inflation Factor

Variabel	Compensation	Employment security	Organizational commitment	Performance appraisal	Public Service Motivation	Turnover intention
Compensation			2.913			3.181
Employment security			2.219			2.456
Organizational commitment						4.219
Performance appraisal			2.791			3.134
Public Service Motivation			2.839			3.033
Turnover intention						

**Table 4**  
Quality testing

Variabel	R Square	Q Square	Q Square Predict
Organizational commitment	0.763	0.639	0.740
Turnover intention	0.696	0.567	0.634

Hypothesis testing using bootstrapping menu showed all independent variables projected to organizational commitment were positively and significantly related thus, H2, H4, H6, and H7 were supported, but surprisingly compensation has no relationship with turnover intention therefore H3 was not supported and other independent variables such as performance appraisal, employment security, public service motivation, and organizational commitment were found to be significantly negatively related to turnover intention. Indirect effects on table 6 found that organizational commitment was found to be a significant mediator in the relationships between all independent variables and turnover intention. Important-Performance Map Analysis (IPMA) was done to (table 8) to provide which indicators that already perform well and which of them need special attention to provide more benefit to the hospital. Performance appraisal was the most important construct, to begin with, and hospitals need to pay attention to their nurse safety by providing adequate and standards personal protective equipment in this kind of situation (OC4).



**Figure 3.** IPMA Indicators

**Table 5**  
F - Square

Path	<i>f-square</i>	<i>T-statistics</i>
CMP > OC	0.092	2.740
CMP > TI	0.008	0.850
OC > TI	0.106	3.187
PA > OC	0.123	3.367
PA > TI	0.046	1.725
PSM > OC	0.069	2.491
PSM > TI	0.050	2.014
SRY > OC	0.107	2.970
SRY > TI	0.062	2.561

This study examined the effect of performance appraisal, compensation, employment security, and public service motivation on nurse's turnover intention in a private hospital that specifically treats covid-19 patients in Indonesia. Results shown compensation didn't have a significant effect on nurse's intention to stay in their workplace, these findings rather deviated from most of the previous research and were not in line with most theory especially Maslow's Hierarchy of needs which is providing a better living is the basic motivation for human, and most of the basic need such as food, clothes, shelter, and health requires money, and compensation is one of the motivational reason for the employee to stay in their workplace (23; 13). Although results show incompatibility with previous study and theory, Nasurdin 2018 [8] also show no relationship between compensation and turnover intention. Respondents profiles may be responsible for these findings with 88% of them considered young nurses and 57% of respondents never work in other hospitals, this type of nurse might not be married yet and have no needs like their seniors' nurse who is already married and with young age, they still had a high spirit of exploration and trying to find as much experience as possible. This can be seen from the results that the most important aspect of HPWPS is employment security and indirectly performance appraisal through organizational commitment had a significant effect on lowered nurse turnover intention. This study confirms most of the research previously done by other researchers, however, with the discovery that compensation may not affect nurse's intention to leave the organization, hospitals management need to adapt their approach especially in young nurses in order to retain them.

**Table 6.**  
Hypothesis testing

Hypothesis	Standardized Coefficient	T-statistic	Result
H1	-0.209	1.725	Hypothesis Supported
H2	0.285	3.367	Hypothesis Supported
H3	0.090	0.850	Hypothesis Un - supported
H4	0.252	2.740	Hypothesis Supported
H5	-0.216	2.561	Hypothesis Supported
H6	0.237	2.970	Hypothesis Supported
H7	0.215	2.491	Hypothesis Supported
H8	-0.216	2.014	Hypothesis Supported
H9	-0.368	3.187	Hypothesis Supported

#### 4. Conclusion

This study revealed that compensation doesn't have a significant effect towards nurse turnover intention, especially new young nurses that had little experience in the hospital. Specifically, the findings suggest hospitals should pay attention to improve intrapersonal relationships between nurse supervisors and its subordinate to give a good perception to their hospital and boost their commitment in their workplace. In addition, the organizational commitment was found to be critical in reducing turnover intention. Out of 4 independent variables, employment security and public service motivation were found to be significant in influencing nurse's turnover intention. These results imply that private hospitals should actively apply human resource management practice especially performance appraisal and employment security, but hospitals also need to pay attention to nurse's motivation to serve the community besides skills and working experience during recruitment, to have a committed nurse with low turnover intention. In sum Implementing human resource management practice will contribute to patient's safety and satisfaction through continuity of nursing care and the hospital will be able to provide a high-quality healthcare service.

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