Original Research Article

IMPACT OF WORK ENGAGEMENT ON TURNOVER INTENTION AMONG NURSE AT X HOSPITAL SURABAYA

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Abstract

Background: Nurse turnover is still a world problem. Changing nurses can be detrimental to the hospital organization. Strategies are needed so that nurses' intentions to leave the hospital do not materialize, one of which is work engagement. Work engagement is expected to make nurses not think about leaving their jobs because engagement conditions make nurses feel involved and more focused on their work until they never to think about leaving their jobs.

Objectives: This study was conducted to see how the impact of work engagement on the level of turnover intention among nurses.

Methods: A cross-sectional study design was conducted. Questionnaire was used to collect data which is taken to 130 nurses in Surabaya, Indonesia, using cluster sampling technique. Data were analyzed using binary logistic regression techniques to test the impact from work engagement to turnover intention.

Results: A significant indirect effect from work engagement to turnover intention among nurse founded in this study. If work engagement higher, the turnover intention will be lower.

Conclusion: Turnover intention can be significantly reduced directly by work engagement. Work engagement in nurses can provide job satisfaction and positive work experience, positive work thinking, and good physical and mental health which can increase nurse work efforts, where positive work experience and thinking can produce good performance, making nurses feel highly valued, so that nurses don't think about leaving health care organizations.

Keywords: Work Engagement, Turnover Intention, Nurse

INTRODUCTION

Nurses are health workers in hospitals with the largest number and have an important role to provide care the patients for 24 hours which aims to maintain the quality of patient care (Alotaibi, Paliadelis, & Valenzuela, 2016). Hospital employees, especially nurses, should not be considered assets only and should be given more attention by hospital management (Rachman & Dewanto, 2016). Lack of attention and the perception of employees as assets can lead to turnover intention.

Nurse turnover can losses to the organization of the hospital. Nurses leaving the

hospital cause increasing of workload other nursing colleagues thereby increasing emotional exhaustion and increasing potential for work accidents among the remaining nursing colleagues (example: needle injuries) (Yim, Seo, Cho, & Kim, 2017). High nurse turnover not only affects to quality of service, but also impact to economic losses. Total costs for nurses with low job retention, including lost productivity and the costs of recruiting and training new staff, could account more than 5% of the annual operating budget in Mexico's premier medical center (Yang, Liu, Liu, & Zhang, 2015).

Results of research in 2014 showed that nurse turnover rate at New Zealand was 44.3%, the United States 26.8%, Canada 19.9%, and Australia 15.1% (Duffield, Roche, Homer, Buchan, & Dimitrelis, 2014). Michael Pafe Indonesia Employee Intentions Report noted that 72% of Indonesia respondents in 2015 interested to changed jobs in the next 12 months (Hesarika, 2018). Turnover rate at Hospital X where this research was conducted also increased from 2017 to 2019 by 5.4% at 2017, 6.2% at 2018, and 12% at 2019. The most reason from nurses to leaved the hospital in 2019 because they were accepted as civil servants (PNS) or state civil servants (ASN) (61%), while the other 39% were due to other reasons. These data can explain that there are external factors where in Indonesia jobs as civil servants / ASN are still in great demand, because in addition to high income, the status of civil servants / ASN is still believed by most Indonesian people as the most secure employment status (Prabowo, 2007). So, a strategy is needed so that there is no increase in the nurse's intention to leave the hospital.

Work engagement is a recent issue in human resource management (HR). Bakker & Demerouti (2014) in theory of Job Demands Resources Model (JD-R Model) explains that the factors that make up work engagement consist of job demands, work resources and personal resources. The effect of high demand for work can be reduced by job resources in the presence of appreciation and leader support,

work autonomy, social support, and feedback. If high job demands are matched by job resources, then work engagement will be formed (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Work engagement is a positive and satisfying mental state related to work as evidenced by vigor, dedication and absorption in work (Schaufeli, Bakker, & Salanova, 2006). Research conducted by Takawira, Coetzee, & Schreuder (2014), revealed that turnover intention has a relationship with work engagement. There is a high turnover intention as evidenced by a low level of work engagement.

Someone who has freedom to determine how he works according what he believes will be more enthusiastic, dedicated, and feel absorbed in his work. And this is related to elements that make up work engagement, namely vigor (spirit), dedication (strongly involved with work), and absorption (working with concentration and seriousness) (Schaufeli & Bakker, 2004a). Engaged employees are expected not think about leaving their jobs because engaged conditions make employees feel involved and more focused on their job so they never think about leaving their job.

Based on the explanation, this study was conducted to see how the impact of work engagement on the level of nurses's turnover intention. This research is expected help the hospitals to determine the best strategy in retaining nurse resources in an effort to improve the quality of hospital services.

METHODS
Study Design
The study was used cross sectional designed.

Setting
This study was conducted at X Hospital Surabaya. Questionnaire data collection was carried out from November 2019 until January 2020.

Research Subject

Probability sampling is used in this study with cluster sampling technique.

The inclusion criteria were minimum diploma nursing education, nurses who have work experience more than one year, not the chief or leader nurse. The exclusion criteria were nurses on maternity leave, nurses who are undergoing training, nurses who are on study assigments, and has played a role in testing the validity and reliability of the instruments.

Sample in this study was used rule of thumb calculation method, namely how to calculate number of samples in a multivariate study, 5-10 times the number of subvariables (Sastroasmoro et al., 2014). In this study, researchers used a sample of 5 x 26 = 130 respondents.

The research sampling technique is probability sampling with cluster sampling. Cluster means grouping of samples based on population location. Locations that become clusters are inpatient installations, outpatient installations, central surgery installations, hemodialysis installations, cathlabs, intensive care rooms, and emergency departments at X Hospital.

Instruments

Work engagement is measured using the 17 items of Work & Well-being Survey (UWES) developed by Schaufeli & Bakker (2004b) with a 7-point Likert scale with a score of never a score of 0, never a score of 1, rarely a score of 2, sometimes a score of 3, often a score of 4, very often a score of 5, always a score of 6.

Turnover Intention Scale developed by Mobley, Horner, and Hollingsworth consisting of 3 questions and redeveloped by the researcher becomes 7 questions (Mobley, Horner, & Hollingsworth, 1978) used to measure turnover intention. The scores given are very disagree score 1, disagree score 2, neutral score 3, agree score 4, very agree score 5.

Questionnaire that has been tested the validity with the r table > 0.361. The reliability of work engagement questionnaire is 0.957 and turnover intenttion questtionnaire is 0,886.

Data Analysis

Data analyzed using SPSS version 23 for Mac. To test the hypotheses binary logistic regression techniques were used.

Ethical Consideration

The ethics committee of the hospital where the research has issued an ethical clearance with proof of certificate number 183/KEH/2019 on October 24, 2019.

RESULTS

The characteristics of the respondents were mostly female nurses with an age range of 21-30 years, bachelor degree in nursing education, married, civil servant status with 1-5 years of service. Most respondents come from inpatient units, because respondents from the inpatient unit came from 8 inpatient rooms (Table 1).

Table 1. Demographic characteristics of research respondents (n=130)

Characteristics of Respondents	Σ	%
Gender		
Male	32	24.60
Female	98	75.40
Total	130	100.00
Age		
31-40 years old	12	9.20
21-30 years old	118	90.80
Total	130	100.00
Education		
Nursing diploma	23	17.70
D4/ Bachelor of Nursing	106	81.50
Master of Nursing	1	0.80
Total	130	100.00
Marital status		
Married	78	60.00
Single	52	40.00
Widow/ widower	0	0.00
Total	130	100.00
Employee Status		
Civil servants	0	0.00
Permanent employee non civil servantas	130	100.00
Total	130	100.00

Characteristics of Respondents	∑	%
Length of working		
1-5 years	119	91.50
6-10 years	11	8.50
Total	130	100.00
Work unit		
Outpatient installation	12	9.20
Inpatient installation	59	45.40
Emergency room	18	13.80
Intensive care room	15	11.50
Central surgery room	19	14.60
Hemodialysis room	6	4.60
Cathlab	1	0.80
Total	130	100.00

Table 2 showed that most nurses have work engagement in the medium category (45.00%) with details of work engagement indicators consisting of high vigor (40.00%), high absorption (37.00%), but most nurses have dedication at a moderate level, which is 44.00% nurse.

Table 2. Distribution data of work engagement (n=130)

Work engagement	∑	%
Work engagement		
High	45	35.00
Moderate	58	45.00
Low	27	21.00
Total	130	100.00
Vigor		
High	52	40.00
Moderate	50	38.00
Low	28	22.00
Total	130	100.00
Dedication		
High	49	38.00
Moderate	57	44.00
Low	24	18.00
Total	130	100.00
Absorption		
High	48	37.00
Moderate	43	33.00
Low	39	30.00
Total	130	100.00

Table 3 showed that 74 nurses (57.00%) had a desire to turn over or leave their current job, 77 nurses were at the stage of thinking about quit from the job (59.00%), 75 nurses had the intention of looking for another job (58.00%), and 55 nurses had the intention to

leave from current job (42.00%). The percentage of nurses who think about leaving is higher than the other dimensions of turnover intention.

Table 3. Distribution data of turnover intention (n=130)

Turnover Intention	∑	%
Turnover intention		
Yes	74	57.00
No	56	43.00
Total	130	100.00
Thinking of quit		
Yes	77	59.00
No	53	41.00
Total	130	100.00
Intention to search		
Yes	75	58.00
No	55	42.00
Total	130	100.00
Intention to quit		
Yes	55	42.00
No	75	58.00
Total	130	100.00

Table 4 showed hypotesis test result based on the binary logistic regression test, the sig value is 0.000 (<0.05) which mean work enggement has a significant effect on turnover intention. The exponent value (B) of -0.071 indicates that the higher of work engagement, the turnover intention will be lower among nurses.

Table 4. Hypotesis test result with binary logistic regression test

Variable	Sig	Exp (B)
The impact of work engagement to turnover intention	0.000	-0.071

DISCUSSION

Work engagement variable has a indirect significant influence on nurse's turnover intention variable. Research conducted by Eltaybani, Noguchi-Watanabe, Igarashi, Saito, & Yamamoto-Mitani (2018), Simone, Planta, & Cicotto (2018), and Moloney, Boxall, Parsons, & Cheung (2018) support this research which state that work engagement has an influence on nurses' turnover intention, where high engagement at work can reduce turnover

intentions. Direct work engagement can make employees are more engaged and focused on their work and never have time to think about leaving wok. Work engagement in employees can provide job satisfaction and positive work experience, positive work thinking, and good physical and mental health which can increase nurse work efforts, where positive work experience and thinking can produce good performance, making nurses feel highly valued, so that employees don't think about leaving organizations (Saks, 2006; Schaufeli & Bakker, 2004a). Results of this study also corroborated by research conducted by Takawira et al (2014) and Lee & Shin, (2005) which states that vigor, dedication, and absorption negatively affect a person's intention to leave the workplace.

Vigor is related to a voluntary willingness to invest all efforts and to show one's work perseverance in facing difficulties or challenges at work (Schaufeli, Salanova, Bakker, & Alez-rom, 2002). Thus, employees who have vigor will be highly motivated in doing their jobs and tend to persist despite difficulties in working (Mauno, Kinnunen, & Ruokalainen, 2007). Employees who invest a lot of time and energy in work will find it increasingly difficult to get away from their work, so that employees tend not to have the desire to move from their current workplace (Halbesleben, 2010; Schaufeli & Bakker, 2004a). The researcher argues that the work spirit of nurses needs to be grown and maintained in the organization. Giving awards, compensation, and work motivation are some of the efforts that can be done to increase employee morale (Moekijat, 2000). Awards and compensation given to nurses will increase confidence of nurses and assume that their work is appreciated, so nurses will be more enthusiastic to contribute to organization.

Dedication is a feeling in employees where the employee feels very strongly engaged in his job and experiences a sense of meaning, enthusiasm, pride, inspiration, and challenge (Schaufeli et al., 2002). When employees have dedication in work, they are filled with positive thoughts related to their work (Schaufeli & Bakker, 2004a). Dedication to employees refers to a psychological state such as involvement, commitment, attachment, mood, and effort.

With this psychological state in employees, it can reduce the risk of employees to change jobs (Macey & Schneider, 2008). Dedication to employees can be increased by applying transformational leadership (Gill & Mathur, 2007).

Researchers argue that efforts that can be made by organizations to increase dedication of nurses that refer to transformational leadership include motivating nurses to achieve a shared vision, providing direction, attention, and appreciation to nurses, supporting nurses to achieve higher levels of competence, and being proactive. Through transformational leadership, nurse can have commitment and involvement in achieving organizational goals. If the nurse's commitment and involvement in the organization has been built, dedication is formed within the nurse.

Absorption is a state where employees are fully concentrated in their work, employees will feel time is passing quickly at work and find it difficult to get away from work (Schaufeli et al., 2002). Positive experiences will be experienced by employees who are absorbed in their work, these positive experiences and emotions are the motivation that makes employees want to stay in the organization (Shantz, Alfes, & Latham, 2014). In this study, there were still 33% of nurses who had a moderate level of absorption. The researcher argues, referring to the value of outer loading that absorption is the most influential sub-variable on work engagement, it is necessary to make efforts to increase or maintain the level of absorption from employees. One way to increase nurse absorption at work is to increase nurse organizational commitment (Daderman & Basisnka, 2016). Organizational commitment is the level of individual willingness to maintain membership because of their suitability and interest with the goals and values of the organization (Kusumaputri, 2015).

Nurses feel comfortable working in hospitals because of the common values and goals. It is hoped that with a comfortable feeling while working in a hospital, nurses will not have the desire to change jobs. Nurses' organizational commitment can be increased by

increasing support for nurses, creating a comfortable work environment, increasing nurse participation in making decisions, providing compensation, and increasing nurse clarity in the organization.

CONCLUSION

Work engagement has a indirect effect to turnover intention among nurse. If work engagement higher, the turnover intention will be lower. Turnover intention can be significantly reduced directly by work engagement. Work engagement in nurses can provide job satisfaction and positive work experience, positive work thinking, and good physical and mental health which can increase nurse work efforts, where positive work experience and thinking can produce good performance, making nurses feel highly valued, so that nurses do not think about leaving health care organizations.

SUGGESTIONS

Work engagement can be used as a hospital strategy to help nurses become more engaged or engaged with their jobs so they don't want to leave the organization, because nurses are the most human resources and play an important role in health organizations.

DECLARATION OF CONFLICTING INTEREST

No conflicts of interest have been declared.

AUTHOR CONTRIBUTION
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Literature search, research data collection, data analysis, data synthesis, author of research reports and manuscripts
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