



THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION AMONG STAFF AT YAPIKA GENERAL HOSPITAL IN 2025

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ABSTRACT

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Background: Employee engagement is a crucial factor influencing workforce performance and sustainability in hospitals. Low employee engagement may increase turnover intention, leading to high recruitment costs, declining service quality, and reduced patient satisfaction.

Objective: This study aims to analyze the influence of employee engagement on turnover intention among staff at Yapika General Hospital in 2025.

Method: A quantitative research design with a cross-sectional approach was applied, involving 131 respondents selected through proportional sampling. Data were collected using the Gallup Q12 questionnaire with a 5-point Likert scale, and analyzed using univariate and bivariate methods with simple linear regression.

Result: The findings show that the majority of respondents were not engaged (91.6%), with most having a moderate level of turnover intention (67.9%). Regression analysis revealed a significant effect of employee engagement on turnover intention ($t = -10.987$; $p = 0.000$).

Conclusion: Furthermore, all four engagement dimensions (basic needs, management support, teamwork, and growth) showed significant negative effects on turnover intention. In conclusion, higher employee engagement reduces staff's intention to resign. Therefore, enhancing engagement through fulfilling basic needs, managerial support, teamwork, and career development opportunities is essential to reduce turnover intention and maintain hospital service quality.

INTRODUCTION

The success of a hospital is not solely determined by advanced facilities or complete infrastructure. More importantly, it relies on the people working there, their skills, quality,

and potential are crucial for running the hospital smoothly.

The quality of services provided by a hospital is a key factor that shapes its reputation and the public's trust. Excellent

services not only enhance the hospital's positive image but also make a real contribution to the development of healthcare. In the long term, high quality services lead to better overall public health (Botha, 2020).

The workforce or human resources in a hospital play a very crucial role, as they are responsible for managing and carrying out all operational activities. Efforts to improve the quality of human resources are structured and ongoing processes. The goal is to develop staff who are not only technically competent but also aligned with the organization's vision, mission, and values, enabling them to contribute effectively toward achieving shared goals (Prawiro et al., 2022)

One effective way to improve employee performance is through employee engagement. Employee engagement refers to the state in which employees feel connected to and committed to the company's goals and values (Christbelloni, 2021). Engaged employees usually show a strong sense of care for their work, contribute more actively, and strive to achieve the best results.

Employee engagement, or employee involvement, plays an important role in organizational performance and brings numerous benefits. Some of the advantages of employee engagement for organizational performance include improved team performance, higher employee productivity, better retention rates, reduced employee

turnover, and lower levels of burnout (Mansor et al., 2023).

Employee engagement can be understood as an emotional and intellectual commitment to the organization. This is because employee engagement reflects psychological motivation directed toward psychophysiological aspects, so that the positive emotions and thoughts of employees can guide them to align with organizational goals and help them manage themselves effectively in achieving their work targets (Byrne, 2022).

On the other hand, employee engagement has a direct impact on employees' intention to leave their jobs (turnover intention). Turnover intention is a condition where an employee starts to feel the desire or intention to voluntarily resign. This often arises as a response to job dissatisfaction, a lack of connection with the organization, or the expectation of better opportunities elsewhere, usually driven by the employee's own initiative (Kurniawan et al., 2019).

Turnover intention among employees generally begins with thoughts of quitting, which often develop gradually. One early indication of this process can be seen in an increased frequency of unusual absenteeism, where employees may be absent more often or show atypical patterns of absence. Over time, the desire to leave the job strengthens, prompting them to start seeking information

about other job opportunities (Narpati et al., 2020).

A high turnover rate has negative impacts on hospitals, not only in terms of the costs required for recruitment and training of new staff but also in non-financial aspects. One of the most noticeable effects is the decline in consistency and quality of healthcare services, which can eventually affect patient satisfaction and the hospital's overall reputation. In addition, turnover may also lead to the loss of talented employees who are actually essential for the hospital (Suswati, 2020).

Any case studies that align with this research are those that similarly examine the impact of factors such as teamwork, growth opportunities, work environment, or employee engagement on outcomes like employee performance, job satisfaction, or turnover intention. the study by Boayke (2021), which involved 218 employees across six hospitals in the Georgia region, revealed that the level of employee engagement has a significant relationship with their tendency to leave their jobs (turnover intention) at these locations. And also study conducted by Mora et al., (2022) at a general hospital in Karawang Regency revealed that the higher the level of employee engagement, the lower the employees' tendency to leave their jobs (turnover intention).

The intention to leave a job (turnover intention) has become a problem within

companies. Turnover intention basically refers to an employee's desire to move from one workplace to another, but it has not yet resulted in an actual job change. Turnover intention indicates the extent to which employees plan to leave the company, while turnover itself refers to the number of employees who actually resign within a certain period.

Corporate commitment can influence employees' turnover intention. According to Yusuf and Syarif, as cited in Gunawan & Andani (2019), corporate commitment is defined as the level of employee loyalty to the company, demonstrated by the desire to remain, support the achievement of the company's goals, and having no intention to leave the company for any reason. Employees' commitment to the company and its objectives becomes one of the main reasons they choose to stay. The higher an employee's level of commitment, the less likely they are to leave the company they have chosen over a long period.

METHODS

This study employed a quantitative research approach with a cross-sectional design, conducted at Yapika General Hospital in 2025. The population consisted of 198 staff members. Using proportional sampling, 131 respondents were selected as the sample, ensuring adequate representation of various work units. The study used a questionnaire

based on the Gallup Q12 Survey for Employee Engagement with a 5-point Likert scale. Data were analyzed using univariate (respondent frequency) and bivariate (variable relationships) using multiple linear regression (effect of engagement on turnover intention) analyses.

RESULT

1. Univariate Analysis

Table 1.1 Frequency Distribution of Respondents by Age, Gender, Education Level, Length of Service, and Work Unit

Respondent Characteristic	n	%
Age		
20-30 Year	73	55,7
31-40 Year	39	29,8
41-50 Year	12	9,2
51-60 Year	6	4,6
>60 Year	1	0,8
Gender		
Male	29	22,1
Female	102	77,9
Education Level		
SMP	7	5,3
SMA	16	12,2
D3	50	38,2
S1	55	42
S2/S3	3	2,3
Length of Service		
<1 Year	45	34,4
1-3 Year	54	41,2
>3 Year	32	24,4
Work Unit		
Management	13	9,9
Medical Record	6	4,6
Front Office	5	3,8
Pharmacy	9	6,9
Nursing	49	37,4
Midwifery	15	11,5
Laboratory & Radiology	8	6,1
Nutrition	5	3,8
General Department	21	16
Amount	131	100,0

Source : Primary Data 2025

From Table 1.1 above, we can see that the largest age distribution is between 20–30 years, with 73 respondents (55.7%), while the smallest is above 60 years, with only 1 respondent (0.8%). For gender, the majority are female, with 102 respondents (77.9%), while males make up the smallest group, with 29 respondents (22.1%). In terms of education level, most respondents hold a bachelor's degree (S1), with 55 people (42%), while the fewest are at the master's/doctoral level (S2/S3), with 3 people (2.3%). For length of service, the majority have worked for 1–3 years, with 54 respondents (41.2%), while the smallest group are those who have worked for more than 3 years, with 32 respondents (24.4%). Finally, regarding work units, the largest distribution is in the nursing unit, with 49 respondents (37.4%), while the smallest are in the front office and nutrition units, with 5 respondents each (3.8%).

Table 1.2 Frequency Distribution of Employee Engagement Among Staff at Yapika General Hospital in 2025

Employee Engagement	n	%
Engaged	6	4,6
Not Engaged	120	91,6
Disengaged	5	3,8
Amount	131	100,0

Source : Primary Data 2025

From Table 1.2 above, we can see there are 6 people (4.6%) who are engaged, 120 people (91.6%) who are disengaged, and 5 people (3.8%) who are actively disengaged.

Table 1.3 Frequency Distribution of Employee Engagement Among Staff at Yapika General Hospital in 2025

Turnover Intention	n	%
Low	12	9,2
Moderate	89	67,9
High	30	22,9
Amount	131	100,0

Source : Primary Data 2025

From Table 1.3 above, we can see There are 12 people (9.2%) with a low level of turnover intention, 89 people (67.9%) with a moderate level of turnover intention, and 30 people (22.9%) with a high level of turnover intention.

2. Bivariate Analysis

Table 2.1 Test of the Influence of Employee Engagement (X₁) on Turnover Intention (Y) Among Staff at Yapika General Hospital in 2025

Turnover Intention	t	sig
Employee Engagement	-10.987	.000

Source : Primary Data 2025

The t-test can be measured by looking at the t-value and the significance level. If the t-value > t-table or the significance level < 0.05, it can be concluded that the independent variable partially affects the dependent variable.

In Table 2.1, it is shown that the Employee Engagement variable (X₁) has a t-value of -10.987, while the t-table in this study is 1.656. The significance level is 0.000 < 0.05, which means there is a partial effect of Employee Engagement (X₁) on Turnover Intention (Y). Therefore, H₀₁ is rejected and H_{a1} is accepted.

Table 2.2 Test of the Influence (T-Test) of the Basic Needs Dimension (X₂), Management Support Dimension (X₃), Teamwork Dimension (X₄), and Growth Dimension (X₅) on Turnover Intention (Y) Among Staff at Yapika General Hospital in 2025

Turnover Intention	t	sig
Basic Needs	-13.102	.000
Management Support	-2.436	.016
Teamwork	-2.414	.017
Growth	-2.638	.009

Source : Primary Data 2025

Table 2.2 shows the t-values and significance levels. If the t-value > t-table or the significance level < 0.05, it can be concluded that each of the four dimensions has a partial effect on the dependent variable, and vice versa.

The Basic Needs dimension (X₂) has a t-value of 13.103 > t-table 1.978 and a significance level of 0.000 < 0.05, meaning it has a partial effect on Turnover Intention (Y). The Management Support dimension (X₃) has a t-value of 2.436 > t-table 1.978 and a significance level of 0.016 < 0.05, meaning it has a partial effect on Turnover Intention (Y). The Teamwork dimension (X₄) has a t-value of 2.414 > t-table 1.978 and a significance level of 0.017 < 0.05, meaning it has a partial effect on Turnover Intention (Y). The Growth dimension (X₅) has a t-value of 2.638 > t-table 1.978 and a significance level of 0.009 < 0.05, meaning it has a partial effect on Turnover Intention (Y). Thus, H₀₂₃₄₅ is rejected and H_{a2345} is accepted.

DISCUSSION

1. Employee Engagement

Employee engagement refers to the dedication and strong connection employees have with the company they work for. It is reflected in their high sense of responsibility toward their work and alignment with the organization's vision and mission. Employee performance plays a major role in the company's growth and success.

Referring to a study conducted at Yapika General Hospital in 2025, out of 131 employees, 6 people (4.6%) were engaged, 120 people (91.6%) were not engaged, and 5 people (3.8%) were disengaged. This indicates that the majority of employees at Yapika General Hospital focus only on their individual tasks without considering the company's goals. These employees concentrate solely on their responsibilities without motivation to actively contribute to achieving the organization's vision. They tend to be passive and show little creativity in carrying out their duties (Setiawan & Widjaja, 2018).

2. Turnover Intention

Turnover intention refers to a person's tendency to leave their current position and seek career opportunities elsewhere, including the possibility of obtaining a better role at another institution (Azizah et al., 2023). The results of this study show that 12 employees, or 9.2%, had a low level of turnover intention,

89 employees, or 67.9%, had a moderate level, and 30 employees, or 22.9%, had a high level. This indicates that the level of turnover intention at Yapika General Hospital tends to range from moderate to high.

The high level of turnover intention at Yapika General Hospital is influenced by several factors. One cause is the lack of effective human resource management, which results in employees not receiving optimal support in their work environment. In addition, the low awareness among staff regarding the importance of commitment and loyalty to the institution also plays a contributing role. A weak sense of belonging to the workplace can lead to dissatisfaction and drive employees to look for opportunities elsewhere. This combination of ineffective management and limited employee awareness contributes to the hospital's high turnover intention rate.

3. The Influence of Employee Engagement on Turnover Intention

According to Giovanni & Umrani (2019), the desire to seek alternative job opportunities, labor market conditions, and the length of employment contracts with the company are all factors that influence employees' intention to change jobs. A low level of employee engagement can increase turnover intention, while a high level of engagement can reduce it.

This study is in line with research by Jannah (2021) at Dumai Regional Hospital, which indicated that employee engagement has a significant negative effect on turnover intention, with a significance level of 0.001 which is lower than 0.05. Similarly, research by Nur Miftahul Janna & Mene Paradilla (2023) also found that employee engagement has a significant negative influence on nurses' turnover intention. This means that higher employee engagement contributes to a lower intention to leave the hospital.

This study reveals that a decrease in employee engagement is inversely related to employees' intention to leave their jobs, or turnover intention. The lower the engagement, the stronger the urge and desire to quit, which raises the likelihood of changing jobs, and vice versa.

4. The Influence of the Basic Needs Dimension on Turnover Intention

The basic needs dimension refers to employees' perceptions of their organization and their work, which are viewed as essential aspects that must be fulfilled. These needs cover fundamental elements considered crucial in the workplace. When such needs are properly met, employees tend to feel a stronger attachment to both their jobs and the organization they work for. This condition can significantly reduce their desire to change or leave their jobs (Trisnawati & Elpanso, 2022).

The results of the influence test (t-test) show that the t-value of the basic needs dimension (X_2) is $-13.103 > t\text{-table } 1.978$ with a negative value, and the significance level is $0.000 < 0.05$. This means that the basic needs dimension (X_2) has a partial and negative effect on turnover intention (Y), so H_{02} is rejected and H_{a2} is accepted.

Research conducted by Padang in Yuvia (2023) revealed that basic needs, particularly physical aspects, have an effect on turnover intention. The findings showed a significance value of 0.047, which is below the 0.05 threshold, indicating a significant effect. In addition, the negative regression coefficient shows that the more employees' basic needs are met, the lower their turnover intention. Thus, fulfilling basic needs contributes to increasing employee engagement, which in turn helps reduce employees' desire to leave their jobs.

Based on the results of this study, it can be concluded that fulfilling employees' basic needs is inversely related to turnover intention. The more their basic needs are met, the lower the likelihood that they will leave their jobs. This happens because greater satisfaction and comfort strengthen employee engagement, which ultimately reduces turnover intention by building a stronger bond between employees and their work. Conversely, when employees' basic needs are not met, their turnover intention tends to increase.

5. The Influence of the Management and Support Dimension on Turnover Intention

Aspects of management and support cover employee involvement in their work as well as the support provided by the work environment, particularly in non-physical aspects, that contribute to employee well-being (Trisnawati & Elpanso, 2022). This factor plays a role in enhancing employee engagement, which in turn can influence the level of turnover intention within a company.

The results of the influence test (t-test) indicate that the calculated t-value for the management and support dimension (X_3) is -2.436, which is greater than the t-table value of 1.978, with a negative coefficient. In addition, the significance value of 0.016 is below 0.05. This means that the management and support dimension (X_3) has a partial and negative effect on turnover intention (Y), thus H_{03} is rejected and H_{a3} is accepted.

A study conducted by Ayu in Yuvia (2023) at Bali Indonesia Medika Citra (BIMC) Special Surgery Hospital revealed that the management and support dimension has a significant negative influence on turnover intention, with a significance level below 0.05. This indicates that the better the management and support provided, the lower the employees' tendency to leave the organization. Furthermore, this factor contributes to strengthening employee

engagement, which ultimately enhances employee loyalty to their workplace.

Based on the findings of this study, it can be concluded that management and support have a negative relationship with turnover intention. The better the management system and support provided to employees, the less likely they are to leave their jobs. This occurs because employees feel more valued and acknowledged in their work environment, which ultimately strengthens employee engagement and reduces turnover intention. Therefore, fostering a supportive work environment becomes one of the key strategies in retaining a loyal and productive workforce.

6. The Influence of the Teamwork Dimension on Turnover Intention

The dimension of teamwork involves harmonious interactions among colleagues who share dedication and common goals in realizing the company's vision. The results of the influence test (t-test) show that the calculated t-value for the teamwork dimension (X_4) is -2.414, which is greater than the table t-value of 1.978 with a negative sign, and the significance value is $0.017 < 0.05$. This means that the teamwork dimension (X_4) has a partial negative effect on turnover intention (Y), so H_{04} is rejected and H_{a4} is accepted.

The findings of this study align with research conducted on nurses at Syafira

Hospital in Pekanbaru, which revealed that teamwork has a significant negative effect on turnover intention, with a significance value of 0.006, which is less than 0.05 (Anderson, 2019). This indicates that the better the teamwork, the lower the employees' tendency to leave their jobs. A work environment supported by strong team relationships can enhance a sense of togetherness and emotional attachment, which ultimately strengthens employee engagement and reduces turnover intention within the organization.

Based on the results of this study, it can be concluded that strong teamwork can create a comfortable work environment for employees, thereby enhancing employee engagement and reducing turnover intention. When employees feel supported by their colleagues and work in a harmonious team, they tend to develop a stronger attachment to their jobs. Therefore, fostering effective communication and creating a collaborative work culture are crucial factors in maintaining employee loyalty to the company.

7. The Influence of the Growth Dimension on Turnover Intention

The growth dimension refers to the presence or absence of career development experienced by employees while carrying out their duties and responsibilities. The results of the influence test (t-test) show that the calculated t-value for the growth dimension

(X₅) is -2.638, which is greater than the table t-value of 1.978 with a negative sign, and the significance value is $0.009 < 0.05$. This indicates that the growth dimension (X₅) has a partial negative effect on turnover intention (Y), meaning H₀₅ is rejected and H_{a5} is accepted.

The findings of this study are consistent with research conducted at PKU Muhammadiyah Gamping Hospital, which found that career development has a significant negative effect on turnover intention, with a significance value of 0.044, which is less than 0.05. The study indicated that the better the career growth opportunities provided to employees, the higher their job satisfaction, making them more likely to stay, which ultimately reduces turnover intention (Ananda & Hidayah, 2019). Furthermore, career growth opportunities also play a role in enhancing employee engagement, as employees who perceive clear prospects in their work tend to be more motivated and committed to the organization.

Based on the results of the study, it can be concluded that the growth dimension has a significant negative effect on employees' turnover intention. In other words, the better the career growth and development opportunities provided, the lower the employees' desire to leave their jobs. Opportunities for growth within the organization, whether through training, promotions, or skill development, can

enhance employee engagement and strengthen employees' loyalty to the company. Therefore, companies need to pay greater attention to career development programs in order to retain quality employees and reduce employee turnover.

CONCLUSION

This study concludes that employee engagement significantly influences turnover intention among staff at Yapika General Hospital. This study finds that the more engaged hospital staff feel with their jobs, the less likely they are to think about quitting.

This engagement is shaped by four key factors: having their basic needs met, getting support from their supervisors, working well as a team, and having opportunities for growth. Each of these factors was found to be highly effective at reducing staff's intent to resign. Therefore, the key to retaining a skilled team is creating a positive work environment. This is not only beneficial for the staff, but also crucial for ensuring the hospital can provide continuous, high-quality patient care.

SUGGESTION

- For Hospital Management: Implement engagement, enhancing programs focusing on managerial support, teamwork, and staff development.

- For Policymakers: Integrate employee engagement indicators into healthcare performance evaluations.
- For Future Research: Explore additional factors influencing turnover intention, such as organizational culture, leadership style, and compensation systems.

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