


# The Effect of Clinical and Leadership Employee Engagement on Nurse Retention with Resilience as An Intervening Variable at Siloam Kebon Jeruk Hospital

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Article info	Abstract
<p><b>Article history:</b></p> <p>Received: December 31<sup>th</sup>, 2024</p> <p>Revised: April 12<sup>th</sup>, 2025</p> <p>Accepted: April 20<sup>th</sup>, 2025</p> <hr/> <p><b>Corresponding author:</b></p> <p>Name: Rokiah Kusumapradja</p> <p>Address: Jl. Arjuna Utara No. 9 Kebon Jeruk, Jakarta Barat-11510</p> <p>E-mail: <a href="mailto:rokiah.kusumapradja@esaunggul.ac.id">rokiah.kusumapradja@esaunggul.ac.id</a></p> <hr/> <p>International Journal of Nursing and Health Services (IJNHS)</p> <p>Volume 8, Issue 2, April 20<sup>th</sup>, 2025</p> <p>DOI: 10.35654/ijnhs.v8i2.857</p> <p>E-ISSN: 2654-6310</p>	<p><b>Introduction:</b> Nursing shortages and high rates of staff turnover are pressing issues that can disrupt health service delivery and increase the costs of recruiting new staff. A similar situation also occurred at Siloam Hospital Kebon Jeruk, which underlines the need to conduct this research. <b>Objective:</b> This study aims to examine the influence of clinical leadership and employee involvement on nurse retention at Siloam Kebon Jeruk Hospital, with resilience as a mediating factor. <b>Method:</b> This research is a quantitative study with a cross sectional approach involving 262 respondents. The research sample was taken using the Simple Random Sampling technique. Nurses were surveyed using quantitative techniques to collect data. <b>Result:</b> These findings suggest that clinical leadership and employee engagement have a significant impact on nurse retention, both directly and indirectly, through resilience. Effective clinical leadership fosters a pleasant work environment, enhancing nurses' professional growth and job satisfaction. This study shows that employee engagement can build commitment and reduce turnover rates. <b>Conclusion:</b> The clinical leadership and employee involvement were significantly improved the nurses' retention. <b>Recommendation:</b> The findings of this study suggest that supporting solid clinical leadership and active nurse engagement can significantly increase nurse retention, thereby ensuring consistent, high-quality healthcare services.</p> <p><b>Keywords:</b> Nurse Retention, Clinical Leadership, Employee Engagement, Resilience.</p>
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## INTRODUCTION

Retention of medical personnel in hospitals is an important aspect in maintaining operational sustainability and service quality in the health sector. In this context, retention is not just about maintaining the number of personnel but also involves efforts to maintain the satisfaction and involvement of health workers.

Low retention rates can have a serious impact on the stability of health services, especially at a time when the need for health care is increasing (1). Factors such as recruitment costs, onboarding new staff, and training can place a significant financial burden on healthcare organizations (2).

In addition, low retention can create uncertainty and instability within health teams, thereby affecting coordination and collaboration between health workers (3). By involving collaboration between medical personnel, hospitals can create a work environment that supports career growth, provides recognition for their contributions, and creates a positive organizational culture.

Based on internal data from Siloam Kebon Jeruk Hospital, the nurse turnover rate in 2021 will be 109%, in 2022 it will be 99%, and in 2023 it will be 105.7%. This has an impact on reducing nurse retention and can result in vacancies in the workforce structure, disruption in continuity of care, and a reduction in the quality of health services.

Furthermore, from the total turnover figures in a year, it was found that 55.8% were reasons for leaving the hospital with the cause being moving to another hospital in 2021 amounting to 47.6%, in 2022 amounting to 48.3%, and in 2023 amounting to 48.3%. This is certainly an issue that needs to be considered seriously.

In 2021, 68 nurses stopped working out of a total of 316 nurses working as of January 1 2021. This means the retention percentage was 78% in 2021. In 2021, no nurses moved to other hospitals. This is similar to 2022 where no nurses will move to

other hospitals. However, there were 46 nurses who stopped working out of a total of 339 nurses as of January 1 2022. The retention rate is 86% in 2022. This shows an increase. However, nurses leaving work in 2023 is still happening. Even though the retention rate has increased, the 2023 report shows that a number of nurses have moved to other hospitals and 35 of them are experienced nurses. Thus, the 2023 report shows that there is a problem with nurse retention and that Siloam Kebon Jeruk Hospital nurses are prone to being recruited by other hospitals.

Therefore, one effort to increase retention is to create good clinical leadership. Clinical leadership plays a critical role in establishing an organizational culture that supports, inspires, and empowers healthcare professionals. Through effective clinical leadership, leaders in hospitals can create a work environment that motivates, supports professional growth, and increases job satisfaction (4).

Clinical leadership can also form strong relationships between leaders and team members, thereby creating a high sense of involvement and commitment to organizational goals (5). Thus, strong clinical leadership can be a factor influencing nurse retention in a hospital.

Clinical leadership is a combination of knowledge, skills, and abilities in implementing changes to better nursing services (6). A nurse who has undergone clinical leadership training can act as a role model and motivator in creating a good work environment, especially nursing services for patients (7). In addition to clinical leadership, employee engagement is also one of the factors that can influence nurse retention. Employee engagement is the level of involvement, commitment and loyalty of nurses towards their work and the organization where they work (8). In a hospital context, employee engagement reflects the degree to which nurses feel connected to the goals, values, and culture of the hospital organization. Nurses who feel

emotionally, cognitively, and behaviorally engaged with their work and organization tend to have higher retention rates (9). Employee engagement can create a positive work environment, increase job satisfaction, and reduce levels turnover nurses (10). Therefore, employee engagement can also be a significant factor in influencing nurse retention in hospitals.

Thus, a deep understanding of factors such as clinical leadership and

employee engagement and its relationship with nurse retention are essential in designing effective and sustainable retention strategies in hospitals.

## **OBJECTIVE**

The study aimed to examine the relationship between these variables on nurse retention. at Siloam Kebon Jeruk Hospital.

## **METHOD**

This research was conducted at Siloam Kebon Jeruk Hospital from December 2023 to January 2024. Data collection was carried out using a questionnaire distributed via Google Form. This research used quantitative methods with a cross-sectional approach. The cross-sectional was used to measure the association between the independent variables with dependent variable

### **Sample, sample size, & sampling technique**

The total of 262 respondents are selected in this study. The research sample was taken using the Simple Random Sampling technique. The collected data was analyzed using the Smart PLS version 3 program.

This research consists of two independent variables, namely clinical leadership (X1) and employee involvement (X2); one intervening variable, namely resilience (Z); and one dependent variable, namely nurse retention (Y). The relationship between variables is described in the following constellation:

The population in this study were nurses who worked at Siloam Kebon Jeruk Hospital. In this research, the population was narrowed by calculating the sample size using the Slovin technique. The total sample required is 262 respondents. The inclusion criteria were permanent nurses who had worked for at least one year at Siloam Kebon

Jeruk Hospital, were willing to be respondents, and filled out informed consent. Exclusion criteria were nurses who were on leave or not actively working during the study period.

### **Instrument and data collection process**

The data collection process was conducted within one month. The research assistant helped the data collection. All respondents who involved in this study received the information of this study regarding objective of this study and the positive effect for hospital management. Informed consent was signed by all respondents who participated in this study. The instrument used in this research is a questionnaire which consists of several parts:

1. Demographics section: Includes questions about age, gender, highest level of education, and years of work.
2. Clinical Leadership Section: Using a Likert scale with items adapted from the Clinical Leadership Competency Framework (CLCF).
3. Employee Engagement section: Using a Likert scale with items adapted from the Utrecht Work Engagement Scale (UWES).
4. Resilience Section: Uses a Likert scale with items adapted from the Connor-Davidson Resilience Scale (CD-RISC).
5. Nurse Retention Section: Using a Likert scale with items adapted from the

employee retention model by Kaur (2017) and Nazia & Begum (2013).

Validity and reliability tests show good results. All indicators have a loading factor value above 0.7, which indicates adequate construct validity. The Average Variance Extracted (AVE) value for each variable was also high, with Employee Engagement at 0.74, Clinical Leadership at 0.656, Resilience at 0.763, and Nurse Retention at 0.688, all of which indicate good convergent validity. Reliability was measured using Cronbach's Alpha and Composite Reliability, with all variables having values above 0.7, indicating that this research instrument is reliable.

Analysis using the Three Box Method shows that respondents' perceptions of the research variables are quite high. The average index for Clinical Leadership is 220.25, Employee Engagement 224.625, Resilience 218, and Nurse Retention 208.1, all of which are in the high category. In order to determine the feasibility of the model to be tested, this study includes a discriminant validity test to ensure that the construct being measured is truly different from other constructs in the research model. Discriminant validity tests the extent to which a construct is different from other constructs by measuring different indicators.

In this study, discriminant validity testing was carried out to ensure that the construct used in the model was truly different from other constructs. Based on the Fornell-Larcker criteria, discriminant validity is assessed by comparing the square root of the Average Variance Extracted (AVE) value for each construct with the correlation between constructs. The square root value of AVE for Employee Engagement is 0.86, Clinical Leadership 0.81, Resilience 0.873, and Nurse Retention 0.829, all of which are greater than the correlation

between these constructs and other constructs

## Data analysis

The collected data was analyzed using Smart PLS version 3 software. Data analysis steps include: 1) Validity and Reliability Test: Carried out to ensure that the instruments used are valid and reliable; 2) Descriptive Analysis: Describes the demographic characteristics of respondents and the distribution of research variables; and 3) SEM-PLS (Structural Equation Modeling - Partial Least Squares) analysis: Used to test the relationship between independent variables, intervening variables and dependent variables. The normal distribution and homogeneity variables were analyzed before applying the statistic

Tabel 2 Average Variance Extracted (AVE), Composite Reliability dan Cronbach's Alpha score

Variable	AVE	Cronbach's Alpha	Composite Reliability
Employee Engagement	0.74	0.941	0.95
Clinical Leadership	0.656	0.929	0.944
Resilience	0.763	0.984	0.985
Nurse Retention	0.688	0.976	0.978

## RESULT

### Respondent Characteristics

This research involved 262 nurses at Siloam Kebon Jeruk Hospital. The majority of respondents were women (85.5%) and most were under 30 years old (56.1%). Respondents had varying levels of education, with the majority having a D3 Nursing education (33%) and Nursing Profession (47%). Respondents' length of work also varied, with most having worked for 1-5 years (45%).

### Goodness of fit model

In this study, the SRMR value obtained was 0.062. This value is below the threshold of 0.08, indicating that the model has a good fit to the data. In other words, the difference between the observed covariance matrix and that predicted by the model is very small. This indicates that the model is able to represent the structure of relationships between variables well, so that it can be trusted in describing the influence of clinical leadership and employee engagement on the resilience and retention of nurses at Siloam Kebon Jeruk Hospital

**Table 2. Goodness of fit model**

Endogenous Variables	R-Square	R-Square Adjusted
Resilience	0.55	0.547
Nurse Retention	0.572	0.567

This good GoF shows that the model has high prediction accuracy. The collinearity test is an important step in regression analysis to ensure that the independent variables do not have a very strong linear relationship with each other, which can affect the analysis results and model interpretation. High collinearity can cause problems such as unstable coefficient values and high variability, which in turn can reduce the accuracy of model predictions.

The results of the collinearity test in this study show that all Variance Inflation Factor (VIF) values for independent variables are below the threshold of 10, with VIF values for Employee Engagement to Resilience of 2,294, Employee Engagement to Job Retention of 2,975, Clinical Leadership to Resilience of 2,975 2,294, Clinical Leadership on Job Retention of 2.4, and Resilience on Nurse Retention of 2.19. These values indicate that there is no serious collinearity problem among the independent variables in the model. This ensures that variables such

as clinical leadership, employee engagement, and work resilience can be used effectively in the analysis. Based on the hypothesis results presented in Table 6, it can be concluded that clinical leadership and employee engagement have a significant influence on nurse retention through work resilience. The first hypothesis (H1) was accepted, indicating that clinical leadership and employee engagement significantly influence nurse retention through increasing work resilience with a path coefficient of 0.571, a statistical T value of 2.926, and a p-value of 0.004. In addition, the second hypothesis (H2) was accepted, with a path coefficient of 0.22, a statistical T value of 2.749, and a p-value of 0.006, which indicates that effective clinical leadership can increase nurses' work resilience.

#### **Relationship between independent variable with dependent variables**

The third hypothesis (H3) shows that employee engagement has a significant effect on work resilience, with a path coefficient of 0.558, a statistical T value of 7.042, and a p-value of 0.000. Furthermore, the fourth hypothesis (H4) was accepted, indicating that work resilience had a significant effect on nurse retention with a path coefficient of 0.193, a statistical T value of 2.932, and a p-value of 0.004. The fifth hypothesis (H5) is accepted with a path coefficient of 0.344, a statistical T value of 4.864, and a p-value of 0.000, which indicates that good clinical leadership can increase nurse retention. Finally, the sixth hypothesis (H6) was accepted with a path coefficient of 0.3, a statistical T value of 2.932, and a p-value of 0.004, which indicates that nurses who have high involvement with work and organizations tend to have better retention rates. Overall, these results confirm that clinical leadership and employee engagement play an important role in increasing work resilience and retention of nurses in hospitals, with work resilience

acting as a mediating variable that strengthens the influence of clinical leadership and employee engagement on nurse retention.

Relationship Path	Path Coeff	T-Statistic	P value
Clinical Leadership and Employee Engagement -> Nurse Retention through Job Resilience	0.571	2.926	0.004
Clinical Leadership -> Job Resilience	0.22	2.749	0.006
Employee Engagement -> Work Resilience	0.558	7.042	0
Job Resilience -> Nurse Retention	0.193	2.932	0.004
Clinical Leadership -> Nurse Retention	0.344	4.864	0
Employee Engagement -> Nurse Retention	0.3	2.932	0.004

## DISCUSSION

Based on research results, clinical leadership has a significant influence on nurse resilience and retention. Effective clinical leadership can create a supportive work environment, provide guidance, and foster self-confidence among nurses. Good clinical leadership also allows nurses to develop their skills, feel valued, and has a positive influence on their job satisfaction.

### Table. Relationship between independent variable with dependent variables

This is in line with the findings of Joseph & Huber (6) which stated that effective clinical leadership can increase nurses' motivation and job satisfaction. In addition, clinical leadership also has a direct

influence on nurse retention. Good clinical leaders are able to create strong relationships with team members, provide emotional support, and ensure that nurses feel valued and involved in decision making (11). A study showed that effective clinical leadership can increase nurse retention by reducing turnover rates through increasing job satisfaction and commitment to the organization (5). In this study, good clinical leadership was also proven to reduce nurses' intention to leave the hospital, which ultimately increased nurse retention.

Employee engagement was found to have a significant influence on nurse resilience and retention. Nurses who feel emotionally and cognitively engaged with their work tend to be better able to cope with stress and challenges in the workplace (12). Previous studies showed that high employee engagement can increase resilience by strengthening nurses' emotional attachment and commitment to the organization (8-9). In this research, high nurse involvement was proven to increase their ability to deal with stress and burnout, thereby increasing their resilience.

Employee engagement also has a direct influence on nurse retention. Nurses who feel engaged with their work tend to be more satisfied with their jobs and have higher commitment to the organization (13). A study (10) showed that high employee engagement can increase nurse retention by reducing intentions to leave the organization. In this study, high nurse involvement was proven to reduce turnover and increase nurse retention.

Resilience acts as an intervening variable that strengthens the influence of clinical leadership and employee engagement on nurse retention. Nurses who have a high level of resilience are able to cope better with stress and challenges in the workplace, which ultimately increases their job satisfaction and retention (14).

A study showed that resilience can help nurses overcome stress and burnout, thereby increasing their retention (15-16). In this research, resilience was proven to strengthen the influence of clinical leadership and employee engagement on nurse retention (17). Thus, investing in clinical leadership development and employee engagement programs is critical to building a resilient and committed nursing workforce.

## CONCLUSION

Effective clinical leadership not only increases nurse resilience and retention, but also shows that Siloam Kebon Jeruk Hospital is committed to creating a supportive and empowering work environment for its health workers. Clinical leaders who are able to create strong relationships with team members, provide emotional support, and ensure that nurses feel valued and involved in decision making, play a key role in reducing nurses' intention to leave the hospital, ultimately increasing nurse retention.

The high level of employee engagement has succeeded in building a positive and inclusive work culture, where nurses feel emotionally and cognitively involved with their work. Resilience as an intervening variable strengthens the influence of clinical leadership and employee engagement on nurse retention, showing that nurses who have a high level of resilience are able to cope better with pressure and challenges in the workplace. This proves that investments in clinical leadership development and employee engagement programs are critical to building a resilient and committed nursing workforce, which in turn will improve the quality of healthcare and organizational sustainability. Overall, these findings emphasize the importance of holistic human resource management strategies focused on leadership development and employee

engagement to achieve better workforce retention in hospitals.

## RECOMMENDATION

Based on the research results, several suggestions that can be given are:

1. **Enhanced Clinical Leadership Training:** Hospital management needs to provide clinical leadership training for nurses so that they can become role models and motivators in the work environment.
2. **Employee Engagement Program Development:** Hospitals need to develop programs that can increase nurse involvement in various aspects of work and organization.
3. **Increasing Nurse Resilience:** Hospital management needs to provide psychological support and self-development programs to increase nurses' resilience in facing pressure and challenges in the workplace.

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