
IMPROVING NURSE RETENTION: THE ROLE OF WORK MEANING ON ORGANIZATIONAL COMMITMENT AND THE MEDIATING EFFECT OF JOB ENGAGEMENT

Darajatun Surya Admaja¹ and Joko Suyono²

¹Magister Manajemen, Universitas Sebelas Maret, Jl Ir. Sutami No. 36A, Pucangsawit, Surakarta, 57126, Indonesia.

²Universitas Sebelas Maret, Jl Ir. Sutami No. 36A, Pucangsawit, Surakarta, 57126, Indonesia.

ABSTRACT

This study aims to examine the effect of work meaning on the organizational commitment and job engagement as a mediator. Second, the influence of the meaning of work on the turnover intention. The findings show that the meaning of work affects job engagement, and job engagement mediate the effect of the meaning of work organizational commitment. The next finding shows that the meaning of work has an influence on the turnover intention, the higher the meaning of work, the lower the turnover intention. This article presents a conceptual and propositional design model for broadening the understanding and knowledge of the meaning of work, job engagement, organizational commitment and turnover intentions in hospital nurses. This article is hoped to be able to assist hospitals in increasing nurse organizational commitment and reducing the turnover intention that has occurred so far. This conceptual model is expected to provide an overview and reference for further research in the future.

KEYWORDS: Meaning of Work; Job Engagement; Organizational Commitment; Turnover Intention.

1. INTRODUCTION

Employee turnover has become a serious problem in the service industry. High employee turnover rates result in direct and indirect costs, such as costs associated with recruiting and training new employees (Robinson, Kralj, Solnet, Goh, & Callan, 2014; Chen, Lin, & Lien, 2011). The direct impact of employee turnover ranges from 15-30% of the total costs incurred by the company, while the indirect impact on the company in the form of customer dissatisfaction and customer loss ranges from 70-85%. (Racz in Jang & George, 2012).

Alarcon and Edwards (2010) argue that the decrease in intention to move begins with employees who feel engaged. Job engagement has become a popular concern and topic (Amor, Vázquez, & Faíña, 2020; Robbins & Judge, 2015; Rameshkumar, 2020). Robbins and Judge (2015) suggest that productivity, customer satisfaction, profit, low work accidents and low turnover will be enjoyed by companies with employees who have high levels of job engagement. Engagement is an antecedent in many organizational outputs, one of which is commitment (Rameshkumar, 2020). Organizational commitment and employee engagement have developed as very important constructs in organizational

research because they relate to employee behavior that drives organizational retention and performance (Chalofsky & Krishna, 2009).

A number of studies have shown that organizational commitment and job engagement are influenced by the meaning of work (Jung & Yoon, 2016). Supporting this, Lee (2015) said that in the healthcare environment, the meaning of work can also increase employee commitment and engagement. Nurses cannot fulfill their duty to make health care safe unless they feel valued and find joy and meaning in their work (Leape, et al., 2009).

The meaning of employee work is very important to the organization, although it has been the concern of many researchers (Harpaz & Meshoulam, 2004), however, not many studies have been conducted in the service industry and in nursing (Jung & Yoon, 2016; Leape, et al., 2009). A better understanding of the meaning of work can explain what causes employees to quit (Harpaz & Meshoulam, 2010).

According to data from the Health Services Ministry of Health of the Republic of Indonesia, the growth of hospitals in Indonesia is always increasing, and one that stands out in a region where one of the regional members is Central Java. Based on this, research can be carried out in Solo Raya, whose areas include Klaten, Boyolali, Wonogiri, Sukoharjo, Sragen, Karanganyar and Surakarta districts, as well as Semarang Raya, whose areas include the districts of Semarang, Kendal, Demak, Grobogan and Semarang City and Salatiga City as a representation. regions in Central Java, apart from representing regions in Central Java, the selection of Semarang Raya and Solo Raya as research locations is also based on the phenomenon of high turnover.

Nurses are the largest human resource in the hospital, above 55% (Miradwiyana & Badrin, 2014). According to the Indonesian Health Human Resources Development and Empowerment Agency the percentage of nurses was 29.66%, the most compared to other health workers in 2016. In the previous year 2014, the ratio of nurses to Indonesia's population was 100,000 inhabitants versus 94.07 nurses, p. this is far from the targeted ratio of 100,000 population to 158 nurses. (InfoDatin Center for Data and Information, Ministry of Health, Republic of Indonesia, Situation of Indonesian Virginity, 2017).

Nurse turnover is a serious problem that has an impact on hospitals, wards, nursing teams and patients. High-quality care will be difficult to fulfill if there is high intention to move, and this also reduces the ability of the nursing division to meet the various needs of patients (Piers, Versluys, Devoghel, Vyt, & Noortgate, 2019).

According to Ambrosi (2011) cited in Simone, Planta, and Cicotto (2018), that within one year after recruitment, 34.4% of nurses in hospitals plan to change jobs, and 43.8% have submitted transfer letters. Nurse turnover around the world is currently considered high, between 15% and 44%, while some hospitals in Indonesia range from 13% to 35% (Dewanto & Wardhani, 2018; Mardiana, Hubeis, & Panjaitan, 2014).

Several Hospitals in Semarang Raya also experienced an increasing turnover, starting from 5.75% in 2015 up to 9.44% in 2016, and also occurring in 2013 where it was 5.8% increasing to 8.8% in 2017 (Hesarika, 2018; Ardhy, 2019, Rachmawati, & Suharnomo, 2018). Turnover also occurred at Solo Raya Hospital, where there were at least 55 employees or around 15% of the total employees who were dominated by nurses during 2019 leaving the company (Adji, 2019). Meanwhile, according to Gillies (2000), the maximum number of employee turnover each year is 5-10% (Gillies, 2000).

The low meaning of work is the reason for the high intention to move (Arnoux-Nicolas, Sovet, Lhotellier, Fabio, & Bernaud, 2016), besides that low job engagement also contributes to the high intention to move (Memon, et al., 2019). Turnover is also a sign that organizational commitment is at a low level, Luthans (2011) states that organizational commitment reflects employee loyalty to the organization. Jung and Yoon (2016) show that meaningful work affects employee commitment mediated by job engagement. Based on this description, a study was conducted with the title improving nurse retention: the role of work meaning on organizational commitment and the mediating effect of job engagement studies on nurses at Semarang Raya and Solo Raya Hospitals.

THEORETICAL AND HYPOTHESIS BACKGROUND

The meaning of work and job engagement

Kabanoff (1980) defines work as a series of tasks that are determined to be carried out by a person while occupying a position in an organization. Furthermore, Steger, Duffy, and Dik (2012) revealed that the meaning of work can help individuals deepen their understanding of themselves and the world around them, as well as facilitate their personal growth.

Cartwright and Holmes (2006) suggest that there are many definitions of the meaning of work, however, it can be seen from various literatures that the essence of meaning is "connection" and is associated with positive outcomes for individuals and organizations including improved organizational performance, key employee retention, effective change management, and greater organizational commitment and employee engagement.

Jung and Yoon (2016) show that most of the previous studies have provided empirical support that the meaning of employee work is a very important factor in increasing engagement in work. Woods and Sofat (2013) suggest that employees who are very active tend to feel psychological meaning in the workplace, and as a consequence employee become more involved.

Beukes and Botha (2013) suggest that when employees see work as a calling, it will increase a higher attachment to the organization. May, Gilson, and Harter (2004) emphasized that in order for employee morale to develop in the workplace, employees must have good job engagement. Aktouf as quoted in (Heuvel, Demerouti, Schreurs, Bakker, & Schaufeli, 2009) shows that a lack of meaning in one's work can lead to disengagement.

H1: The meaning of work has an effect on job engagement

Meaning of work and organizational commitment

Organizational commitment according to Luthans (2011) is an attitude that reflects employee loyalty to the organization and is a continuous process in which organizational participants express their concern for the organization and its continued success and well-being.

Organizational commitment is defined by Mowday and Steers (1979) as the relative strength of individual identification and engagement in the organization. It is characterized by a strong belief in and acceptance of the goals and values of the organization, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.

Previous research has shown that the meaning of employee work can be a motivational factor that increases commitment to the organization (Jung & Yoon, 2016). Chalofsky and Krishna (2009) argue that external motivation is inefficient in encouraging commitment, so it is important to encourage commitment through increasing internal motives, such as the meaning of work.

Nurses who feel that they are making a significant contribution to the hospital are more likely to stay in the same hospital. Commitment will increase when employees see work as a calling (Beukes & Botha, 2013). Ivztan, Sorensen, and Halonen (2013) argue that employees who have personal meaning in their work are very well committed to their work.

H2: The meaning of work is related to organizational commitment

Job engagement, meaning of work and organizational commitment

Kahn (1990) defines personal attachment as the use of organizational members in their work roles, in which individuals use and express themselves physically, cognitively, and emotionally while carrying out roles. Schaufeli, Salanova, Gonzalez-Romá, and Bakker (2002) define work attachment as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption.

Meaning of work can result in employees who are more engaged and committed. The relationship between meaningful work, organizational commitment and job engagement can be seen as an advantage of company management, because it can contribute to increased work results such as employee satisfaction, fulfillment, productivity, retention and loyalty (Geldenhuys, Laba, & Venter, 2014). This study will try to verify whether job engagement is a mediator between the meaning of work and organizational commitment. Previous studies have shown that work significantly affects employee commitment mediated job engagement (Jung & Yoon, 2016).

H3: Job engagement mediates the relationship between the meaning of work and organizational commitment

Meaning of work, job engagement and intention to move

Intention to move is a conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). Intention to move is defined by Takase (2009) as a multi-stage process that involves the voluntary departure of employees from their current positions, and is triggered by negative psychological responses to the internal / external work context. This psychological response develops into cognition and withdrawal behavior, leading to turnover.

Intention to move refers to an individual's estimate that he or she will leave the organization in the near future. Turnover intention is a predictor of turnover behavior (Chen, Lin, & Lien, 2011). Turnover intention is the last step in the decision-making process before someone actually leaves (Bothma & Roodt, 2013).

Significance has positive consequences for individuals and organizations. This is related to higher work motivation, higher job engagement, organizational performance, and also lower turnover. Employees who consider their job roles and goals not in accordance with their standards and values, will have low motivation and engagement, all of which will have an impact on performance and influence employees to leave the company (Urieși, 2016).

Caringal-Go & Hechanova (2018) show that the meaning of work is an intrinsic need of employees that can reduce turnover intentions. Previous research has also shown that a high meaning of work will affect the desire to move employees (Urieși, 2016; Janik & Rothmann, 2015; Arnoux-Nicolas, Sovet, Lhotellier, Fabio, & Bernaud, 2016).

H4: The meaning of work is related to the turnover intention

A decrease in the level of intention to move can occur when employees have work attachments, employees will find it difficult to leave the company because they have made many sacrifices (Alarcon & Edwards, 2010). Employees will feel a deep connection to the company when they have a high work attachment. Organizational attention began to focus on job engagement when a survey showed that less than 30% of employees had high job engagement. A study shows that companies with employees who have a high level of job engagement produce a higher level of customer satisfaction, are more productive, bring higher profits, lower turnover rates and lower accidents than in other companies (Robbins & Judge, 2015).

Previous research has shown that one of the predictors of intention to move employees is work attachment (Alarcon & Edwards, 2010; Saks, 2006; Wan, Li, Zhou, & Shang, 2018; Simone, Planta,

& Cicotto, 2018; Memon, et al. ., 2019). According to Amor, Vázquez, and Faña, (2020) work attachment is a popular topic for the last 20 years in the field of management.

H5: Job engagement is related to intention to move

DISCUSSION

The theoretical framework described in this article is an attempt to explain the relationship between the meaning of work, and work-mediated organizational commitment, and to determine the relationship between the meaning of work and the intention to move.

This article focuses on showing the importance of paying attention to the meaning of work to increase job engagement which in turn has an impact on organizational commitment, and to reduce the intention to move. The conceptual model that the authors hope is to provide an overview and increase knowledge about the variables that can affect organizational commitment and intention to move. Besides that, it can be used as a guide for further research.

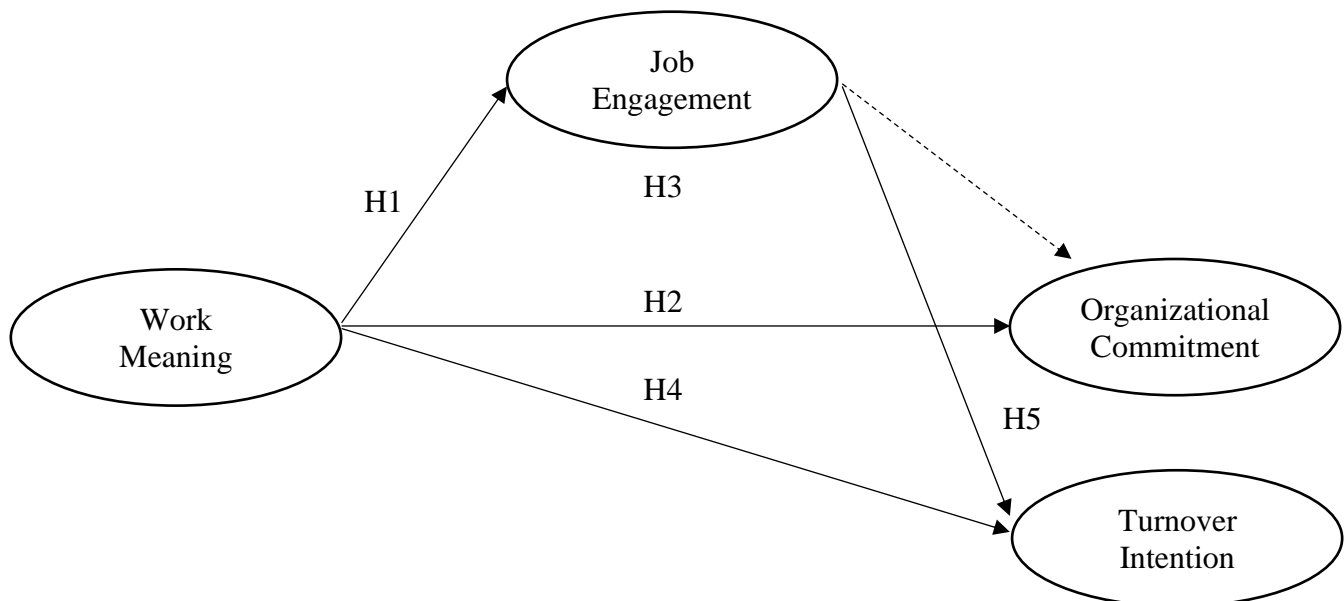


Figure 1. Research Model

FURTHER RESEARCH

In further research, it is hoped that it can provide an overview of how this research model can be applied in the hospital sector. In addition, further research can develop this research model by examining other variables that can increase organizational commitment and reduce intention to move, such as leadership and empowerment.

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