

QUALITY OF WORK LIFE AND TURNOVER INTENTION IN NURSES: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract: *With the high level of turnover intention in Purwokerto type C hospitals, which reaches 15-20% per year, researchers are interested in finding out more about the influence of quality of work life on turnover intention, organizational commitment on turnover intention, and whether there is a mediating effect from organizational commitment to turnover intention. The sampling technique uses convenience sampling. The research was conducted using Partial Least Square analysis. The results of sampling were 128 nurses from 4 type C hospitals in Purwokerto. Distribution is carried out evenly according to the convenience method. The majority of respondents are female. Dominated by special nurses. Age 20-25 years. Has a diploma (D3), and is married. By using a significance level of 5%, the results of the oalysis calculations prove that organizational commitment has a significant negative effect on turnover, quality of work life has a negative but not significant effect on turnover intention, and quality of work life has a positive and significant effect on organizational commitment. This means that the relationship between quality of work life and nurses' turnover intentions is partially mediated by organizational commitment.*

Keywords: *Quality Of Work life, Turnover Intention, Organizational Commitment*

1. Introduction

Human resources are individuals or groups who work for a company or organization, human resources have a big share in increasing the competitiveness of the company, therefore human resources are humans who are adaptive and responsive to changes that occur (Hutagalung et al., 2020). The success of an organization is greatly influenced by its human resources (Bagis et al., 2023). The most valuable thing for an organization is its employees, because they are the ones who ultimately determine the fate of the company and how productive the company is (Hutagalung et al., 2020). In a challenging environment and their commitment is essential for any organization (Agus & Selvaraj, 2020).

Hospitals or healthcare industries depend on physicians and nursing professionals to provide the necessary healthcare services to their communities (Permarupan et al., 2020). Nurse shortages and high nurse turnover rates continue to be important factors on a global problem that healthcare organizations need to solve (Kim & Kim, 2021). In the context of healthcare, doctors and nurses are the leading workforce who spend most of their time in hospitals (Agus & Selvaraj, 2020).

Institutions incur higher costs for competent nursing staff, patient care is compromised and the need to balance between hypothetical and actual needs becomes more urgent (Ibrahim Alzamel et al., 2020). Some of the main factors have a direct effect on nurses' intention to stay in the job including job satisfaction, job stress, work experience, salary and benefits, long shifts, and job conflict (Wubetie et al., 2020). Therefore, taking precautions to prevent nurses from resigning from the profession is very important (Magbity et al., 2020).

Turnover is something that companies do not want because it creates instability in employee conditions, creates an uncondusive environment, and has an impact on increasing human resource costs (Hutagalung et al., 2020). These factors include the needs and desires of the organization and the provision of excellent working conditions (Ibrahim Alzamel et al., 2020). Workplace stress levels will decrease for workers who have a better work-life balance, and this will increase their satisfaction with their work and life (Aruldoss et al., 2021).

When asked to work extra without notice, employees become anxious because they feel unsure that they will be accepted without question (Aruldoss et al., 2021). The achievement of organizational performance is strategically linked to the use of motivated human resources and scientists have given much attention to improving work performance through workforce motivation (Permarupan et al., 2020). Continuously higher work demands can cause physical and emotional drain that can lead to stress, tension, and lack of interest in work (Permarupan et al., 2020).

Workplace attitude, overall job happiness, and feeling valued and respected within the company are all considered aspects of quality of work life, which is a subjective construct shaped by individual views and emotions (Ibrahim Alzamel et al., 2020). When workers feel good about their jobs, they will be more invested in their organizations and more likely to stay. This is because organizational commitment is a function of working conditions (Ibrahim Alzamel et al., 2020). Organizational commitment is a strong desire to remain a member of the organization, a sense of wanting to strive according to the wishes of the organization, as well as belief and acceptance of the values and goals of the organization (Bagis et al., 2021).

Recently, a study conducted by Ibrahim Alzamel et al. argues that the quality of work life has a positive correlation with commitment to the organization, which means that by improving the quality of work life, commitment to the organization will increase (Ibrahim Alzamel et al., 2020). In addition, a study conducted by Inge Hutalunga et al. states that organizational commitment has an inverse relationship with turnover intention, meaning that the higher the level of concern and trust of employees in committing to the sustainability of the company, the lower the employee's desire to leave (turnover intention) (Hutagalung et al., 2020). Organizational commitment is a necessary predictor through turnover intention employees who show high performance commitment and ties in their organization are less likely to have the initiative to leave and complete the time that tends to be long in their organization (Hutagalung et al., 2020). On that basis, the study hypothesized that the presence of good work-life competencies means that there is emotional attachment which helps reduce nurses' turnover intention (Ibrahim Alzamel et al., 2020).

Based on the description above, the phenomenon that occurs that the high level of turnover intention in nurses in 4 Type C Hospitals in Purwokerto, and several research references, the researcher is interested in conducting further research on the relationship between quality of work life, organizational commitment, and turnover intention in nurses. The researcher took the research title, namely Quality of Work Life and Turnover Intention in Nurses: The Mediating Role of Organizational Commitment

2. Literature Review

Social Exchange Theori (SET)

The purpose of this hypothesis and research framework is based on social exchange theory (SET), the central debate in social exchange theory (SET) states that if the organization offers something valuable to employees, they will also offer something valuable to the organization in return (Donkor et al., 2022). Human relationships are formed based on subjective, cost-benefit analysis which states that people tend to repeat actions that were valued in the past and create an environment of reciprocal benefit sharing with employees, this increases the performance of an employee in a company (Donkor et al., 2022). SET theory states that employees' assessment of the quality of their exchange relationship with the organization is related to their well-being and commitment to the organization (Adriano & Callaghan, 2020).

However, the social exchange relationship may not be separated from the demands of family life and the pressure of part-time studies undertaken for work-related reasons (Adriano & Callaghan, 2020). According to Blau's research in previous studies, SET theorists develop positive attitudes towards their organizations and are satisfied with their jobs when they realize they are treated fairly and thus have fewer reasons to leave their jobs (Chan & Ao, 2019).

When employees are committed to an organizational situation, they will be more attached to an organization, they will become more attached and willing to continue to be part of the organization over a longer period of time (Donkor et al., 2022). In this study, suggesting that nurses are more satisfied in terms of quality of work life, such as work environment, home life balance, workload, and social influence, they are less likely to leave their organization through commitment to it (Ibrahim Alzamel et al., 2020). Therefore, from the perspective of SET, organizational commitment will have a positive effect on turnover intention (Chan & Ao, 2019).

2. Research Method

This research was conducted using a quantitative approach. Data collection techniques in this study used survey methods with questionnaires distributed indirectly to special nurses, inpatient nurses, and outpatients. This research was conducted on Type C hospital nurses in Purwokerto. Unique identification was used to maintain hospital confidentiality. The population in this study was 185 employees with a sample of 128. The sampling technique used is convenience sampling which is random sampling involving some form of random selection of population members, each member of the population has a known and usually equal probability of being selected, simple random sampling (sometimes simply referred to as random sampling) is the easiest type of random sampling to do (Sedgwick, 2013). This study uses the Structured Equation Modeling (SEM) application based on Partial Least Square (PLS).

Sociodemographics and job profiles of respondents reported by researchers include name, age, gender, marital status, latest education, length of service, agency origin and placement. This study uses a five-point Likert scale measurement ranging from (1) strongly disagree to (5) strongly agree. Quality Of Work Life is measured using 12 question items sourced from (Dewi, 2023). Organizational Commitment is measured using 11 question items sourced from (Ade et al., 2017) and Turnover intention is measured using 5 question items sourced from (Blomme et al., 2010).

3. Results and Discussion

a. Results

Demographic Profile

The respondents of this study were 128 nurses from type C hospitals in Purwokerto. The distribution of respondents in each hospital was carried out evenly according to the convenience method. The majority of respondents were female (74.3%). Nurses are dominated by specialized nurses (41.4%). The age of respondents was dominated by nurses aged 20-25 years (39.1%). Having a diploma degree (D3) (62.5%) and dominated by married nurses (57.9%).

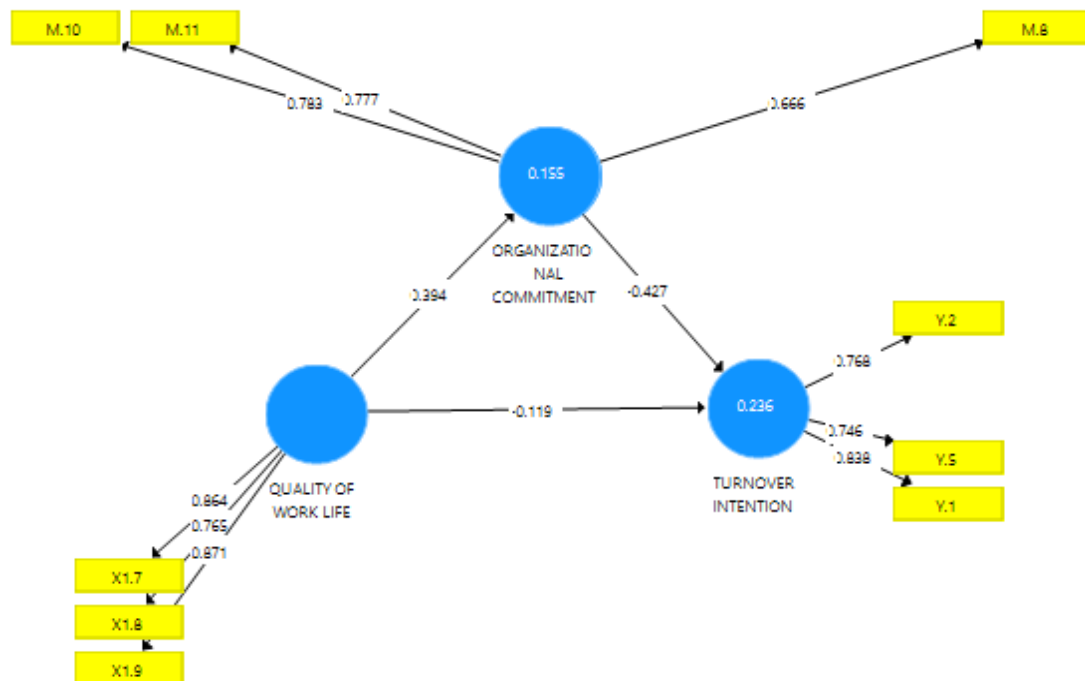
Table 1. Demographic Profile

Identity	Group	Frecuency	Percentage(%)
Hospital Type C	Hospital A	61	47,6
	Hospital B	38	29,9
	Hospital C	23	18,1
	Hospital D	6	4,7
TOTAL		128	100
Placement	Specialized Nurse	53	41,4
	Inpatient Nurse	51	39,9
	Outpatient Nurse	24	18,75
TOTAL		128	100
Gender	Male	33	25,7
	Female	95	74,3
TOTAL		128	100
Age	<20 Year	0	0
	20-25 Year	50	39,1
	26-30 Year	48	37,5
	>30 Year	30	23,5
TOTAL		128	100,
Marriage Status	Married	74	57,9
	Not Married	54	42,2
TOTAL		128	100
Last Education	High School / Equivalent	0	0
	Diploma (D3)	80	62,5
	Bachelor (S1)	16	12,5
	Profession	32	25
TOTAL		128	100
Length of Service	<1 Year	25	19,5
	1-3 Year	48	37,5
	>3 Year	55	42,9
TOTAL		128	100

Source: Data processed by researchers

Structural Model Analysis

The analysis results show R^2 of 0.236 which indicates that the turnover intention variable is caused by quality of work life, and organizational commitment by 23.6%. On the other hand, the value of R^2 Organizational Commitment is 0.155 which indicates that the organizational commitment variable is influenced by quality of worklife by 15.5%.



Convergant Validity

The factor loading value of each statement item is at a value of > 0.50 . Loading factors with a value of > 0.50 indicate that the statement items are valid. It can be said that all statement items are valid.

Reability and Validity Test

The analysis results in table 3. Shows composite reliability on quality of work life variables, organizational commitment, and turnover intention > 70 . The AVE value of all variables is > 0.50 which indicates that each variable is said to be valid and reliable (Ribeiro et al., 2020).

Tabel 3.0 Constuct Realiabillity dan Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.596	0.608	0.787	0.553
Quality Of Work Life	0.784	0.809	0.873	0.697
Turnover Intention	0.691	0.71	0.828	0.616

Hypothesis Test

Tabel 4. Hypothesis test result

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Organizational Commitment	->	-0.427	-0.432	0.084	5.11	0	Hypothesis supported
Turnover Intention							
Quality Of Work Life -							
>Organizational Commitment		0.394	0.399	0.093	4.247	0	Hypothesis supported
Quality Of Work Life ->							
Turnover Intention		-0.119	-0.115	0.093	1.286	0.199	Hypothesis not supported

b. Discussion

Organizational Commitment on Turnover Intention

Based on the original sample value of -0.427 and p value ($0.000 < 0.05$), the analysis shows that organizational commitment significantly affects turnover intention negatively. This proves that the two variables are significantly related. This study is in accordance with the study conducted by Ibrahim Alzamel, in the study revealed that organizational commitment has an inverse correlation with intention to move, and a significant negative effect between the two, this indicates that employees are less likely to plan to leave their current company if they are committed to staying there and are happy with the conditions (job demands) at work (Ibrahim Alzamel et al., 2020). Likewise, with previous research if organizational commitment has a bad influence quite a lot on the intention to move, it can be interpreted that the higher the level of concern and trust of employees in committing to the sustainability of the company, it will reduce the desire of employees to leave (Hutagalung et al., 2020).

Quality of Work Life on Organizational Commitment

Based on the original sample value of 0.394 and the p value ($0.000 < 0.05$), it can be concluded that quality of work life has a positive and significant effect on organizational commitment, it means that nurses in Purwokerto type C hospitals can experience increased organizational commitment when the quality of work life is good. This conclusion is supported by the results of the analysis. The findings of this study corroborate the findings of Alex et al., who found that workers who report high levels of job satisfaction are more likely to devote all their attention and energy into their work. Workers who reported high levels of job satisfaction also reported higher levels of satisfaction with seven other needs: economic security, social support, rewards, personal growth, knowledge, and aesthetic satisfaction. Alex et al.'s research revealed that higher quality of work life leads to positive feelings towards the organization and employees are more likely to demonstrate commitment (Aruldoss et al., 2021). The findings of this study also corroborate the findings of previous studies that show a good and statistically significant relationship between job satisfaction and loyalty to the company, which means that organizations must place emphasis on the quality of work life and its dimensions to maintain high commitment in the workforce (Ibrahim Alzamel et al., 2020).

Quality Of Work Life on Turnover Intention

With an initial sample value of 0.119 and a p value of (0.199>0.05), this study shows that quality of work life has a negative but insignificant influence on turnover intention. As a result, there is no meaningful influence between the two variables. Although it may reduce the intention to leave, quality of work life does not influence the intention to leave. There is no guarantee that nurses who enjoy their profession will stay in the same company. Consistent with previous research, this study found that employees' perceptions of their quality of work life had a negative effect on turnover rates. This suggests that to prevent nurses from leaving their jobs, companies should focus on improving their workers' quality of life at work (Ibrahim Alzamel et al., 2020). The results of this study are consistent with the results of previous studies that found a negative correlation between turnover and quality of work life of employees. The study revealed that the biggest contributor to low levels of quality of work life is low wages and salaries, decision makers in the health sector should implement programs to provide incentives and compensation to staff by implementing measures to improve the quality of work life among nurses (Chegini et al., 2019).

Tabel 5. Spesific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
QUALITY OF WORK LIFE- >ORGANIZATIONAL COMMITMENT-> TURNOVER INTENTION	-0.168	-0.171	0.051	3.276	0.001	Hypothesis Supported

The Mediating Role of Organizational Commitment in the Effect of Quality Of Work Life and Turnover Intention

From the study findings, the original sample assessment -0.168 and p values (0.001<0.05) showed that quality of work life ensures greater organizational commitment to reduce the intention to move in nurses in 4 type C hospitals in Purwokerto. Quality of work life as well as organizational commitment sufficiently reduces the desire to move nurses in the organization. Therefore, such a relationship is necessary for managers to make decisions to develop nurse retention strategies in hospitals. The study is in accordance with previous studies that state that the quality of work life achieved by an employee can contribute significantly to their intention to stay because of their commitment to their career and the organization where they work (Agus & Selvaraj, 2020).

4. Conclusions

This study concluded that improving work-life competencies in line with formal decisions and procedures in a hospital, will increase nurses' perceptions of the link to work-life competencies, commitment to the company and turnover initiatives among nurses. These findings confirm the importance of quality of work life for nurses in increasing their obligation and retention in their organization. Hospitals should always pay attention to what a nurse needs, which will increase commitment to an organization, and reduce turnover intention. Organizational commitment has an important impact on nurses' quality of work life and turnover intention, so it is recommended to pay attention to its level.

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