The Relationship of Employee Engagement, Quality of Work Life and Organizational Commitment with Turnover Intention Nurse from Unand Padang Hospital in 2023

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Abstract: *This research was conducted with the aim of analyzing the relationship between the implementation of employee engagement, quality of work life and organizational commitment to nurses at Unand Hospital in 2023. This research was carried out at Unand Hospital throughout 2024 using a mix methods research method . This method was used. This was carried out with the aim of knowing the frequency distribution of the relationship between employee engagement, quality of work life and organizational commitment to the turnover intention of nurses at Unand Hospital and being able to explain this further through informant interviews. The research results then showed that there was a negative relationship between the employee engagement of nurses at Unand Hospital, the lower the level of turnover intention of nurses at Unand Hospital, the quality of work-life of nurses had a negative and significant effect on the turnover intention of nurses at Unand Hospital and organizational commitment had a negative and significant effect on the turnover intention of nurses at Unand Hospital. significant impact on the turnover intention of nurses at Unand Hospital. So this shows that if the implementation of employee engagement , quality of work life and organizational commitment is increasingly improved, the level of turnover intention that occurs will decrease. This was also expressed by nurses who stated their low level of turnover intention. while working at Unand Hospital due to the comfort of work, harmony with co-workers and greater career and study opportunities at Unand Hospital. So it is hoped that Unand Hospital will maintain the quality and quantity of its human resources by increasing employee engagement, quality of work life and organizational commitment so that it has an impact on the quality of service delivery to the public.*

Keywords: *Employee Engagement, Quality for Work Life, Organizational Commitment, Turnover, Unand Hospital*

INTRODUCTION

Human Resources (HR) have an important role as implementers of the provision of health services to patients. HR management is needed to avoid various detrimental problems such as employee turnover or *turnover* . This *turnover* problem turns out to be a problem that has been experienced by several teaching hospitals in Indonesia. As happened at Hasanuddin University Hospital, Makassar. Research by Yuvilia Angela in 2023 with the research title The Influence of *Employee Engagement* on *Turnover Intention* among Staff at Hasanuddin University Hospital in 2023, stated that staff *turnover* at Hasanuddin University Hospital had a *turnover ratio* of 11.9% (Angela, 2023) . The research results then showed that *the turnover intention level* of the majority of respondents was low and was at 49.6%, the influence of

employee engagement on *engaged* staff was 46 people or 19.3% and the remaining 192 people or 80.7% were declared *not engaged.*

Then employee *turnover* also occurred at Gadjah Mada University Hospital. This was revealed by Dira Mediani through conducting research entitled The Relationship Between Job Satisfaction and *Turnover Intention of* Nurses at Gadjah Mada University Academic Hospital, which showed that the percentage of nurses with turnover was 16.5%, and the remaining 83.5% had no intention. to carry out the *turnover* (Mediani, 2023) . The results of this study indicate that there is a unidirectional relationship between job satisfaction and nurse turnover intention at the Gadjah Mada University Academic Hospital.

A similar case also occurred at the hospital belonging to Andalas University Neegeri College, namely Andalas University Hospital. It is known that based on hospital report data in 2023, Unand Hospital has a total of 559 employees, of which the majority of human resources come from the nursing profession, 135 people or around 21% of the total employees (Andalas, 2023) . The nursing staff at Unand Hospital come from D3, S1 Professional, S2, D3 Nursing and S1 Midwifery levels. With the status coming from a combination of Lecturers at the Faculty of Medicine, Andalas University or Civil Servants (PNS) from other health agencies who were decreed by the Director of Unand Hospital, as well as Non-PNS/Contract workers from Andalas University and Daily Workers.

Researchers found that the reasons why the Unand Hospital nurses made *turnover* could be personal reasons that could not be avoided, with the biggest reasons being that they had become civil servants, family conditions, continuing their studies and so on. As stated by the Head of the Human Resources Section at Unand Hospital, who stated that *the turnover* that occurred throughout 2022 alone was 57 employees (12.5%) for reasons of passing CPNS (37%), then reasons for continuing studies (12%), family matters. (16%), accepted to work elsewhere (4%), health conditions (4%), and other reasons (27%) (Andalas, 2023) . The promotion to civil servant status is the biggest reason employees have to make *turnover* at Unand Hospital, because they must be willing to follow government rules and policies to be placed anywhere, even in remote areas and there is no rejection, in accordance with Law No. 5 of 2014 concerning Apparatus. State Civil. This includes voluntary *turnover* without being able to leave their current workplace, which is also called *unavoidable voluntary turnover* . So like it or not, employees who have become civil servants must be willing to be transferred to their assignments, no longer working at Unand Hospital.

The next biggest reason based on this statement was other unknown reasons at 27%, then family reasons at 16%, continuing studies at 12%, being accepted to work elsewhere at

4% and finally health matters at 4%. The large number of reasons that are not known when nurses make *turnover* is thought to be caused by the workload of nurses which is felt to be very large, so that nurses experience work fatigue and become stressed when working. Because nurses are medical staff assisting doctors who interact more often with patients, it is not surprising that most of the patient's protests and criticisms will be conveyed to the nurses. This causes *work demands and lack of support cause deteriorated emotional and mental health of nurses, the resultant stress and burnoutlead to greater turnover intention,* the large number of work demands accompanied by a lack of support will cause nurses to have emotional problems more easily tired, resulting in the desire to do *turnover* or known as *turnover intention* (Hayes *et al.* , 2012) . If this continues continuously, apart from having an impact on the quality of service, it also has an impact on disrupting the achievement of the goals of the hospital itself (Halimsetiono, 2014).

Unand Hospital itself has 34 nursing staff with daily staff status, 6 of whom are nurse midwives. However, it turns out that some of these nurses have a low level of *turnover intention , and all of them actually come from nursing employees who* have the status of Daily Staff Employees. This phenomenon attracted the attention of researchers because those who had a low *turnover intention rate* came from nurses with Casual Daily Staff status, who could leave the hospital at any time. This is reinforced by the relatively small *turnover rate* for freelance workers, and the number of additional employees joining as part of Unand Hospital is quite high. Researchers concluded that the observation data showed job satisfaction, thereby reducing the *turnover intention level* of nurses working at Unand Hospital in 2023.

To reduce the *turnover intention rate* of nursing staff so that it does not increase and exceeds the reasonable limit for the *turnover rate* , hospital agencies need to make efforts to increase the welfare and resilience of employees in accordance with the concept of conservation of resources (Hobfoll, 1989) by providing a good work-life balance. good so that workers do not have high levels of work stress by maintaining, protecting and obtaining resources to overcome high work pressure through various organizational behavioral actions by paying attention to *being threatened with resource loss, losing resources or failing to gain resources following resource investment .* So *nevertheless it is interesting that some people who are given a little support will continue to remain strong, absorbed and committed to the task that confronts them even when they are faced with coronary and traumatic conditions.*

Indrawan also stated that one of the best solutions in suppressing *turnover intention* is to focus on efforts to increase the positive attachment of individual nurses to the hospital itself, which is called *employee engagement measures* (Lewuici, P. Mustamu, 2016). Increasing

attachment is intended so that nurses have an emotional attachment to the hospital so that they will participate more in every hospital activity with the aim of advancing the agency. The *employee engagement* steps referred to include providing encouragement (*vigor)* to nurses so that they are motivated to work more diligently, have strong concepts and principles of diction while working at the agency (*dediction)* and the implementation of good organizational values and culture to be absorbed (*absorption*). become a principle of professionalism in work. All of these indicators will be able to reduce nurses' *intentions* when deciding to make *a turnover* . In addition to strengthening *employee engagement* , agencies can also improve *the quality of work life* or work environment, so that nurses can experience a work environment that is comfortable, safe and makes them feel at home, so that there is no desire for *turnover* . The higher the quality of work life offered by the agency, the more professional and productive employees will be. This is in accordance with the results of research by Divia Ainun which states that when employees are highly stressed at work, and there is no employee satisfaction at work, the higher the employee's desire to make *turnover.* (Ainun, 2022) or immediately leave their place of work.

Quality of Work Life or quality of work life can then be seen from various performance contexts, such as work life or *work life* which refers to how personal and work life is for employees, then *work design* or work design is a design strategy that looks at what the best work environment is like. for workers or employees so that it will not violate the ethical code or regulations of the agency. The quality of work life then also pays attention to the work *context* that employees have when working, namely how much support the organization has in supporting employees in their performance, finally, namely *the work world* which includes external aspects that influence nurses' work life, such as technological developments, industry trends, and job market conditions.

Apart from *employee engagement* and *quality of work life* as explained above, organizational commitment also influences efforts to suppress *turnover intention* . Luthans explained that organizational commitment is an action demonstrated by sustainable employee loyalty between members of the organization in expressing their concern for the success or destruction of their organization (Biantoro & Sihombing, 2012). Employee organizational commitment can be seen from *affective commitment* or employee commitment in emotional relationships, then *continuance commitment* , namely the employee's ongoing commitment, and *normative commitment* , namely how attached employees are to the place where they work.

Various efforts *for employee engagement, quality of work of life* and organizational commitment have their own influence on suppressing employee *turnover intention* . This is

proven by the results of research by Christianto which tested *employee engagement, quality of work of life* and organizational commitment on *turnover intention* at Grestelina Hospital, Makassar. The results of the research show that *the turnover intention* of nurses at Grestelina Hospital in Makassar has increased due to nurses experiencing work fatigue, work shift loads, work stress, work environment and so on due to low levels of *Quality of Work Life, Employee Engagement* and the company's organizational commitment to the current needs of nurses. works, but this research was carried out using quantitative methods so it cannot explain this phenomenon in more depth (PAEMBONAN, 2022) .

Seeing the phenomenon of employee *turnover problems* as explained above, it has attracted researchers' interest in conducting further research regarding the relationship between *employee engagement* , *quality of work of life* and commitment to Unand Hospital in an effort to reduce *turnover rates. intention* of Unand Hospital employees in 2023, by conducting *mixed methods research* , namely combining qualitative and quantitative methods, through carrying out this research with the title " **The Relationship between *Employee Engagement* , *Quality of Work Life* and Organizational Commitment with *Turnover Intention of* Nurses from Unand Hospital in Padang in 2023** ”.

LITERATURE REVIEW

Table 1. Previous Research Research

No	Researcher Name	Research Title	Conclusion
1	(Labrague *et al.* , 2020)	*Predictors of nurses' turnover intention at one and five years' time*	*Higher turnover intention results at one and five years' time were dependent on nurses' psychological stress, job burnout and job satisfaction. Implications for nursing practice and policy: Organizational measures aimed at reducing stress and burnout and increasing job satisfaction in nurses are critically important to enhance the retention of nurses and ensure continued quality of nursing care.*
2	(Quek *et al.* , 2021)	*Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff*	*By encouraging the practice of distributed leadership at work, health care staff can become more engaged and empowered, leading to higher rates of job retention, job satisfaction and organizational commitment. Higher levels of distributed leadership predicted increased employee engagement and job satisfaction, and lower turnover intentions. Staff also felt more empowered and committed to the organization despite some challenges experienced in implementing the Shared Governance program.*
3	(De Simone, Planta and Cicotto, 2018)	*The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction*	*Results highlight the importance of implementing actions (for example through feedforward methodology and the goal setting technique) to improve self-efficacy, self-regulation skills, work engagement and job satisfaction in order to reduce nurses' turnover intention and increase patient satisfaction with nursing care .*
4	(Kim and Kim, 2021)	A meta-analysis on predictors of turnover intention of hospital nurses in South Korea (2000–2020)	*This review analyzed common predictors identified in previous studies. Burnout (0.541), emotional exhaustion (0.511), job stress (0.390) and career plateau (0.386) showed positive effect sizes, while organizational commitment (−0.540), person−organizational fit (−0.521), career commitment (−0.508) , work engagement (−0.503), job satisfaction (−0.491) and job embeddedness (−0.483) showed negative effect sizes.*
5	(Kaddourah, Abu-Shaheen and Al-Tannir, 2018)	*Quality of nursing work life and turnover intention among nurses of tertiary care hospitals in Riyadh: a cross-sectional survey*	*The QNWL and nurse turnover are challenging issues for healthcare organizations because of their consequences and impact on patient care. Our study provided critical findings of low indication of satisfaction of nurses with their QNWL and a high turnover intention. The results of this study could be used as a nexus for the development of regulations and practical strategies to enhance QNWL and to decrease the turnover*

Source: Researcher's Process, 2024

RESEARCH METHODS

This research uses a *mix methods research method* or a combination of two forms of research methods from qualitative research approaches and quantitative research , with the aim of obtaining research data that is more comprehensive, valid, reliable and more objective. These two research methods are carried out simultaneously and neither is superior to the other. Creswell and Clark (Masrizal, 2012) explains the *mix methods methodology* This is a method that is carried out in steps collect and analyze research data obtained in the field and then mix qualitative and quantitative approaches individually and then combine them , so that can explain the analysis of research problems in a more complex manner. Furthermore, the type of *mix method study design* used by researchers is *explanatory sequential design* . namely research carried out sequentially starting with quantitative research with *a cross sectional study design* and then continuing with qualitative research methods in the second stage.

RESULTS AND RESEARCH

Quantitative Results

Characteristics of Research Respondents

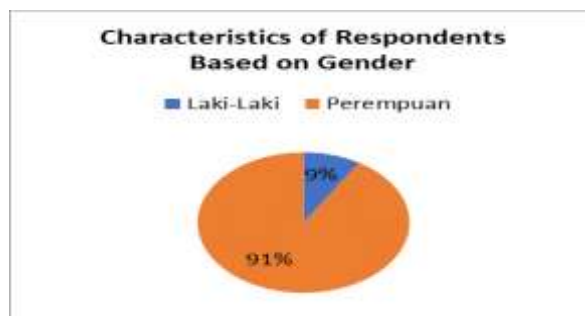**Characteristics of Respondents Based on Gender**

Figure 1. Pie Chart of Respondent Characteristics Based on Gender

From Figure 1 pie chart of the characteristics of the respondents in this study dominated by female nurses as many as 31 people (91.2%) and the remaining men as many as 3 people (8.8%) of the total respondents

Characteristics of Respondents Based on Age
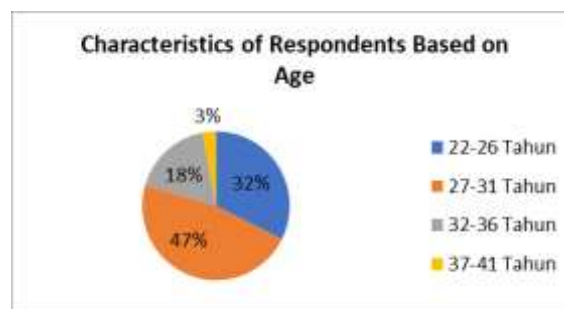

Figure 2. Pie Chart of Respondent Characteristics Based on Age

From Figure 2, it is known that 16 respondents in this study were aged 27-31 years (47.1%), 11 people aged 22-26 years (32.4%), 6 people aged 32-36 years (17.65%).) and 1 person aged 37-41 years (2.9%).

Univariate Analysis Results

Univariate analysis is an analysis to see the frequency distribution/description of each research variable. From the distribution of respondents' answers, the value of the respondents' answers will then be obtained. The respondent's answer to each variable will be based on the sor value which is categorized into a score range based on calculations. Based on the research conducted, a general description of the variables related to nurse turnover intention at Unand Hospital was obtained, as follows:

Table 2. Variable Frequency Distribution

No	Variable	Category	Percentage
1	Employee Engagement	Tall	68%
		Low	32%
2	Quality of Work-Life	Tall	65%
		Low	35%
3	Organizational Commitment	Tall	59%
		Low	41%
4	Turnover Intention	Tall	32%
		Low	68%

Based on table 2 above, it is known that 68% of Unand Hospital nurses have a high level of employee engagement, 65% of Unand Hospital nurses have a high quality of work-life, 59% of Unand Hospital nurses have high organizational commitment and as many as 32% of Unand Hospital nurses has a high level of turnover intention.

Bivariate Analysis

Bivariate analysis is an analysis to determine the relationship between independent variables and dependent variables. Bivariate analysis in this study used multiple linear regression analysis, t test and coefficient of determination.

Results of Multiple Linear Regression Analysis

In this research, multiple linear regression analysis aims to determine the magnitude of the influence of the independent variable on the dependent variable. In this study the independent variables are *employee engagement* (X1), *quality of work- life* (X2) and organizational commitment (X3) while the dependent variable is *turnover intention* (Y). The results of multiple linear regression analysis can be seen in the following table:

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	41,190	3,385		12,170	<.001
Employee Engagement	-.158	,061	-.324	-2,595	.014
Quality of Work Life	-.104	.031	-.438	-3,338	,002
Organizational Commitment	-.144	,063	-.257	-2,298	,029
a. *Dependent Variable: Turnover Intention*					

From the table above, the multiple linear regression equation can be formulated as follows:

$$Y = 4\,1.190 - 0.158\,X_1 - 0.104\,X_2 - 0.144\,X_3$$

The interpretation of multiple linear regression analysis has the following equation form:

a. The value of a of 4 1.190 is a constant or condition where variable Y (*turnover intention*) has not been influenced by variables X1 (employee engagement), X2 (*quality of work-life*) and X3 (organizational commitment). A constant value of 41.190 indicates that if the variables employee engagement, quality of work-life and organizational commitment are considered constant, then turnover intention is worth 41.190.

b. The regression coefficient value X1 (*employee engagement*) is -0.158 , indicating a negative direction. These results indicate that if employee engagement of nurses increases it will reduce the level of nurse turnover intention, conversely if employee engagement decreases it will increase the level of turnover intention.

c. The regression coefficient value X2 (*quality of work-life*) is -0.104, indicating a negative direction. These results indicate that if the quality of work-life of nurses increases it will reduce the level of turnover intention, conversely if the quality of work-life of nurses decreases it will increase the level of turnover intention.

d. The regression coefficient value X3 (organizational commitment) is -0.144 , indicating a negative direction. These results indicate that if nurses' organizational commitment increases it will reduce the level of nurse turnover intention, conversely if nurses' organizational commitment decreases it will increase the level of turnover intention.

From the analysis above, it can be seen that the variable that has the most influence on the turnover intention level of Unand Hospital nurses is variable l *employee engagement* .

t Test Results

The t test was carried out to test the research hypothesis regarding the influence of each independent variable on the dependent variable. The following are the results of the t test based on data processed with SPSS 26:

Table 4. t test results

Variable	T-statistic	Significance
Employee Engagement	-2,595	0.014
Quality of Work Life	-3,338	0.002
Organizational Commitment	-2,298	0.029

The steps in testing the t test are as follows:

a. If t-count < t-table or t-test significance value > 0.05, it means that the independent variables partially have no effect on the dependent variable.

b. If t-count > t-table or t-test significance value < 0.05, it means that the independent variables partially influence the dependent variable.

The formula for finding the t-table is as follows:

t-table = $\alpha/2$; nk-1

Information:

α = 0.05 (5%)

n = number of samples

k = number of independent variables

then it is known that t-table = 0.05/2; 34 -3-1

= 0.025 ; 30

= 2.042 (from percentage points of t distribution)

So it is known that the t-table value is 2.042 . The explanation of the regression model in the table above is as follows:

1) The Influence *of Employee Engagement* on Nurse *Turnover Intention*

Employee engagement variable has a t-count value of 2,595 > t-table of 2,042 and sig of 0.0 1 4 < 0.05. These results indicate that *employee engagement* influences *the turnover intention* of nurses at Unand Hospital.

2) The Influence of *Quality of Work-Life* on Nurse *Turnover Intention*

In the table above it can be seen that the variable *quality of work-life* has a t-count value of 3.338 > t-table of 2.042 and a sig value of 0.0 02 < 0.05. These results indicate that quality *of work-life* influences *the turnover intention* of nurses at Unand Hospital.

3) The Influence of Organizational Commitment on Nurse *Turnover Intention*

In the table above it can be seen that the organizational commitment variable has a t-count value of 2.298 > t-table 2.042 and a sig value of 0.0 29 < 0.05. These results indicate that organizational commitment influences *the turnover intention* of nurses at Unand Hospital.

Coefficient of Determination Test Results

The coefficient of determination test is used to state the percentage contribution of the independent variable to the dependent variable. The coefficient of determination test results can be seen in the following table:

Table 5. Coefficient of Determination Test Results

Model	R Square
1	0.725

a. Predictors: (Constant), Organizational Commitment, Employee Engagement, Quality of Work-Life

b. Dependent Variable: Turnover Intention

Based on the table above, it can be seen that the coefficient of determination (R^2) obtained is 0.725. This shows that the influence of the variables *employee engagement* , *quality of work-life* and organizational commitment is 72.5 % on *the turnover intention* of nurses at Unand Hospital. While the remaining 27.5 % *turnover The intention* of nurses at Unand Hospital is influenced by other variables.

Qualitative Results

1. Informant Characteristics

The qualitative research method was carried out by researchers using in-depth interview techniques, which were conducted with informants classified as nurses who had made *a turnover* , nurses who were still actively working at the hospital and stakeholder management at Unand Hospital. The total number of informants was 15 people, with the following details.

Table 6. Characteristics of Research Informants

No	Position	Classification	Informant Code
1	Director of Human Resources at Unand Hospital	*Stakeholders*	A1
2	Head of HR Planning and Development	*Stakeholders*	A2
3	Head of Personnel	*Stakeholders*	A3
4	Head of Nursing	*Stakeholders*	A4
5	Head of Services	*Stakeholders*	A5
6	Nurse (Active)	No *turnover*	B1
7	Nurse (Active)	No *turnover*	B2
8	Nurse (Active)	No *turnover*	B3
9	Nurse (Active)	No *turnover*	B4
10	Nurse (Active)	No *turnover*	B5
11	Nurse (Active)	No *turnover*	B6
12	Nurse (Active)	No *turnover*	B7
13	Nurse (Active)	No *turnover*	B8
14	Nurse (Active)	No *turnover*	B9
15	Nurse (Active)	No *Turnover*	B10
16	Nurses Who Don't Work Anymore	*Turnovers*	C1
17	Nurses Who Don't Work Anymore	*Turnovers*	C2
18	Nurses Who Don't Work Anymore	*Turnovers*	C3
19	Nurses Who Don't Work Anymore	*Turnovers*	C4
20	Nurses Who Don't Work Anymore	*Turnovers*	C5

Source: Researcher Data, 2024

RESEARCH RESULT

***Turnover* Overview *Intention* at Unand Hospital**

For some time, Unand Hospital has had a record of high employee *turnover data.* *Turnover* itself is a term that states the permanent departure of employees due to some reason. *Turnover* is actually a normal thing that applies to all employees in deciding whether to continue working at their agency or not, but if this *turnover* is carried out too often by agency employees, it indicates that something is happening in the organization. Why have so many employees decided to leave the organization, is there a problem between the workers and the hospital administration ? So this phenomenon attracts the interest of researchers to find out the truth of this matter.

The results of the researchers' observations found that Unand Hospital had the highest *turnover rate* in 2022 of 57 people or at 12.5%, which has exceeded the normal *turnover rate* which is around only 5-10% / year. In the following year, 2023, in the first six months, researchers also found that *turnover* was still relatively high, every month there were Unand Hospital employees who came in and out or *had turnover* .

Researchers found many reasons that caused employee *turnover* at Unand Hospital, as explained in the following informant interview.

"The number of employee *turnover* has indeed increased recently. In 2022 alone, the total number of our employees who left was 57 people (12.5%) with the most reasons being passing CPNS (37%), then the reason was continuing their studies (12 %), family matters (16%), accepted to work elsewhere (4%), health conditions (4%), other reasons (27%). Of course, this is a problem that can have a negative impact on the utilization of human resources in hospitals in the future" [A2]

The interviews above show that the reasons employees make *turnover* are because they have graduated as civil servants, family matters, having to continue their studies, health conditions that make it impossible to work, offers to work in other places and other reasons. Another reason is personal reasons that cannot be avoided by employees, especially related to family and partners, this was revealed in the following interview.

"It's true that most of the reasons they leave are because of personal matters, for example following a partner to move domicile, family conditions that cannot be left behind, especially mothers who cannot leave their children alone at home " [A5]

"There is also because they get job offers from other places…. "[A4]

"I left because I followed my husband who worked outside the city of Padang.. " [C1]

"I decided *to turnover* because my children were still small at home and no one could look after them, apart from that I followed my husband in moving" [C2]

"Thank God I got an offer to work in another, better place " [C5]

Each employee who decides to make *a turnover* has his or her own reasons, whether related to career path or family matters, as in the interview above. Some of these circumstances cause employees to ultimately have the desire to leave or *turnover intention* from Unand Hospital. Then the researchers saw that based on *the turnover data* as in table 5.23, most of it was done by human resources who came from the nursing profession, apart from the fact that the largest number of human resources came from nursing staff, the large workload and obstacles that occurred caused *turnover.* Most *intentions* at Unand Hospital come from nursing staff. Therefore, researchers focused on *turnover* carried out by nursing staff.
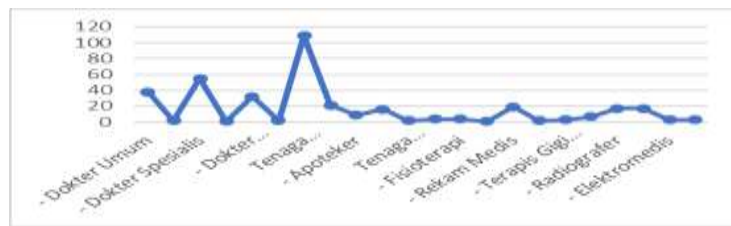
Figure 3. Types of Unand Hospital Staff Based on Profession

Of course, when making a nurse *turnover* , it will not be possible to do this immediately on the same day and suddenly request to resign. This is because there are procedural rules set by Unand Hospital before a person chooses to leave and if they violate it there will be a penalty given.

" Each agency definitely has its own rules and procedures, especially if this *turnover* is allowed to continue, it will disrupt the implementation of services and hospital management will be disrupted, so so that this doesn't disturb us we have to set regulations from the start so that employees who start working are aware the consequences" [A1]

"When working, diplomas are held here according to the agreement at the beginning of employee recruitment. Yes, if you are going to make *a turnover,* you must first submit it to management at least one month before that. Otherwise, there will be penalties, especially for new employees who don't reach the deadline. one year of work, then no work experience certificate will be issued" [A3]

"However, until now we have not received any reports of employees suddenly leaving work because there is also an e-office to view all employee performance activities, now there is also such a thing as IKI records " [A2].

"Diplomas may be withheld to prevent random employees from carrying out *turnover* " [B2]

"It's true, even if there are colleagues who make *a turnover* , they have to submit a resignation letter a month before that, and I don't think until now I've heard of anyone suddenly resigning, maybe because of the diploma factor, so that's something to consider" [B6]

"All procedural rules have been notified during the initial acceptance process" [B5]

Not only implementing rules and procedures to reduce high *turnover rates* , Unand Hospital management also implements preventive measures so that there is no longer a large number of employees coming in and out in a short period of time. As has been explained, this will disrupt the implementation of services provided to patients, and will not be optimal due to a lack of human resources in carrying out service activities. Some of the things that are done are analyzing the comfort and level of employee loyalty towards the hospital, the employee's level of comfort at work and increasing their commitment to working fully for the hospital.

Some of the efforts that are the focus of Unand Hospital are implementing *employee engagement, quality of work life* and organizational commitment with details in the form of:

"Preventing *turnover* begins by looking at where the mistakes are, what problems and obstacles are experienced by employees, whether in terms of their level of well-being in terms of their performance? "then it could be implemented by efforts to increase employee status, for example from contract workers or casual daily workers to employees with civil servant status, providing social security, having a good career path here and so on" [A1]

"You can directly ask the person concerned whether there are any problems during work. If the matter concerns personal matters that can no longer be considered, we will accept it, but if it is other matters, we will ask why, whether there were any obstacles during work and then become material for joint evaluation" [A4]

Unand Hospital believes that if employees work in a good work environment, there is employee welfare, harmonious working relationships between employees, and have good career guarantees will be steps in efforts to suppress the high *turnover* that is currently occurring. Apart from that, the researchers also found that there were nurses who had a low level of *intention* to make *turnover* , this actually came from nurses with freelance daily worker (THL) status. When carrying out interviews there were at least ten informants out of fifteen informants who stated that they had no desire to made this *turnover* in the near future even though he received an offer to work for another agency, this is conveyed in the following interview.

"Working at Unand Hospital is very comfortable for me, especially because Unand Hospital has the status of a teaching hospital under the Ministry of Education. I also have the opportunity to take higher level P3K, therefore even if there is an offer to work elsewhere I will not take it" [B1]

" At Unand Hospital, I have had many opportunities to progress towards continuing my studies, there have also been many webinar opportunities, so I feel that I can develop at this institution" [B2]

"So far I have no intention of leaving because here the salary is in line with my expectations, I get higher P3K opportunities, my colleagues here are also comfortable based on family, so I never thought about *turnover in the near future* " [B4]

So the researchers concluded that *the turnover rate* that occurred at Unand Hospital was quite high, this was also motivated by several reasons such as nurses who had been accepted as civil servants, reasons for continuing their studies, family matters that could not be left behind, health matters and so on. However, at the same time, many nurses also have a very low

turnover intention rate for several reasons, such as getting greater opportunities for development by taking part in first aid, lots of opportunities to take part in seminars, webinars, further studies and so on because Unand Hospital is a hospital. education, so this is a reason for nurses not to make *turnover* .

Employee Engagement

Employee engagement is a feeling of interest that arises in a person to devote his energy wholeheartedly in helping the agency where he works to achieve its goals. According to the definition, *employee engagement* refers to employee involvement in providing high performance and participating in the overall implementation of the activities of the agency where he works. At Unand Hospital *employee engagement* can be seen from the application of organizational values and culture by all hospital employees in their performance. This is important to implement considering that all working employees must have an emotional attachment to the hospital in order to create loyalty to work with the agency and strive to improve their place of work. This effort is also a bridge in making employees the wheels of implementing the best services in order to produce quality services as well. This expression is explained in the interview below.

"If Unand Hospital Management wants to improve service delivery, the main focus that needs to be paid attention to is human resources, because they are implementing services, service activity programs because we still have a lot of work to do to fix this" [A1]

"We have to build relationships so that employees who work will feel fully supported. What can be done is giving priority to work, providing clear information and providing funding for employees to continue their education to a higher level" [A3]

Employee engagement is also intended so that employees feel supported in their place of work and feel that they have a high opportunity to develop their work career, because if they have work welfare, employees will have a sense of security and comfort, which over time will create employee loyalty to the agency. There are many efforts that Unand Hospital management can make in realizing this *employee engagement* , such as creating a good and comfortable performance environment so that nurses feel at home working, then providing great opportunities for all nurses to show their abilities and providing opportunities to develop so that it will make reasons for nurses to be strong (*vigor*) to work for a long time at Unand Hospital, apart from that the opportunity to continue their nursing studies will make nurses feel appreciated and fully supported by the hospital because they feel included (*absorption*), not forgetting to create good working relationships accompany fellow co-workers to create emotional closeness with the hospital and other co-workers at Unand Hospital (*dediction*).

"While working, those who have achievements will be given priority to get further studies, which will be funded by Unand Hospital" [A2]

rewards to employees who have good performance, yes, in many forms, it can be material, career promotions, basically what employee needs can be met by the hospital, we will try to fulfill them" [A1]

"It's true , we really need to pay attention to all things regarding employee welfare so that when they work they feel comfortable and at home to continue working here" [A4]

"Employees who work here will get a fixed income, service income and there are also several times called medical service bonuses" [A3]

"I feel that I have an attachment to Unand Hospital, I feel comfortable and at home working here" [B10]

" Here (Unand Hospital) I get a lot of opportunities to get training, funded again" [B8]

"Actually, when I was still working (at Unand Hospital) I got a lot of experience and opportunities to develop, but yes, I had to move with my husband, I wanted to get another work place that was similar to Unand Hospital, " [C1]

Unand Hospital Management realizes that when performing, the main thing that must be considered is how the welfare of employees as workers who work in the hospital is met, all employees want to be prosperous, all their needs are also met, this will create a feeling of comfort in performing and indirectly too. will have an impact in the form of work concentration in improving the services provided. However, all employees who work will then continue to have their performance monitored and evaluated, this is a form of hospital management in controlling the actors implementing its services.

"We also apply what is called IKI here, Individual Performance Indicators (IKI)" [A2]

"ICI is a kind of performance results report where each employee will later receive a reward for the activities they carry out" [A3]

"Controls are still carried out to analyze problems if there are any, and anticipating preventing turnover are some of the efforts we can make" [A5]

So the researchers concluded that the implementation of *employee engagement* at Unand Hospital as a step to reduce turnover rates had been implemented well. This is proven by the hospital's policy of providing intrinsic motivation so that nurses have enthusiasm for work (*vigor*) by providing opportunities for extensive growth and development, providing opportunities for increasing employee status, especially to take part in greater PPPK, lots of opportunities to take part in webinars and seminars so that nurses feel included. and appreciated

(absorption), which will also have an impact on the emergence of nurses' dedication to work with loyalty and high work commitment.

Quality of Work Life

In simple terms, it refers to the form of life in the work environment, satisfaction at work and how comfortable they are when carrying out their work activities. According to Walton, it is necessary to pay attention to the comfort of members of the agency and provide fair and adequate compensation for employees, a safe and comfortable work environment, opportunities for career development, high company capacity, guaranteed growth and security, social integration, constitutionalism, space for employees to have total living space, and social relevance. *Quality of work life* is an important concern for companies because the higher the level of *quality of work life* , the lower the *turnover rate* employee *intention* because they are satisfied with the performance environment of the institution where they work (Pratikna, 2021) . There are many aspects that can be taken into consideration by agencies to improve the welfare of their members, such as at Unand Hospital, starting from the initial recruitment process, implementing several strict selection policies in order to obtain the best and highest quality nursing human resources.

"We carry out the process of recruiting nurses, maybe four times a year depending on the needs submitted, this is all carried out with careful planning, apart from that there are rules and procedures that we still have to follow to create a good working environment" [A4]

"Apart from that, as a step to reduce the *turnover rate* , in each recruitment process we will also have a list of nurses who have been accepted but are still in reserve status. We will again be *on call* if in the period between one recruitment and the next there is a lot of *turnover* . nurses, so that the service implementation process will be covered immediately because we have a lot of patients," [A4]

Researchers found that Unand Hospital carries out a regular recruitment process at regular intervals, especially to appoint nurses with casual daily staff status, as stated by the informant in the interview above, it is carried out to quickly fill nursing vacancies due to turnover. Apart from that, the management of Unand Hospital also implements procedures so as not to make *turnovers* within a working period of less than one year, and if you want to make *a turnover* you have to report one month in advance.

"That's right, even if someone can no longer work here, they have to report this a month beforehand" [B2]

"I started working at Unand Hospital starting in 2022, I was called to work at the hospital" [B7]

Quality of Work Life can then be considered from the implementation of activities in several main dimensions of *Quality of Work Life* in the form of (Vischer and Wifi, 2017) . First, *Work Life* , is the experience that nurses gain through task interactions that occur in daily work life, how to shape the work atmosphere and how nurses who work have a balance between work life and personal life. Researchers found that Unand Hospital has been able to provide a good work environment with a family system, making it comfortable for nurses to work, besides that nurses have a regular work schedule for the next month so that it does not interfere with the nurses' personal lives with work matters. This statement was conveyed in the following informant interview.

"I feel that I have a strong emotional bond with the hospital where I work, here it is based on family so there is no seniority here" [B10]

"Working here is very pleasant, the working environment is comfortable and the colleagues I have are very united, especially in this room " [B9]

"What I am grateful for here is that leave is not made difficult so there is flexibility in working" [B8]

"For the division of labor here we have shifts, the total work is 8 hours a day, so I have time to do other activities, nurses also have personal lives outside of work" [B6]

Then there is *the work design dimension* , which is a reflection of the job satisfaction that nurses have while on duty at Unand Hospital, which can be in the form of clarity of work roles, job satisfaction and dissatisfaction. Researchers found that Unand Hospital nurses felt very high job satisfaction, because of the many benefits offered by the hospital to workers. Even nurses who have made *turnovers* stated that they had many opportunities and chances to develop at Unand Hospital.

"I work as an executive nurse, my job desk does quite a lot, such as serving patients' needs in terms of installing IVs, installing catheters, controlling services, preparing doctor's needs and so on" [B7]

"Because I am a midwife, I work around nursing related to maternity, starting from maternity care, baby care, child and maternal affairs to other care work" [B3]

" I work as a team leader (Team Leader)" [B8]

"In terms of work satisfaction, I feel very satisfied working here, the biggest reason is because I have very good and united co-workers, this makes me feel comfortable . [B6]

Meanwhile, for *work dimensions context* , namely dimensions in the performance environment that pay attention to the level of well-being, performance satisfaction and stress

management of working nurses. The researcher's interview with the nurse informant regarding managing stress and work fatigue is then explained in the following interview.

"Many patients complain about us nurses because they are considered slow to respond to their calls, even though sometimes we are working on something, so as much as possible we first calm down the patient's anger while providing understanding" [C1]

"As for work stress, yes, it's called working, there must have been that once or twice, but while working at Unand Hospital before, I very rarely felt that way, when I was stressed at work, usually I would take a short break to eat or pray, then after that I would ready to get back to work" [C4]

"My biggest obstacle when working is the language barrier, sometimes there is a miscommunication between me and the patient, because the patient uses a regional language that I don't understand, and my Indonesian isn't good so it's difficult to understand what the patient means" [B10]

"Being a nurse is a lot of stress, but because my dream is to become a nurse, I try to get through it all, it is my responsibility for the decisions I make, so just enjoy it" [B8]

"As a nurse, my main task is to care for patients so they recover quickly, but sometimes in the field I meet, many patients don't understand the directions we give, so we carry out re-education of the patients" [B4]

Researchers saw that all the informants stated that when working there was indeed stress and pressure or obstacles that they encountered while working, but all of this could be overcome in their own way . All these obstacles also do not affect their performance results. This management is proof that the nurses are able to act and carry out their role as nurses well. Then the final dimension in *the quality of work life* is the work world, as the name suggests, it is all things related to the worker's world of work. Both from within and outside the context of their work. Researchers found that the nurse's performance schedule was determined even a month before that, shift changes, and the main tasks and functions of the job. Based on the results of interviews conducted by researchers with nurse informants, several other reasons why they did not make a turnover and still persisted in working at Unand Hospital were as follows.

"My reason is because my work period is still relatively new, I have only served here for one year, there are still many other things that I have not received from this hospital, even if I have to move my place of work again I have to adapt again, that's why I chose to stay." used to work at this hospital" [B1]

" Working here is very enjoyable because I get lots of new opportunities to practice the knowledge I have, besides that the salary here is also good" [B2]

"I am very grateful to work at Unand Hospital because the hospital gives me many benefits, apart from that I don't have to go abroad, my family is all in Padang, so I don't have anything to worry about" [B3]

" Actually, when I was still working at Unand Hospital, I gained a lot of experience, the knowledge I received was very expensive and it is not certain that I will get it back in the next period of time" [C2]

"It's great working at Unand Hospital, I hope that in the next place I work I will get the same opportunity as I got at Unand Hospital" [C4]

"During the night shift I sometimes get snacks from the hospital, I am very happy to get these snacks" [B7]

So, based on the research interviews that the researchers obtained, the researchers concluded that the implementation of *the quality of work life* for nurses at Unand Hospital had been carried out well. This was proven by nurses who stated that they felt well-being while working at Unand Hospital, felt that their needs had been taken into account by the hospital management and were included in career growth and development activities at Unand Hospital. The nurse stated that at Unand Hospital there are many opportunities to take part in webinars, seminars, training and are even given the opportunity to continue their studies where the entire cost will be borne by the Unand Hospital itself. Apart from that, consideration of the relationship between workers is a factor that determines whether *turnover intention appears or not* . The informant stated that when working at Unand Hospital there was no seniority, everyone worked together well and cohesively, there was a real sense of family and made them feel more comfortable and at home working there. Unand Hospital, apart from that, the statement that nurses who have the status of Daily Casual Workers feel that they have a higher chance of being recommended for PPPK later is the strongest reason for these nurses not to make *turnover* .

Organizational Commitment

Organizational commitment is an agreement between individual nurses and the management of Unand Hospital to work at certain times by offering their loyalty to the institution they own. The commitment expected is the nurse's wholehearted and highly dedicated commitment to the progress of the hospital where she works. This commitment can arise due to the emotional attachment that the nurse has with the agency or other things that become a hard consideration for the nurse not to leave the hospital where she currently works.

" As explained earlier, if you want loyal nurses to work here, give them feedback, this can be done by meeting their level of welfare, fulfilling their needs so that they will give a return in the form of the best performance too" [A1]

"We have even made careful plans so that nurses can work comfortably here, one of which is limiting the number of patients handled by each nurse per room, this is also a way to prevent them from getting stressed," [A2]

"We provide lots of benefits, flexible leave, BPJS Employment, priority for participating in all kinds of training and knowledge development" [A3]

"The workload will be calculated before they work, so that no one has to work with excess *job desks* " [A4]

"Is there a problem? Just report, later we will evaluate and find a solution together" [A5]

The interview above shows that the management of Unand Hospital is serious about paying attention to the welfare of nurses, all aspects and factors of nurses have been well planned and taken into account. This will indirectly be an effort to maintain the quality of nursing human resources at Unand Hospital and keep workers loyal to work at the hospital.

Furthermore, Mayer and Allen then explained that in order to achieve this organizational commitment, nurses need emotional attachment to the Unand Hospital (*affective commitment*), nurses' dependence on the hospital (*continuance commitment*), as well as the benefits they get while working (*normative commitment*). (Hayati, 2011) . Researchers see that these three things have been implemented well. The nurse stated that she was emotionally attached to Unand Hospital, and had a strong dedication to achieving the hospital's goals together.

"I have worked at this hospital for a long time, it would be a shame if I made a turnover" [B8]

"Because I want to continue my previous profession, here the opportunities for pursuing education are high" [B6]

"I don't have any significant difficulties, why should I leave? .." [B4]

"Because I need work, currently it is difficult to find work that suits my interests and skills" [B8]

"I need work and here I can work comfortably… " [B5]

"Here I get higher job opportunities for PPPK, the salary is appropriate, leave is available and *flexible* , there are opportunities to develop knowledge and skills, my domicile is also here, I don't think there is anything else I need to worry about" [B1]

"If it weren't for following my husband's change of domicile, I wouldn't want to leave Unand Hospital" [C2]

"Before I left, I also had time to negotiate with the hospital, maybe I had higher opportunities and opportunities compared to my other colleagues, but my family's condition no longer allowed me to work at Unand Hospital" [C4]

So the researchers concluded that the implementation of *quality of work life* had been successfully carried out by the management of Unand Hospital, as evidenced by nurse informants who expressed their satisfaction with all the policies and benefits they received from Unand Hospital. Even the results of research interviews with informants who were nurses who had made turnovers from Unand Hospital stated that the biggest reason they left was personal reasons that could not be left behind, not because of hospital management and their job satisfaction while performing as THL nurses at Unand Hospital. .

So with the overall explanation and details that the researcher has provided above, the results of the research analysis show that the implementation of *Employee Engagement, Quality of Work Life and Organizational Commitment has been implemented well for THL nurses who work at Unand Hospital so that the turnover intention* level will then decrease. Unand Hospital management stated that the level of nurses' welfare is indeed a priority agenda, so it is hoped that the implementation of services will be better and of better quality as a return for fulfilling the welfare needs of nurses and loyalty to the hospital.

"That's it, we have fulfilled everything" [A1]

"It's sad, *employee engagement, quality of work life* and organizational commitment have been implemented well at Unand Hospital" [A4]

"Of course, the results of the hard work of all parties, both from Unand Hospital management and nurses as service implementers, will later remain in the performance process and performance evaluation" [A5]

DISCUSSION

A. The Influence of Employee Engagement on Nurse Turnover Intention

The results of quantitative data analysis show that *employee engagement* has a negative and significant effect on nurse turnover intention at Unand Hospital, thus hypothesis one (H1) is supported. These results show that the higher the level of *employee engagement* of nurses at Unand Hospital, the lower the level of nurse *turnover* intention at Unand Hospital. The results of this research are supported by research conducted by (Wang *et al.* , 2020) where the research results show that *employee engagement* has a negative

effect on *turnover intention* of hotel employees in China. Research conducted (Simone, Planta and Cicotto, 2018) found that *employee engagement* has a negative and significant effect on nurse *turnover intention* .

Employee engagement is the level of employee involvement and commitment to their organization. Employees who have a high level of *engagement* usually feel motivated, emotionally connected, and committed to their work. High engagement often correlates with greater commitment to the organization, which reduces *turnover intention* . Nurses who are emotionally engaged and satisfied with their jobs tend to have lower intentions to leave their jobs.

The results of descriptive variable analysis show that nurses with a high level of employee engagement are 68% of nurses. These results show that the majority of nurses at Unand Hospital have a good level of employee engagement. Most nurses feel involved and have a strong emotional attachment to their work and organization. Nurses who have high engagement tend to be more productive, motivated, and willing to do more than just routine tasks. A high level of engagement can improve the quality of health services provided to patients.

The results of this quantitative analysis can be explained by the results of the qualitative analysis where the personnel officer who was interviewed stated that outstanding nurses would be facilitated for further education. Employees who have good performance will be given rewards. These efforts can increase the level of nurse employee engagement.

B. The influence of *Quality of Work Life* on nurse *turnover intention*

The results of quantitative data analysis show that *the quality of work-life* of nurses has a negative and significant effect on the turnover intention of nurses at Unand Hospital, thus hypothesis two (H2) is supported. These results indicate that if nurses have a good quality of work life it will reduce the level of nurse turnover intention. On the other hand, if the level of quality of nurses' work life is low or bad, it will increase the level of *turnover intention* of nurses at Unand Hospital. These findings explain that *work design, work context, work world* , and *home/work life have* an impact on the intention to quit work. This means that workload, work environment, work/life balance, and social interactions among nurses influence the intention to leave work (*turnover intention*). The results of this study are in line with previous research, namely research conducted (Ghazi *et al.* , 2020) which found that *quality of work-life* has a negative and significant effect on nurse *turnover intention* in Malaysia. Furthermore, research conducted by (Chegini, Jafarabadi and

Kakemam, 2019) shows the results that *quality of work-life* has a negative and significant effect on nurses' *turnover intention* .

The results of descriptive analysis of variables show that 65% of nurses have a high or good level of quality of work-life. Most nurses are satisfied with their work environment, which includes physical, psychological and social aspects. The high quality of work life reflects that nurses can balance their work and personal lives well. Nurses who have a high QWL tend to be more satisfied and more likely to stay with the organization, reducing turnover.

These results can be clarified by the results of qualitative analysis where active nurses who were interviewed stated that at Unand Hospital, arranging leave was not complicated so there was flexibility in working. Furthermore, the nurses interviewed also stated that the division of work was based on shifts so that they still had time to carry out other activities, namely personal activities outside of work.

C. The Influence of Organizational Commitment on Nurse Turnover Intention

The results of quantitative data analysis show that organizational commitment has a negative and significant effect on nurse *turnover intention* at Unand Hospital, thus hypothesis three (H3) is supported. These results indicate that the higher the level of organizational commitment of nurses, the lower the level of turnover intention of nurses at Unand Hospital. The findings of *affective commitment, continuance commitment* and *normative commitment* have an impact on the intention to leave work. The results of this research are in line with previous research, namely research conducted by (Stewart *et al.* , 2020) showing that organizational commitment has a negative effect on nurse turnover intention. Furthermore, research conducted by (Li *et al.* , 2020) found that organizational commitment had a negative and significant effect on nurse turnover intention.

The results of descriptive variable analysis show that 59 % of Unand Hospital nurses have a high level of organizational commitment. Most nurses have a strong emotional attachment to the hospital, demonstrating a high level of loyalty and sense of belonging. Highly committed nurses tend to show strong dedication to their duties and responsibilities. High levels of commitment are usually associated with better employee retention, reducing turnover rates.

The results of this research can be clarified by the results of qualitative data analysis where the director of Unand Hospital stated that they made efforts to increase nurse loyalty by fulfilling the welfare of nurses, and providing rewards for nurses with good performance. Furthermore, based on the results of interviews with active nurses at Unand

Hospital, it is also known that the nurses regret making a turnover or stopping working at Unand Hospital because of the opportunity to continue their higher education, the working environment is also comfortable, and the salary they get is also appropriate. Apart from that, the opportunity for skill development is also high.

CLOSING

Conclusion

1. The results of quantitative data analysis show that employee engagement influences the turnover intention of nurses at Unand Hospital.

2. Quality of work-life influences the turnover intention of nurses at Unand Hospital.

3. Organizational commitment influences the turnover intention of nurses at Unand Hospital.

4. The results of qualitative data analysis found that the level of well-being of working nurses increasingly felt emotionally connected to Unand Hospital, apart from the fact that the level of well-being and benefits that nurses received was very high at Unand Hospital with the existence of a career path and a comfortable working environment being one of the reasons of the many reasons why nurses still choose to work at Unand Hospital even though there are offers to work from other places. So these efforts are proven to influence *the turnover intention* of nurses working at Unand Hospital.

Suggestion

1. **Unand Hospital HR Department**

   a. Provides training and professional development programs to enhance nursing skills and knowledge.

   b. Create clear career paths and opportunities for promotion so that nurses can see a bright future in the organization.

   c. Give rewards and recognition for nurses' good performance on a regular basis.

   d. Ensure that salaries are competitive with industry standards and reflect the workload and responsibilities of nurses.

2. **For Next Researchers a**

   Exploring deeper and more related to the research theme of the influence of *employee engagement*, *quality of work life* and organizational commitment on *turnover intention levels*.

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