



Research Article

Analysis of the Influence of Quality Work Of Life on the Intention To Leave Nurses at XYZ Sidoarjo Hospital

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ABSTRACT

One of the serious challenges currently faced by XYZ Hospital in Sidoarjo, a class C hospital, is the employee turnover rate which continues to increase significantly. The increasing number of employee transfers and resignations has become a critical internal concern, as the turnover rate has exceeded the hospital management's established threshold of 5%. field conditions indicate that this threshold has been surpassed over the past several periods. The objective of the study was to analyze the effect of Quality of Work Life (QWL) on nurses' intention to leave, in order to understand how various aspects of the work environment influence nurses' tendency to resign, and to provide a basis for developing effective nurse retention strategies within the hospital. This observational study employed a cross-sectional design, in which researchers conducted observations without providing any intervention on the variables under study. A total of 182 participants were selected from a population of 402 employees using the Slovin formula, followed by simple random sampling. Located at XYZ Hospital in Sidoarjo. Data analysis was conducted using simple linear regression to examine the causal relationship between the independent variable, Quality of Work Life (QWL), and the dependent variable, intention to leave. Quality of Work Life was measured through three dimensions: job satisfaction, organisational culture, and work climate. A relationship was considered statistically significant if the significance value (p-value) was less than 0.05. Based on the results of the study conducted at XYZ Hospital, Quality of Work Life—encompassing organisational culture, work climate, and job satisfaction—was found to be at a moderate level. Similarly, employees' intention to leave was also categorised as moderate. The regression analysis demonstrated that Quality of Work Life had a significant effect on intention to leave. These findings indicate that higher perceived Quality of Work Life is associated with a lower tendency among employees to leave the organisation.

Keywords: Organizational Culture, Intention To Leave, Quality Work Of Life, Job Satisfaction

INTRODUCTION

Amid increasingly complex challenges in the contemporary work environment, attention to Quality of Work Life (QWL) has become essential, particularly within public service organisations such as hospitals (Naibaho & Harmen, 2024). QWL reflects the extent to which the workplace provides a physically, psychologically, and socially supportive environment that enables



employees to work productively while achieving a sense of personal fulfilment (Gumilang, 2022). In the context of XYZ Hospital, which has experienced a sustained increase in employee turnover over two consecutive years, it is therefore important to examine more closely how internal organisational factors influence employees' intentions to remain with or leave the institution.

Three key variables play an important role in shaping Quality of Work Life (QWL): organisational culture, job satisfaction, and organisational climate. Organisational culture is not merely a set of symbols or traditions; rather, it represents the core identity and values that guide individual behaviour within an organisation (Nasir et al., 2021). When organisational culture is positive, supportive, and aligned with professional values, employees are more likely to develop a sense of belonging and engagement in the organisation's dynamics.

In addition, job satisfaction serves as a direct indicator of how employees perceive and evaluate their work (Zakiah et al., 2020). Levels of job satisfaction are influenced by multiple factors, including compensation, relationships with supervisors and colleagues, and opportunities for professional growth and self-development (Tosepu et al., 2022). High job satisfaction has been consistently associated with increased loyalty, stronger work engagement, and a greater intention to remain within the organisation. Meanwhile, organisational climate reflects the collective psychological atmosphere of the workplace as experienced by employees. A conducive organisational climate—characterised by effective communication, fairness, and tangible managerial support—fosters trust, comfort, and a sense of security among employees (Aryudi et al., 2023).

Together, organisational culture, job satisfaction, and organisational climate interact synergistically to shape a healthy and sustainable Quality of Work Life (QWL). When QWL is optimised, employees' intention to leave the organisation can be significantly reduced. In the context of XYZ Hospital, understanding and improving these three interrelated factors represents a strategic priority that must be addressed promptly to ensure workforce stability and to sustain the quality of healthcare services delivered to the community.

One of the major challenges currently faced by XYZ Hospital in Sidoarjo, a Class C hospital, is a persistently increasing employee turnover rate. The high frequency of employee transfers and resignations has become a critical internal concern, as the turnover rate has exceeded the management's established threshold of 5%. Field observations indicate that this threshold has been surpassed consistently in recent periods. Employee turnover, defined as the departure of employees from the organisation in which they work (Nasir et al., 2022), not only reflects internal dissatisfaction, but also creates structural instability in hospital operations.

Sustained high turnover results in the loss of trained and experienced human resources and imposes substantial additional costs related to recruitment, retraining, and work system adjustments (Dapit Alex Sander, 2021). Such conditions can significantly disrupt the continuity and consistency of healthcare services, which are expected to operate optimally to meet increasing public demand (Hendra Wahyudin, 2022). This situation indicates the presence of underlying organisational issues that require immediate identification and intervention to prevent broader negative impacts on service quality and the reputation of XYZ Hospital as a healthcare provider.

MATERIAL AND METHODS

This study employed an observational design, in which the researchers conducted observations without intervening in the variables under investigation. A cross-sectional approach was used, whereby data were collected at a single point in time to describe conditions and activities

as they existed during the study period. The study was conducted at XYZ Hospital in Sidoarjo. A total of 182 respondents were selected from a population of 402 employees using the Slovin formula. Participants were then recruited through a simple random sampling technique.

Data were collected using a questionnaire measured on a five-point Likert scale (1–5). The resulting scores were categorised into ordinal levels as follows: low (<1.67), moderate (1.67–2.40), and high (>2.40), based on the mean score of each variable. Data analysis was performed using simple linear regression to examine the causal relationship between the independent variable, Quality of Work Life (QWL), and the dependent variable, intention to leave. Quality of Work Life was assessed through three dimensions: job satisfaction, organisational culture, and organisational climate. A relationship was considered statistically significant if the significance value (p-value) was less than 0.05, whereas a p-value greater than 0.05 indicated no significant effect.

RESULTS AND DISCUSSION

Table 1. Demographic Data of Respondents at RS XYZ

No	Gender	Sum	Percentage
1	Male	56	29,79%
2	Woman	132	70,21%
No	Age	Sum	Percentage
1	< 30 Year	14	7,45%
2	30 – 35 Year	59	31,38%
3	36 – 40 Year	46	24,47%
4	41 – 45 Year	28	14,89%
5	46 -50 Year	20	10,64%
6	> 50 Year	21	11,17%
No	Tenure	Sum	Percentage
1	3-5 years	19	10,11%
2	5-10 years	42	22,34%
3	10-15 years	47	25,00%
4	15-20 years	29	15,43%
5	>20 years old	50	26,60%
No	Education	Sum	Percentage
1	High School/Vocational School	45	23,94%
2	D3	72	38,30%
3	S1	69	36,70%
4	S2	1	0,53%
Total		188	100 %

Table 1 presents the demographic characteristics of the respondents. The majority of respondents were female (70.21%), while males accounted for 29.79%. Most respondents were within the productive age range, with the largest proportion aged 30–35 years (31.38%), followed by those aged 36–40 years (24.47%) and those older than 50 years (11.17%). In terms of length of service, respondents with more than 20 years of work experience constituted the largest group (26.60%), followed by those with 10–15 years (25.00%) and 5–10 years of service (22.34%). Regarding educational attainment, most respondents held a diploma (D3) qualification (38.30%), followed by a bachelor's degree (S1) (36.70%) and senior high school/vocational education (23.94%). Only a small proportion of respondents had completed a master's degree (S2) (0.53%).

Table 2. Job Satisfaction of XYZ Hospital in Sidoarjo

No	Satisfaction	Rerata	Interpretation
1	Satisfaction in the completion of the target	3,32	Keep
2	Self-development opportunities	3,22	Keep
3	Ever-evolving skills and abilities	3,45	Tall
4	Motivated achievements	3,34	Keep
5	Fairly distributed work	3,10	Keep
	Rerata	3,28	Keep

Table 2 presents the distribution of job satisfaction levels, indicating that most dimensions were rated at a moderate level, while skills and abilities were rated highly. The findings suggest that organisational culture plays an important role in shaping employee job satisfaction, as reflected in moderate scores for goal achievement, self-development, achievement motivation, and fairness in work distribution, alongside high scores for skill development. These results are consistent with previous studies demonstrating that organisational cultures which promote achievement, learning opportunities, fair reward systems, and equity can enhance employee satisfaction and performance (Mailani & Muhadi, 2016).

Table 3. Organizational Climate of XYZ Hospital in Sidoarjo

No	Iklim	Rerata	Interpretation
1	Employer support	3,23	Keep
2	Appreciated in terms of work	3,20	Keep
3	Work-life balance	2,98	Keep
4	Good communication and cooperation	3,63	Tall
5	Involvement in decision-making	3,30	Keep
6	Comfort in the work environment	3,31	Keep
7	Recognition of the existence of performance	3,24	Keep
	Average	3,27	Keep

Table 3 shows that the organisational climate at XYZ Hospital in Sidoarjo was predominantly rated at a moderate level across most dimensions, with the exception of communication and cooperation, which were rated highly by respondents. The findings indicate that organisational climate makes a meaningful contribution to employee job satisfaction. Factors such as supervisory support, appreciation for work outcomes, and recognition of individual contributions highlight the importance of a supportive work environment that values each employee's role.

Although most aspects of the organisational climate remain at a moderate level, this suggests considerable scope for improvement (Rahman, 2021), particularly in fostering a more balanced and participatory work environment. Effective communication and strong cooperation emerged as the most prominent strengths, reinforcing evidence from previous studies that emphasise the role of healthy interpersonal relationships in enhancing job satisfaction. Research by Humairoh and Wardoyo Usman, (2019) and (Sainong et al., 2021) demonstrates that an organisational culture characterised by openness, collaboration, and employee involvement in decision-making fosters a sense of belonging and comfort, which positively influences motivation and productivity (Usman, 2019). Therefore, strengthening organisational culture dimensions related to reward systems, managerial support, and work-life balance represents a strategic approach to improving overall job satisfaction (Rahsel, 2019).

Table 4 Organizational Culture of XYZ Hospital in Sidoarjo

Yes	Culture	Average	Interpretation
1	Clear performance measurement	3,34	Keep
2	Coordination between departments	3,31	Keep
3	Instructions and guidance from superiors	3,39	Tall
4	Empower employees equally	3,40	Tall
5	Planning and decision involvement	3,31	Keep
Average		3,35	Tall

Table 4 illustrates that the organisational culture implemented at XYZ Hospital demonstrates a generally positive trend across several key aspects, although certain elements still require further strengthening. Direction and guidance from supervisors, as well as efforts to empower employees equitably, were rated relatively well, indicating that leadership has begun to support individual capacity development within the organisation. However, aspects such as interdepartmental coordination, performance measurement systems, and employee involvement in planning and decision-making remain at levels that warrant improvement. These findings are consistent with previous research by Taurisa, (2012) which highlights that an effective organisational culture is characterised by a clear performance management system, strong cross-functional coordination, and active employee participation in strategic decision-making. Furthermore, studies by Ishiqa Ramadhany Putri & Ningrum Fauziah Yusuf, (2022) emphasizes that consistent supervisory direction and equitable empowerment can enhance employees' sense of responsibility and engagement (Fitriani & Sadarman, 2018). Therefore, organisations are encouraged to continue strengthening integrated communication systems and expanding participatory mechanisms to foster a more inclusive, transparent, and productive work culture (Nasir et al., 2021).

Table 5 Intention To leave XYZ Hospital in Sidoarjo

Yes	Intention To leave	Average	Interpretation
1	Feeling like going out	2,79	Keep
2	Not getting a good feeling	2,83	Keep
3	Changes make you want to be happy	2,86	Keep
4	Intention to find a new job	2,87	Keep
Average		2,84	Keep

Table 5 indicates that although employees' intention to leave the organisation has not yet reached a high level, there are early warning signs of dissatisfaction that may develop into a stronger intention to resign if not addressed promptly. Feelings of wanting to leave and perceived discomfort reflect the presence of emotional and psychological barriers within the work environment, which have the potential to undermine employee loyalty (Fitriyah & Djastuti, 2020). Furthermore, employees' responses to organisational changes that trigger thoughts of leaving, along with the emergence of intentions to seek alternative employment, suggest that organisations must be more adaptive and communicative in managing change and fostering a supportive work climate. Research from Tett and Meyer (1993) and Mobley (1982) in Scott, (2022) as cited in Scott (2022), indicate that turnover intention often arises from a combination of job-related discomfort, weak emotional attachment to the organisation, and perceptions of more favourable opportunities elsewhere. Therefore, strengthening employee engagement, enhancing workplace

comfort, and expanding participatory opportunities are essential strategies for mitigating turnover intentions at an early stage.

The Influence of Job Satisfaction, Organizational Culture and Organizational Climate on Intention To Leave

Table 6. The Influence of Job Satisfaction, Organizational Culture and Organizational Climate on Intention To Leave

Yes	Variable	Sig Alfa	Interpretation
1	Employee Satisfaction	0,013	Influential
2	Organizational Climate	0,010	Influential
3	Organizational Culture	0,005	Influential

Table 6 presents the results of the linear regression analysis, showing that the three independent variables—job satisfaction, organisational climate, and organisational culture—have a significant effect on employees' intention to leave, with all significance values below 0.05. These findings indicate that higher levels of job satisfaction, a more positive organisational climate, and a stronger organisational culture are associated with a lower tendency for employees to leave the organisation. Job satisfaction reflects employees' comfort and fulfilment in their work, which directly contributes to organisational loyalty and retention. A conducive organisational climate—characterised by open communication, managerial support, and a supportive work environment—enhances employees' sense of security and emotional attachment to the organisation. Meanwhile, a strong organisational culture fosters shared values and a sense of belonging, which further motivates employees to remain within the organisation.

These results are consistent with previous studies. Gumilang (2022), published in *Tazkiya Journal*, reported that job satisfaction has a negative and significant effect on turnover intention. Similarly, by (Gumilang, 2022) in *Kresna Journal* demonstrated that organisational culture significantly influences employees' intention to leave. In addition, Sopia (2008) in the *Journal of Business Management* found that a healthy organisational climate strengthens employee attachment and reduces turnover intention. Taken together, these findings suggest that job satisfaction, organisational climate, and organisational culture function as interrelated and complementary factors in suppressing employees' intention to leave. Therefore, organisations should prioritise strengthening these dimensions as part of a strategic human resource management approach to improve retention.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of research that has been conducted at XYZ Hospital, it can be concluded that the Quality of Work Life which includes organizational culture variables, work climate, and job satisfaction is in the medium category. Similarly, the level of employees' desire to leave work (intention to leave) is also moderate. The results of the analysis show that Quality of Work Life has a significant influence on intention to leave. In other words, the better the quality of work life that employees feel, the more likely they are to leave the organization tends to decrease.

Suggestion

1. **To promote a Positive Organizational Culture**, RS XYZ is recommended to strengthen an organizational culture that supports collaboration, transparency, and appreciation for

employee performance. A strong and positive culture can increase employees' sense of belonging to the organization so that it can reduce the intention to leave.

2. **Creating a Conducive Work Climate**, It is important for hospital management to create a safe, comfortable, and supportive work environment. Attention to peer relationships, open leadership, and a balanced workload will increase employee satisfaction and loyalty.
3. **Improving Employee Job Satisfaction**, XYZ Hospital needs to regularly evaluate and develop programs to improve job satisfaction, such as career development, training, and a fair reward and recognition system. High job satisfaction will have a direct impact on improving the Quality of Work Life and reducing intention to leave.
4. **Conducting Periodic Monitoring and Evaluation**, It is recommended that XYZ Hospital conduct periodic monitoring and evaluation of factors that affect the quality of work life. This is useful for detecting potential problems early and taking quick and appropriate corrective action.

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CONFLICT OF INTEREST

The researcher stated that there was no *Conflict Of Interest* with the respondents and the place where this study was conducted.

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