

The Influence Of Employee Engagement, Quality Of Work Life And Organizational Commitment On Turnover Intention Of Nurses From Grestelina Makassar Hospital In 2022

Lawyer Christianto Paembonan¹, Andi Zulkifli¹, Fridawaty Rivai², Noer Bahry Noor¹, Syahrir A Pasinringi², Yahya Thamrin³

¹Hospital Administration Study Program, Faculty of Public Health, Hasanuddin University, Indonesia

²Department of Epidemiology, Faculty of Public Health, Hasanuddin University, Indonesia

³Department of Occupational Health and Safety, Faculty of Public Health, Hasanuddin University, Indonesia

Email: lawyercpaembonan@gmail.com

Abstract

One of the HR problems that are often faced in an organization is related to employee turnover. Turnover can also be interpreted as the number of employees who leave divided by employees who leave and enter in one year multiplied by one hundred percent. Turnover is divided into two types, voluntary turnover, namely employee leaving due to the will of the individual himself, while involuntary turnover is employee leaving due to organizational factors or resignation due to urgent matters. The occurrence of turnover begins with turnover intention, namely the desire of employees to leave work. Turnover leads to the final reality faced by the organization in the form of employees leaving the organization, while turnover intention leads to the results of individual evaluations. Turnover intention is the tendency or desire of employees to stop working or move out of the organization where they currently work. This study aims to analyze the effect of quality of work life, employee engagement and organizational commitment on the turnover intention of nurses at Grestelina Hospital Makassar. This type of research is a quantitative study using an observational study with a cross sectional study design. The sample in this study was 188 nurses at Grestelina Hospital Makassar. The results showed that employee engagement, quality of work life and organizational commitment had a significant effect on the turnover intention of nurses at Grestelina Hospital Makassar.

Keywords: Employee Engagement, Quality of Work Life and Organizational, Commitment and Turnover Intention

Introduction

Turnover intention is the tendency or desire of employees to stop working or move out of the organization where they currently work. The high turnover intention also illustrates a decrease in work motivation and employee productivity [1]. Turnover intention is the degree of attitude tendency of employees to look for a new job elsewhere or there is a plan to leave the company within a predetermined period. A high turnover rate will have a negative impact on the organization, including the loss of quality human resources, an increase in human resource costs in the form of training costs that have been invested in employees who leave to recruitment and retraining costs and the loss of work culture values in the company. One way to suppress the high turnover intention of the workforce is to increase

the positive attachment of individual employees to the organization and organizational values which is called Employee Engagement [2].

Employee engagement is an important idea that has attracted attention and has been widely discussed by practitioners in the field of human resource management and consulting firms [3]. Employee engagement has been described as a positive and satisfying psychological state of people in relation to their work that makes them feel fully engaged [4]. Although so far it has not been thoroughly studied, this is one of the important dimensions to be analyzed in relation to nurses' turnover intention. Work involvement is usually positively related to mental and physical health, job performance [5] and negative to withdrawal behavior, such as absenteeism and turnover [6].

In addition to employee engagement, the implementation of Quality of Work Life also affects employee turnover. The high level of performance can be increased through increasing the quality and quantity of work. Efforts are made to improve performance and improve the quality of output, one of which is through participation and involvement of employees in the decision-making process and to meet the needs of employees by implementing Quality of Work Life [7]. In addition to Employee Engagement and Quality of Work Life, another factor that can affect Turnover Intention is organizational commitment. Organizational commitment is one of the scientific concepts in human resource management. There have been many studies showing that organizational commitment affects employee attitudes and behavior towards the organization, such as turnover intention, job satisfaction, job involvement, work experience and organizational behavior [8]. Organizational commitment is the most important factor that affects the low turnover intention of employees in hospitals [9]. Organizational commitment affects employee attitudes and behavior towards the organization, such as the desire to move (turnover intention).

Based on a preliminary study conducted at Grestelina Hospital in Makassar, it was found that the number of nurse turnover fluctuated every year in 2019-2021, and based on data, the turnover problem at Grestelina Hospital was a problem that the organization had to solve, namely 10% [10]. Based on the problem data above, the turnover of Grestelina Hospital Makassar has fluctuated in the last three years. The increase in turnover is due to several factors, namely Quality Of Work Life, Employee Engagement, organizational commitment, work fatigue, work shifts, work stress, workload, work motivation and work environment. Therefore, organizations must pay attention to the needs of nurses, so that they can

improve their quality in providing services. The factors that have the most influence are Quality of Work Life, Employee Engagement and Organizational Commitment in reducing the Turnover Intention of nurses.

Methods

Research Location and Design

This research was conducted at Grestelina Hospital Makassar. The type of research used is analytic observational with a cross sectional design.

Population and Sample

The population is all nurses with employee status who perform services and work at Grestelina Hospital Makassar using a total sampling of 188 people.

Method of Collecting Data

The instrument used in data collection is a questionnaire that has been tested for validity and reliability, the independent variable is employee engagement, quality of work life and organizational commitment, while the dependent variable is turnover intention.

Data Analysis

Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of respondent characteristics, descriptive analysis of research variables and crosstabulation analysis between dependent and independent variables. Bivariate analysis was carried out to see the relationship between two variables, namely between the independent variable and the dependent variable. The statistical test used was the Chi Square test. Multivariate analysis is multiple logistic regression with enters method.

Results and Discussion

Table 1. Distribution of Respondents Based on the Characteristics of Nurse Respondents at Grestelina Hospital Makassar in 2022

Characteristic	Research Samples	
	N	%
Age		
20-35 Years	121	64.4
36-45 Years	54	28.7
>45 Years	13	6.9
Sum	188	100.0
Gender		
Man	44	23.4
Woman	144	76.6
Sum	188	100.0

Length Of Work		
<3 Years	10	5.3
3-5 Years	53	28.2
6-8 Years	24	12.8
>8 Years	101	53.7
Sum	188	100.0
Recent Education		
Diploma	64	34.0
Bachelor	28	14.9
Nurse	87	46.3
Master	9	4.8
Sum	188	100.0
Employment Status		
Remain	131	69.7
Contract	45	23.9
Honorary	12	6.4
Sum	188	100.0

Source: Primary Data, 2022

Table 1 shows the frequency distribution based on the characteristics of the sample in the research location, showing that most of the respondents are at the age level of 20-35 years, as many as 121 respondents (64.4%). In terms of gender, most of the respondents were female, as many as 144 respondents (76.6%). Based on the length of work,

most of the respondents worked for > 8 years, namely as many as 101 respondents (53.7%). Judging from the latest education, most of the respondents were educated nurses, as many as 87 respondents (46.3%). And judging from the employment status, most of them are permanent employees as many as 131 respondents (69.7%).

Table 2. Variable Frequency Distribution of Nurse Research at Grestelina Hospital Makassar in 2022

Variable	Research Samples	
	N	%
Employee Engagement		
Good	91	48.4
Bad	97	51.6
Sum	188	100.0
Quality of Work Life		
Good	86	45.7
Bad	102	54.3
Sum	188	100.0
Organizational Commitment		
Good	85	45.2
Bad	103	54.8
Sum	188	100.0
Turnover Intention		
Good	80	42.6
Bad	108	57.4
Sum	188	100.0

Source: Primary Data, 2022.

Table 2 shows that most respondents stated that they were in the category of Good Employee At 48.4% and Bad at 51.6%, Quality of work life in the good category at 45.7% and bad at 54.3%,

Organizational Commitment in the good category at 45.2% and bad at 54.8% and Turnover Intention in the good category at 42.6% and bad at 57.4%.

Table 3. The Relationship between Employee Engagement and Turnover Intention of Nurses at Grestelina Makassar Hospital in 2022

Employee engagement	Turnover Intention				Total		p
	Good		Bad				
	n	%	n	%	n	%	0.001
Good	51	56.0	40	44.0	91	100.0	
Bad	29	29.9	68	70.1	97	100.0	
Total	80	42.6	108	57.4	188	100.0	

Source: Primary Data, 2022.

Table 4. The Relationship between Quality of work life and Turnover Intention of Nurses at Grestelina Makassar Hospital in 2022

Quality of work life	Turnover intention				Total		p
	Good		Bad				
	n	%	n	%	n	%	0.001
Good	68	79.1	18	20.9	86	100.0	
Bad	12	11.8	90	88.2	102	100.0	
Total	80	42.6	108	57.4	188	100.0	

Source: Primary Data, 2022.

Table 5. The Relationship between Organizational Commitment to Turnover Intention of Nurses at Grestelina Makassar Hospital in 2022

Organizational Commitment	Turnover Intention				Total		p
	Good		Bad				
	n	%	n	%	n	%	0.001
Good	61	71.8	24	28.2	85	100.0	
Bad	19	18.4	84	81.6	103	100.0	
Total	80	42.6	108	57.4	188	100.0	

Source: Primary Data, 2022.

Table 3 shows the relationship of independent variables and dependent variables. Based on the results of the analysis, it can be seen the relationship between the variables of employee engagement, quality of work life and organizational commitment and turnover intention of nurses from Grestelina Makassar Hospital in 2022. The results of bivariate analysis with

Pearson correlation test showed that there was a relationship between the employee engagement dimension to the turnover intention with a p value = 0.001, the quality of work life dimension to the turnover intention with a p value = 0.001 and the dimension of organizational commitment to turnover intention with a value of p= 0.001.

Table 6. The effect of employee engagement on turnover intention, the effect of quality of work life on turnover intention, the influence of organizational commitment on turnover intention Nurses at Grestelina Makassar Hospital in 2022

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.119	.114		1.044	.298
	Employee Engagement	.125	.053	.126	2.371	.019
	Quality of Work Life	.494	.059	.498	8.437	.001
	Organizational Commitment	.325	.056	.328	5.826	.001

Source: Primary Data, 2022.

Table 4 shows the statistical test used is logistic regression by the enter method. The effect of the Employee Engagement dimension on Turnover Intention is $0.019 < 0.05$ with a sig value of 12.6%, for the influence of the Quality of Work Life dimension on Turnover Intention is $0.001 < 0.05$ with a sig value of 49.8% and the influence of the Organizational Commitment dimension on Turnover Intention is $0.001 > 0.05$ with a sig value of 32.8%. It can be concluded that the most influential variable is the Quality of Work Life variable of $0.001 < 0.05$ with a sig value of 49.8%.

Research hypothesis 1 (H1) stated that employee engagement based on the dimensions of vigor on nurses' turnover intention at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that employee engagement on nurses' turnover intention at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so in this case the alternative hypothesis (H1) is accepted, meaning that the first hypothesis "There is an effect of employee engagement based on the vigor dimension on nurses' turnover intention. at Grestelina Hospital Makassar".

Research hypothesis 2 (H2) states employee engagement based on the dimensions of dedication to nurses' turnover intention at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that employee engagement on nurses' turnover intention at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so in this case the alternative hypothesis (H2) is accepted, meaning that the second hypothesis "There is an effect of employee engagement based on the dedication dimension on nurses' turnover intention. at Grestelina Hospital Makassar".

Research hypothesis 3 (H3) states employee engagement based on the absorption dimension on nurses' turnover intention at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the absorption dimension of employee engagement on the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so in this case the alternative hypothesis (H3) is accepted, meaning the third hypothesis "There is an effect of employee engagement based on the dedication dimension on turnover. intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 4 (H4) stated that the quality of work life based on the dimensions of work life on the turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical

analysis conducted, it is known that the quality of work life dimension of work life on the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so that in this case the alternative hypothesis (H4) is accepted, meaning the fourth hypothesis "There is an influence on the quality of work life. based on the dimensions of work life on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 5 (H5) stated that the quality of work life based on the work world dimension on the turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the quality of work life in the work world dimension on the turnover intention of nurses at Grestelina Hospital Makassar is shown by a significance value of 0.001, so that in this case the alternative hypothesis (H5) is accepted, meaning the fifth hypothesis "There is an influence on the quality of work life. based on the work world dimension on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 6 (H6) stated that the quality of work life based on work design dimensions on nurses' turnover intention at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the quality of work life dimension of work design on the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so that in this case the alternative hypothesis (H6) is accepted, meaning the sixth hypothesis "There is an influence on the quality of work life. based on work design dimensions on nurses' turnover intention at Grestelina Hospital Makassar".

Research hypothesis 7 (H7) stated that the quality of work life based on the dimensions of the work context on the turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the quality of work life in the work context dimension on the turnover intention of nurses at Grestelina Hospital Makassar is shown by a significance value of 0.001, so that in this case the alternative hypothesis (H7) is accepted, meaning the seventh hypothesis "There is an influence on the quality of work life. based on the dimensions of work context on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 8 (H8) stated the quality of organizational commitment based on the dimensions of affective commitment to the

turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the organizational commitment of the affective commitment dimension on the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so that in this case the alternative hypothesis (H8) is accepted, meaning the eighth hypothesis "There is an influence of organizational commitment based on the dimension of affective commitment. on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 9 (H9) states the quality of organizational commitment based on the dimensions of continuance commitment to the turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the organizational commitment of the continuance commitment dimension to the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so that in this case the alternative hypothesis (H9) is accepted, meaning the ninth hypothesis "There is an influence of organizational commitment based on the continuance commitment dimension. on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 10 (H10) stated that the quality of organizational commitment based on the dimensions of normative commitment to the turnover intention of nurses at Grestelina Hospital Makassar. Based on the statistical analysis conducted, it is known that the organizational commitment of the normative commitment dimension on the turnover intention of nurses at Grestelina Hospital Makassar is indicated by a significance value of 0.001, so that in this case the alternative hypothesis (H10) is accepted, meaning the tenth hypothesis "There is an influence of organizational commitment based on the normative commitment dimension. on the turnover intention of nurses at Grestelina Hospital Makassar".

Research hypothesis 11 (H11) states that it is known that the significance value for the influence of the Vigor variable on Turnover Intention is $0.113 < 0.05$ with a value of -9.5%, so it can be concluded that the Vigor variable on Turnover Intention has no significant effect, for the influence of the Dedication variable on Turnover Intention is $0.045 < 0.05$ with a value of 17.7%, so it can be concluded that the Dedication variable on Turnover Intention has a significant effect, for the influence of Absorption variable on Turnover

Intention is $0.719 < 0.05$ with a value of 2.7%, so it can be concluded that Absorption variable on Turnover Intention does not have a significant effect, it can be concluded that the most influential variable is the Dedication variable. The results of the study that are in line with this research, namely the research conducted by Edwards-Dandridge et al., (2020) the results of the study show that the dedication variable has the highest and most significant influence on turnover intention.

The effect of the Work Life variable on Turnover Intention is $0.001 < 0.05$ with a value of 41.3%, so it can be concluded that the Work Life variable on Turnover Intention has a significant effect, for the effect of the Work World variable on Turnover Intention is $0.348 < 0.05$ with a value of 9, 5%, so it can be concluded that the Work Life variable on Turnover Intention does not have a significant effect, for the effect of the Work Context variable on Turnover Intention is $0.430 < 0.05$ with a value of 6.8%, so it can be concluded that the Work Context variable on Turnover Intention has no effect significantly, for the effect of the Work Design variable on Turnover Intention is $0.085 < 0.05$ with a value of 9.7%, so it can be concluded that the Work Design variable on Turnover Intention does not have a significant effect, it can be concluded that the most influential variable is the Work Life dimension. The results of the study which are in line with this research, namely the research conducted by Wardana et al., (2020) shows that the work life variable has a significant effect on the level of turnover intention.

The effect of the Affective variable on Turnover Intention is $0.017 < 0.05$ with a value of 18.9%, so it can be concluded that the Affective variable on Turnover Intention has a significant effect, for the effect of the Continuance variable on Turnover Intention is $0.594 < 0.05$ with a value of 3.4%, So it can be concluded that the Continuance variable on Turnover Intention does not have a significant effect and for the influence of the Normative variable on Turnover Intention is $0.430 < 0.05$ with a value of 6.2%, so it can be concluded that the Normative variable on Turnover Intention has no significant effect, it can be concluded that the variable the most influential is the Affective variable. The results of this study are in line with this research, namely the research conducted by [11]. The results of this study indicate that the Affective dimension has a significant effect on the increase in turnover intention.

The influence of the Employee Engagement dimension on Turnover Intention is $0.019 < 0.05$ with a value of 12.6%, so it can be concluded that the Employee Engagement dimension on Turnover

Intention has a significant effect, for the influence of the Quality of Work Life dimension on Turnover Intention is $0.001 < 0.05$ with a value 49.8%, so it can be concluded that the dimension of Quality of Work Life on Turnover Intention has a significant effect and for the influence of the dimensions of Organizational Commitment on Turnover Intention is $0.001 > 0.05$ with a value of 32.8% it can be concluded that Organizational Commitment to Turnover Intention have a significant effect, it can be concluded that the most influential dimension is the dimension of Quality Of Work Life. There is a significant influence between the dimensions of Employee Engagement, Quality of Work Life and Organizational Commitment on turnover intention. So in this case the alternative hypothesis (H11) is accepted, meaning that the eleventh hypothesis "There is an influence of employee engagement, quality of work life and organizational commitment on the turnover intention of nurses at Grestelina Hospital Makassar".

Conclusion

The results of the study show that employee engagement, quality of work life and organizational commitment have a significant effect on the turnover intention of nurses at Grestelina Hospital Makassar. The dimensions of Employee Engagement, Quality of Work Life and Organizational Commitment based on the dimensions that have the most influence on Nurse Turnover Intention are the Quality of Work Life variable. This influence shows that Quality of Work Life is a management perspective on people, workers and organizations. The main elements in this philosophy are: management's concern about the impact of work on people, organizational effectiveness and the importance of employees in making decisions, especially concerning their work, career, income and destiny at work. The impact of a poor quality of work life is the occurrence of turnover intention. It is hoped that the results of this study can be used as a reference that contributes, especially in hospital HRM. for hospital management. Hospital management should continue to pay attention to Employee Engagement, which is to increase the morale of nurses by knowing what the needs of their employees are, so that employees can work according to the expectations of the organization, for example giving motivation when they cannot complete work by providing work directions by holding trainings or seminars. related to nursing care and making rules with a smaller error rate in producing work reports giving punishment in the

form of low work records in work reference letters to employees, especially experts who are unable to complete work according to the criteria and the number of targets that have been set by doing this can reduce HR's intention to perform turnover. Improving the quality of work life by implementing a positive work environment climate so as to create a safe working atmosphere, developing career path plans for nurses, as well as internalizing good work culture values to maintain a sense of pride in the institution so that HR does not think about making a turnover. Hospital management needs to make improvements to the commitment of nurses in terms of working at Grestelina Hospital, Makassar. Hospital management needs to strengthen the commitment of nurses in terms of working at Grestelina Hospital, Makassar. Such strengthening efforts can be done through creating a conducive atmosphere in the work environment, fostering an attitude of awareness and emotional interest with rewards and punishments. Commitment to the institution where they work greatly determines the quality of work produced by nurses and nurses who are committed to difficult jobs to do Turnover.

References

- [1] Anggara, P., Suryawati, C., & Agushyana, F. (2020). Keinginan Pindah Kerja (Turnover Intention) pada Tenaga Kesehatan di Rumah Sakit Umum SM Banyumas Propinsi Jawa Tengah. *Jurnal Manajemen Kesehatan Indonesia*, 8(3), 153–160. <https://doi.org/10.14710/jmki.8.3.2020.153-160>.
- [2] Indrawan, D. (2020). Path Analysis (Analisis Jalur): Pengaruh Quality Work Life Terhadap Employee Engagement Dan Turnover Intention Perawat Rumah Sakit. 4(2), 52–64.
- [3] Suryaningrum, A. G., & Silvianita, A. (2018). Analisis Faktor-Faktor Employee Engagement Tenaga Keperawatan dan Penunjang Medik di Rumah Sakit Muhammadiyah Bandung. *Sosiohumanitas*, 20(1), 124–137.
- [4] Schaufeli, W. B., Salanova, M., 'A, V. G. 'Alez-R., & Bakker, A. B. (2001). The Measurement Of Engagement And Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Physical Review E - Statistical Physics, Plasmas, Fluids, and Related Interdisciplinary Topics*, 63(2), 5.

- [5] Shimazu, A., & Schaufeli, W. B. (2008). Work engagement: An emerging concept in occupational health psychology. *BioScience Trends*, 2(1), 2.
- [6] Ndambuki, J. (2013). The level of patients' satisfaction and perception on quality of nursing services in the Renal unit, Kenyatta National Hospital Nairobi, Kenya. *Open Journal of Nursing*, 03(02), 186–194.
- [7] Sondang P. Siagian. (2009). *Kiat Meningkatkan Produktivitas Kerja*. PT. Rineka Cipta.
- [8] Santi, M. W. (2018). Analisis Pengaruh Komitmen Organisasional Dan Kesempatan Kerja Terhadap Turnover Intention Di Rumah Sakit Bedah Surabaya. *Gastronomía Ecuatoriana y Turismo Local.*, 1(69), 5–24.
- [9] Uktutias, S. A. M., Masyfufah, L., & Iswati, S. (2021). Pengaruh Komitmen Organisasional terhadap Turnover Intention. *Jurnal Kesehatan Politeknik Negeri Jember*, 9(1), 15–20.
- [10] Gartenstein, D. (2019). Advantages small companies have over large companies.
- [11] Mardiana, L., & Buku, T. K. (2012). *Daun ajaib tumpas penyakit*. Penebar Swadaya Grup.