

Work Engagement, Perceived Organizational Support, and Organizational Behaviors Influenced Intention to Stay among Officers at MKK Hospital, Jakarta

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Article information	Abstract
<p>Article history: Received; April 30th, 2023 Revised: May 05th, 2023 Accepted: June 20th, 2023</p> <hr/> <p>Corresponding author: Name: Sandra Dewi Address: Jalan Arjuna Utara No.9, Kebon Jeruk, Jakarta 11510 E-mail: sandra.dewi@esaunggul.ac.id</p>	<p>Background: During the pandemic, most nurses withdrew/resigned from service (<i>turnover</i>). Objective: The study aimed to analyze the effect of work engagement, perceived organizational support, and organizational culture on the intention to stay of MKK Hospital employees. Method: This quantitative study uses a survey approach to examine the causal effects of work engagement, perceived organizational support, and organizational culture on the intention to stay of employees at MKK Hospital, Jakarta. This study's population was all MKK Jakarta Hospital employees, totaling 418 people. The sample in this study was 213 MKK Hospital employees consisting of nurses. Result: The results showed an effect of work engagement, perceived organizational support, and organizational culture on intention to stay among employees at MKK Hospital. Conclusion: The conclusion showed that work engagement has the most significant influence, followed by organizational culture and perceived organizational support influencing the intention to stay in MKK Hospital employees. Recommendation: This research helps hospital management, especially the Human Resources department, to design programs, formulate strategies and start employee organizational development to strengthen/increase employee retention or intention to stay in hospital employees in Indonesia, especially MKK Hospital.</p>
<p>International Journal of Nursing and Health Services (IJNHS), Volume 6, Issue 3, June 20th, 2023 DOI: 10.35654/ijnhs.v6i3.724 E-ISSN: 2654-6310</p>	<p>Keywords: work engagement, perceived organizational support, organizational culture, intention to stay, pandemic period</p> <hr/> <p>This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International License CC BY -4.0</p>



BACKGROUND

Human resources professionals in their fields must carry out the hospitals holistic functions. Good human resources management would undoubtedly benefit the hospital progress (1). However, the hospital had many challenges and obstacles during the pandemic, not only in terms of patient overload but also in various changes in the hospital environment, both externally and internally.

Human resources (HR) becomes an essential resource in an organization (2). Coleman states that HR is responsible for maintaining organizational values and motivating other members in their leadership (3). Therefore, the organization could retain the best talent. A study explained that the development of a company business depends on the workforce's productivity (4).

During the pandemic, there was a reduction in nursing human resources due to many exposed nurses, work overload, physical and psychological stress, inadequate incentives, and high morbidity rates, and some died.

Most of the nurses withdrew from service (turnover). The ever-increasing turnover rate would cause many losses for the RS. One of the effects of high turnover is the financial costs associated with employee turnover, such as costs for recruiting and training new employees (5).

A research shows the impact caused by the turnover of employees from an organization (6). This represents a problem in the health care system which results in the emergence of costs that the organization must bear and a decrease in services for patients so that the quality of the service itself becomes disrupted.

The adaptation process and high HR loyalty to hospitals are one of the factors that intention to stay among employment. However, apart from that, several other factors also make employees want to stay in an organization: work engagement, perceived organizational support, and organizational culture (7).

MKK Hospital is a type C hospital located in West Jakarta with a dense population. The decrease in patient visits

included a decrease in the number of HR. Most of the HR could not survive and decided to leave the hospital.

Based on the results of the short pre-survey interview with the head of the MKK Hospital nursing team, it can be seen that some employees have low work engagement. Thus, high turnover was considered, such as 55% in 2021 and 48% in 2022. However, a limited study was conducted regarding this issue at hospital organizations.

This study provided valuable information for hospital development to prevent high turnover and improve the working performance of employees.

METHOD

Design

A quantitative study with a survey approach was applied in this study. This study was conducted at MKK Hospital, West Jakarta, Indonesia. This research was conducted from July 2022 to August 2022.

Sample, sample size, & sampling technique

This study's population was all MKK Jakarta Hospital employees, totaling 418 people. The sample in this study was 213 nurses at MKK Hospital. They were selected using a purposive sampling technique based on inclusion and exclusion criteria.

The inclusion criteria of sample selection include 1) Employees who have worked at MKK Jakarta Hospital for at least one year, 2) Permanent employees, and 3) willing to be a respondent in this study. The exclusion criteria in this study were: 1) were absent at the time the research was taking place; 2) Did not complete a series of this research process; and refused to participate in this research process.

Data collection process

The researcher collected the data within two months. The process of data collection was done simultaneously. All respondents who are willing to participate in this study are required to sign the informed consent.

Instruments for data collection

Work engagement questionnaire. A work engagement questionnaire measured the nurse's engagement in working or deciding something. This questionnaire was constructed based on Macey dan Schneider (8). It consisted of 3 dimensions: 1) Vigor, 2) Dedication, dan 3) Absorption. The likert scale including: 1 = Strongly Disagree; 2= Disagree; 3= Somewhat Disagree; 4= Somewhat Agree; 5 = Agree; 6 = Strongly Agree.

Statistically analysis

Descriptive statistics describe the maximum, minimum, average (mean), and standard deviation values. Structural Equation Modeling uses Partial Least Square (PLS) with Smart PLS 3.0 software starting from model measurements (outer model), model structure (inner model), and hypothesis testing.

The inner or structural model describes the causal relationship between latent variables, built based on the substance of the theory. Structural models in PLS are evaluated using R² for the dependent construct, the path coefficient value, or the t-value for each path for the significance test between constructs in the structural model. The R² value is used to measure the level of variation in the independent model changes to the dependent variable.

The higher the value of R². The R Square values 0.67; 0.33; and 0.19 for the latent dependent variable in the structural model, indicating a strong, moderate, and weak model

Ethical consideration

The IRB of Esa Unggul University has approved this study. All respondents must sign the informed consent before participating in this study.

RESULT

Characteristic of Respondents

Table 1 explains the characteristics of the respondents. The results showed that the majority of respondents were 94 women (90.38%) and 10 male respondents (9.62%). At the same time, the mean age among respondents was 27 years, with the youngest age being 25 years and the oldest age being 29 years. Regarding education, 38 people

(36.54%) graduated from the Diploma level. Some of them were Professions level (34.62%). At the same time, the mean of working duration showed that most of them have worked within three years, with the most prolonged working period being four years.

Table 1 Characteristics of respondents

Variables	n	f	Mean	Std. Dev
Age			27.42	3.89
Duration of work			3.24	2.92
Gender				
Male	10	9.62		
Female	94	90.38		
Education level				
Diploma	38	36.54		
Profession	36	34.62		
Bachelor	29	27.88		
Religion				
Islam	85	81.73		
Chatolic	7	6.73		
Protestan	12	11.54		

Hipotesis Testing

Hypothesis testing was explained using the inner model. The inner model can be evaluated by looking at the dependent construct's r-square (indicator reliability) and the t-statistical value of the path coefficient test. The higher the r-square value means, the better the prediction model of the proposed research model. The path coefficient value indicates the level of significance in hypothesis testing. Testing the research hypothesis was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results.

Determination Test

Variation Analysis (R²) or Determination Test was used to determine the influence of the independent variables on the dependent variable; the value of the coefficient of determination can be shown in Table 2.

The r-square value indicates that work engagement is able to explain the variability of the intention to stay construct by 83.2%, and the remaining 16.8% is explained by other constructs outside those examined in this

study. Meanwhile, perceived organizational support and organizational culture could explain the variability of the internal to-stay construct by 45.2% and 60.8%, and the remaining 54.8% and 39.2% were explained by other constructs outside those examined in this study.

Table 2 Output of R-Square Dan R-Square Adjusted

Variables	R-Square	R-Square Adjusted
ItS-WE Intention to stay Work Engagement	0.832	0.831
ItS-PO Intention to stay Perceived organizational support	0.452	0.447
ItS-OC Intention to stay Organizational culture	0.608	0.604
All Variables Intention to stay Organizational culture Perceived organizational Support Work engagement	0.835	0.83

Simultaneous Test

The T statistical test shows whether all the independent variables included in the model have a simultaneous effect in explaining the information content of the dependent variable. The simultaneous test in this study uses the results from the outer R-Square model.

Table 3. Outlier output

Variables	R-Square original	R-Square sample	Std. Deviation	T-Statistic	P-Value
ItS-OC Organization culture	0.779	0.796	0.044	17.724	0.000
ItS-PO Perceived organizational support	0.672	0.693	0.091	7.390	0.000
ItS-OC Work engagement	0.832	0.842	0.049	17.118	0.000
All Variables Organizational culture Perceived organizational Support	0.835	0.856	0.048	17.230	0.000

Work engagement

Based on the output score, the results of the bootstrap analysis of the R Square method are complete. The P value of R Square's simultaneous influence on Z and Y is less than 0.05.

T-Test statistic

The rules of thumb used in this study are t-statistics >1.96 with a significance level of p-value 0.05 (5%), and the beta coefficient is positive.

Table 4. Output of path analysis

Variable s	Original sample (O)	Sample mean (M)	Std. deviation	T stat	p-value
Organization culture	0.779	0.798	0.043	18.19	0.000
Perceived organizational support	0.672	0.698	0.098	6.896	0.000
Work engagement	0.912	0.916	0.025	36.172	0.000
All variables					
Organization culture	-0.117	-0.123	0.202	0.579	0.563
Perceived organizational support	0.043	0.064	0.102	0.420	0.675
Work engagement	0.984	0.980	0.220	4.463	0.000

The results of path analysis conclude that:

- 1) Work engagement was associated with staying. The coefficient beta of the work engagement coefficient on intention to stay was 0.912 with a t-value was 36.127 and a p-value (of 0.000 <0.05).
- 2) Perceived organizational support was associated with the intention to stay. The coefficient beta of perceived organizational support on intention to stay was 0.672 with a t-value was 6.896 p-value (0.000 <0.05).
- 3) The organizational culture is associated with the intention to stay. The coefficient beta of organizational culture on intention

to stay was 0.779 with a p-value (0.000 <0.05)

- 4) work engagement, perceived organizational support, dan organizational culture were associated with the intention to stay in simultaneously. The coefficient beta of those variables to intention to stay was 0.984, 0.043, dan -0.117. The t-value was 4463, 0.420, and 0.579 with p-value (0.000 < 0.05). Therefore, those variables were influenced by the intention to stay simultaneously.

DISCUSSION

The Effect of work engagement on intentional stay

Work engagement has influenced to intention to stay. It was due to all employees having pride in their work at MKK Hospital. It was consistent with a study that showed that work engagement is motivation and the center of positive thoughts related to work (9).

Work engagement is characterized by passion, dedication, and appreciation for work. Work engagement is a person's psychological attachment to his work. Work engagement is related to individual attitudes, intentions, and behaviour (10). Therefore, employees tend to be more attached to their organization and less likely to leave it. This view is supported by several researchers who found that work engagement is negatively related to turnover intention (11-12).

Work engagement could provide a satisfying positive work experience and create positive thoughts with sound health conditions and increased work effort, thereby making employees more valued and reducing the likelihood of leaving the organization. Work engagement can also reduce fatigue, triggering the intention to change jobs.

While the role of a mediator could partially occur if the independent variables directly influence turnover intention or through work engagement mediation, work engagement fully mediates the relationship between job resources and personal resources and turnover intention.

The effect of perceived organizational support on the intention to stay

The results of the path analysis explain that perceived organizational support has a significant effect on the intention to stay. This indicates that MKK Hospital employees feel cared for when doing work contributes well to the organization, so this triggers employees to increase their work productivity.

Factors associated with turnover intention include perceived organizational support (13). The turnover intention would be high if perceived organizational support is relatively low. This perceived organization would affect the intentions that arise from within whether the employees stay or leave. Perceived organizations could also meet social-emotional needs, leading to more recognition and commitment, a greater desire to help the organization succeed, and better mental health (14). Opportunities for recognition and promotions make employees feel that their contributions are valued. Therefore, it would hinder the intention of employees to leave.

One study also explained that turnover intention is an individual's desire to leave the organization and an evaluation of one's position about dissatisfaction that triggers someone to leave. Generally, high perceived organizational support would reduce the desire of employees to leave the organization. Employees with strong perceived organizational support tend not to look for other jobs. Conversely, if the organization does not show a positive attitude towards its employees, employees would leave it.

The Effect of Organizational Culture on Intention to Stay

The statistical results proved that organizational culture positively affects the intention to stay. The employees' desire to stay is influenced by organizational culture. If the organizational culture is considered positive, employees would feel comfortable working there. Then improve its performance and always have the desire to work for a long time.

Organizational culture has a vital role in an effective and efficient organization. When it is due, employee performance would increase, and the desire to stay (15). A study shows the role of organizational culture in

encouraging employees' desire to stay in an organization (16).

CONCLUSION

Simultaneously, work engagement, perceived organizational support, and organizational culture were associated with the intention to stay at MKK Hospital employees. Work engagement had the most significant influence, followed by organizational culture and perceived organizational support on the intention to stay in MKK Hospital employees. The research findings also emphasize that professional development in terms of increasing work engagement, support, and organizational culture could influence employee retention.

Research and Managerial Implications

This research contributes to the development of literature in the field of management, especially in the field of human resource management. HR is one of an organization's most valuable assets to achieve its vision and goals.

The HR department and the team could develop plans and programs to increase work engagement. Organizational support and employee organizational culture need to be carried out by MKK Hospital by increasing employee morale, for example, by providing payment according to workload and employee expertise, listening to employees' aspirations and creative ideas, establishing good relationships with employees,

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