

An Analysis of the Effects of Quality of Work Life and Job Motivation on Nurses' Turnover Intentions at Depati Hamzah Regional General Hospital in Pangkalpinang

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Abstract

The high turnover rate among nurses is a critical issue for hospitals because it can affect the quality of healthcare services and operational continuity. This study aimed to analyze the effects of quality of work life and work motivation on nurses' turnover intention at Depati Hamzah Regional General Hospital in Pangkalpinang City. The research employed a quantitative approach with a cross-sectional design. Data were collected through a closed-ended questionnaire distributed via Google Forms to 100 nurses at Depati Hamzah Regional General Hospital who were selected using a purposive sampling technique. Data analysis was conducted using classical assumption tests and multiple linear regression analysis to examine the partial and simultaneous effects among the research variables. The results showed that quality of work life had a negative and significant effect on turnover intention, indicating that improved quality of work life was associated with lower nurses' intentions to leave the hospital. Work motivation also had a negative and significant effect on turnover intention. Simultaneously, quality of work life and work motivation significantly reduced nurses' turnover intention at Depati Hamzah Regional General Hospital. Enhancing nurses' quality of work life and work motivation can serve as an effective strategy for reducing turnover intention. Therefore, hospital management should develop policies that promote employee welfare, career development opportunities, and a supportive work environment for nurses.

INTRODUCTION

The global healthcare sector currently faces various challenges alongside the rapid development of the digital era. Hospitals, as primary healthcare providers, are required to continuously adapt and compete in delivering high-quality services to the community. One crucial aspect of achieving effective healthcare services is the efficient and sustainable management of resources. Proper resource management not only improves hospital operational effectiveness but also contributes to enhancing the quality of services provided to patients (Muharni & Wardhani, 2020).

One of the key components of hospital resource management is human resource (HR) management. Although hospitals are supported by advanced technology, adequate infrastructure, and well-organized operational systems, organizational goals cannot be optimally achieved without competent and qualified personnel (Hulu, 2023). Healthcare workers, particularly nurses, are essential human resources who play a direct role in patient care and significantly contribute to the delivery of comprehensive healthcare services (David, 2020). However, hospitals currently face challenges in maintaining nurses' work motivation due to

high workloads, professional demands, and psychological pressures frequently experienced in the workplace (Widayati, 2020)

According to the World Health (Georgiadou et al., 2024) the global number of nurses has reached 29 million, while Indonesia recorded 640,010 nursing professionals in 2024 (Hayulita et al., 2023). These figures indicate that nurses represent the largest group of healthcare professionals compared with other health professions, making workforce stability essential for maintaining healthcare service continuity. Meanwhile, Indonesia has experienced a relatively high nurse turnover rate, reaching 20.8% in 2019 (Susanti et al., 2020)

Depati Hamzah Regional General Hospital is a Type C hospital owned by the Pangkalpinang City Government. Based on internal hospital data, the nurse turnover rate was recorded at 27.94% in 2021, 13.15% in 2022, 12% in 2023, and increased again to 20.45% in 2024. Referring to Gillies, as cited in Muharni and (Muharni & Wardhani, 2020), an employee turnover rate exceeding 10% within one year is categorized as high. Therefore, the turnover rate at Depati Hamzah Regional General Hospital during the last four years remained relatively high and consistently exceeded this threshold.

Turnover is a critical concern for hospital managers because it can disrupt organizational sustainability, increase operational costs, affect service continuity, and add workloads for remaining healthcare workers (Indrawan, 2020) According to (Mobley, 1982) theory, as cited in (Karomah, 2020), turnover intention is influenced by organizational factors, including management policies, reward systems, workload, and organizational culture, as well as individual factors such as work motivation, quality of work life, stress levels, job satisfaction, and career development opportunities.

Work motivation is an important factor affecting nurses' performance and productivity. High work motivation can increase enthusiasm and commitment to providing optimal patient care, whereas low motivation may reduce service quality and increase employees' intention to leave their jobs (Hayulita et al., 2023). Nursing services are provided holistically and continuously for 24 hours, making nurses one of the most important components of the hospital healthcare system (Syahbanaa et al., 2019). In addition, quality of work life is a critical factor supporting nurses' performance by maintaining a balance between professional demands and employees' personal well-being, allowing them to work comfortably, safely, and satisfactorily in performing their duties (Bekti, 2018). A supportive work environment with a high quality of work life has been shown to improve nurses' motivation and job satisfaction because optimal nursing performance depends significantly on the extent to which employees feel valued and supported within their workplace (Astitioni & Surya, 2016).

Research conducted by (Budiarto, 2020) found that improved quality of work life was associated with lower employee turnover intention. In addition to organizational factors, work motivation as an individual factor has also been shown to contribute moderately to employee turnover intention (Setianto et al., 2022). Although the turnover data over the past four years indicate a high nurse turnover rate at Depati Hamzah Regional General Hospital, previous studies have not examined the underlying factors contributing to this condition. Therefore, this study aimed to analyze the quality of work life, work motivation, and turnover intention among nurses at Depati Hamzah Regional General Hospital, as well as examine the effects of quality of work life and work motivation on nurses' turnover intention, both partially and simultaneously.

This research provided both theoretical and practical contributions. Theoretically, this study was expected to enrich human resource management studies in the hospital context, particularly regarding the application of Conservation of Resources Theory, Social Exchange Theory, and Herzberg's Two-Factor Theory among nursing personnel. Practically, the findings were expected to provide strategic input for Depati Hamzah Regional General Hospital management in developing nurse retention policies, including improving employee welfare, supporting career development, and creating a conducive work environment to reduce persistent turnover rates. Furthermore, the findings may serve as a reference for other hospitals in Indonesia facing similar challenges in managing nursing personnel.

Quality of work life is an approach that emphasizes improving employees' quality of life sustainably by integrating employee needs with workplace conditions (Wandari, 2022). (Cascio, 2016) described quality of work life as employees' perceptions regarding safety, satisfaction, and opportunities for personal growth within the organizational environment. Similarly, Beki (2018) stated that quality of work life reflects employees' perceptions of the balance between professional responsibilities and personal well-being, enabling them to work comfortably and safely. In this study, quality of work life was measured through eight dimensions: employee participation, career development, conflict resolution, communication, occupational health, workplace health, safety, and compensation (Wandari, 2022).

Work motivation refers to a psychological drive that influences individuals' behavior, enthusiasm, and persistence in facing work challenges to achieve organizational goals (Hasibuan, 2017). In this study, work motivation was measured based on six dimensions derived from Herzberg's Two-Factor Theory (Herzberg et al., 1959), namely achievement, recognition, the work itself, responsibility, advancement, and personal growth, which collectively represent motivational factors that encourage employee engagement.

Turnover intention refers to an employee's desire or intention to leave their current workplace and seek employment elsewhere (Halimah et al., 2016). Mobley (1982) explained that turnover intention consists of three dimensions: thoughts of quitting, intention to leave, and intention to search for alternative employment. These dimensions represent the cognitive process employees experience before making an actual decision to leave an organization.

A higher quality of work life can reduce employee turnover intention, as demonstrated by (Budiarto, 2020). Nurses who experience a balance between professional responsibilities and personal well-being tend to have lower intentions to leave their jobs. This finding aligns with Conservation of Resources Theory and Social Exchange Theory, which emphasize that organizational support through improved quality of work life can enhance employees' sense of security, loyalty, and organizational attachment. Based on this explanation, the first hypothesis was formulated as follows:

H1: Quality of work life has a negative and significant effect on nurses' turnover intention at Depati Hamzah Regional General Hospital.

Work motivation also contributes to employee turnover intention, with a moderate relationship identified by (Setianto et al., 2022). Consistent with Herzberg's Two-Factor Theory, motivational factors such as recognition, career development opportunities, and achievement play important roles in strengthening work engagement and reducing employees' intention to leave the organization. Based on this explanation, the second hypothesis was formulated as follows:

H2: Work motivation has a negative and significant effect on nurses' turnover intention at Depati Hamzah Regional General Hospital.

Organizational factors, represented by quality of work life, and individual factors, represented by work motivation, are expected to jointly influence nurses' turnover intention (Mobley, 1982, as cited in Karomah, 2020). Based on this explanation, the third hypothesis was formulated as follows:

H3: Quality of work life and work motivation simultaneously have a significant effect on nurses' turnover intention at Depati Hamzah Regional General Hospital.

Table 1. Research Concept Framework

Variable	Type	Number of Dimensions	Number of Items
Quality of Work Life (X1)	Independent	8	24
Work Motivation (X2)	Independent	6	18
Turnover Intention (Y)	Dependency	3	9

Source: Research operational data (2025), processed for this article.

The conceptual framework illustrates that quality of work life (X1) and work motivation (X2) are positioned as independent variables that are suspected to affect turnover intention (Y) as dependent variables, either partially or simultaneously.

METHOD

Design and Research Objects

This study employed a quantitative method with a descriptive-verificative approach to examine the conditions of the research variables and the relationships among them. The research design used a cross-sectional approach, with data collected at a single point in time. The research was conducted at Depati Hamzah Regional General Hospital, Pangkalpinang, a Type C hospital owned by the Pangkalpinang City Government. The hospital has a capacity of 136 inpatient beds and approximately 300 employees.

Population and Sample

The population of this study is all nurses on duty at Depati Hamzah Hospital, totaling 125 people spread across Polyclinic, ER, and Inpatient units (Table 2). The sample was determined using a purposive sampling technique based on the inclusion criteria (registered nurses and serving at Depati Hamzah Hospital, willing to be respondents, and having a working period of more than one year) and exclusion criteria (the opposite of the inclusion criteria). The calculation of the minimum sample size using the Slovin formula with a significance level of 5% resulted in a minimum sample number of 76 respondents; In its implementation, this study succeeded in collecting data from 100 nurse respondents.

Table 2. Nurse Staff of Depati Hamzah Hospital

No	Work Unit	Quantity
1	Polyclinic Nurse	31 people
2	Emergency Room Nurse	18 people

No	Work Unit	Quantity
3	Inpatient Nurse	76 people

Source: Depati Hamzah Hospital employee data (2025).

Data Collection and Analysis Techniques

Primary data was collected through a closed questionnaire in the form of a google form distributed to respondents (Sugiyono, 2017), while secondary data was obtained from books, journals, and previous research reports. The ordinal data from the questionnaire were transformed into interval data using the Method of Successive Interval (MSI) before being further processed to meet the assumptions of parametric statistical analysis (Allen & Yen, 2002). Data analysis used multiple linear regression with turnover intention (Y) as a dependent variable and quality of work life (X1) and work motivation (X2) as independent variables (Sugiyono, 2017). Before hypothesis testing, a classical assumption test was carried out which included a normality test (One-Sample Kolmogorov-Smirnov Test), a multicollinearity test (tolerance value and VIF), and a heteroscedasticity test (Glejser test).

Hypothesis testing was carried out through multiple correlation coefficient tests, partial tests (t-tests) at a confidence level of 95% with p-value testing criteria of < 0.05 , and simultaneous tests (F tests) with $F_{\text{table}} \geq F_{\text{cal}}$ criteria and significance values < 0.05 (Ghozali, 2021). The strength of the relationship between variables is interpreted using the following correlation coefficient interpretation guidelines.

Before the questionnaire was distributed to all respondents, the research instrument was first tested for validity and reliability to ensure that each statement item on the variables of quality of work life, work motivation, and turnover intention actually measured the construct in question consistently, before being used for data collection on 100 study respondents.

Table 3. Guidelines for Interpretation of Correlation Coefficients

Interval Coefficient	Interpretation of the Relationship Level
0% - 19,9%	Very low
20% - 39,9%	Low/weak
40% - 59,9%	Medium/moderately strong
60% - 79,9%	Height/strong
80% - 100%	Very high/strong

Source: Sugiyono (2017).

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of 100 nurse respondents of Depati Hamzah Hospital are presented in Table 4. Based on gender, the majority of respondents were women (61.0%). Based on age, the majority of respondents (79.0%) were in the range of 31-40 years, which is generally a medium career phase with mature work experience. Based on the latest education, 65.0% of respondents have taken advanced education (Masters and Professions), showing a relatively well-educated profile of nursing human resources. Based on length of work, 47.0% of respondents had a working period of more than three years, while based on place of duty, the majority of

respondents (58.0%) served in inpatient units which generally required continuous patient supervision and multidisciplinary collaboration.

Table 4. Respondent Characteristics

Characteristics	Categories	Frequency	Percentage (%)
Gender	Men	39	39,0
	Women	61	61,0
Age	20-25 years	1	1,0
	26-30 years	17	17,0
	31-35 years old	44	44,0
	36-40 years old	35	35,0
	>40 years old	3	3,0
Final Education	Diploma	21	21,0
	Bachelor	14	14,0
	Master	28	28,0
	Profession	37	37,0
Long Time Working	2 years	27	27,0
	3 years	26	26,0
	> 3 years	47	47,0
Duty Places	UGD	17	17,0
	Hospitalization	58	58,0
	Polyclinic	25	25,0

Source: Data processed by researchers (2025). N = 100 for each category.

Description of Research Variables

The quality of work life variables were measured through 24 statement items in 8 dimensions, work motivation through 18 items in 6 dimensions, and turnover intention through 9 items in 3 dimensions. A summary of the descriptive statistics of the three variables is presented in Table 5.

Table 5. Descriptive Statistics of Research Variables

Variable	N	Red	Std. Deviation	Variance	Continuum Line Interval	Interpretation
Quality of Work Life	100	3,01	1,434	2,060	2,61 - 3,40	Enough
Work Motivation	100	3,00	1,423	2,027	2,61 - 3,40	Enough
Turnover Intention	100	1,42	0,788	0,642	1,00 - 1,80	Very low

Source: Data processed by researchers (2025).

The average value of quality of work life of 3.01 indicates that the working life conditions of nurses are in the adequate category. Among the eight dimensions, the safety dimension recorded the highest average (3.13), indicating that nurses felt safe enough at work, while the occupational health dimension recorded the lowest average (2.91), indicating that attention to preventive health facilities and programs for nurses still needs to be improved. The average value of work motivation of 3.00 is also in the sufficient category; The individual potential development dimension recorded the highest average (3.15), while the work dimension itself recorded the lowest average (2.90), indicating that the variety and challenges of daily tasks have

not fully provided optimal satisfaction for nurses. The turnover intention has an average value of 1.42 which is classified as very low, with the dimension of the desire to find another job recording the highest average (1.51) although it remains in the very low category, showing that in general nurses have a high level of satisfaction and commitment to their work, although management still needs to be aware of this tendency.

Classical Assumption Test Results

The normality test using the One-Sample Kolmogorov-Smirnov Test yielded a test statistical value of 0.056 with Asymp. Sig. (2-tailed) is 0.200 (Table 6), which is greater than 0.05, so that the residual data is declared to be normally distributed.

Table 6. Normality Test Results

Test Statistic	Asymp. Sig. (2-tailed)
0,056	0,200

Source: Data processed by researchers (2025).

The multicollinearity test showed a tolerance value of 0.998 and VIF of 1.002 for both independent variables (Table 7), well above the problematic threshold of 0.10 for tolerance and well below the threshold of 10 for VIF, so that there were no symptoms of multicollinearity between quality of work life and work motivation.

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIVID
Quality of Work Life	0,998	1,002
Work Motivation	0,998	1,002

Source: Data processed by researchers (2025)

The heteroscedasticity test using the Glejser test showed a significance value of 0.481 for quality of work life and 0.321 for work motivation (Table 8), both of which were much greater than 0.05, so that the regression model showed no symptoms of heteroscedasticity.

Table 8. Results of Heteroscedasticity Test (Glejser Test)

Variable	Sig.
Quality of Work Life	0,481
Work Motivation	0,321

Source: Data processed by researchers (2025).

Multiple Linear Regression Analysis Results

Table 9. Multiple Linear Regression Test Results

Variable	Beta Coefficient	t	Sig.
Constant	29,938	11,751	0,000
Quality of Work Life	-0,107	-4,311	0,000
Work Motivation	-0,175	-5,029	0,000

Source: Data processed by researchers (2025).

Based on Table 9, a multiple linear regression equation is obtained: $Y = 29.938 - 0.107X_1 - 0.175X_2 + e$. The constant value of 29.938 indicates the amount of turnover intention when the quality of work life and work motivation are zero. The X_1 coefficient of -0.107 indicates that each increase in one unit of quality of work life will decrease turnover intention by 0.107, assuming constant work motivation. The X_2 coefficient of -0.175 indicates that every increase in one unit of work motivation will decrease turnover intention by 0.175, assuming a constant quality of work life. Both independent variables have a negative influence on turnover intention, which means that the better the quality of work life and the higher the work motivation, the lower the intention of the nurse to stop working.

Determination Coefficient Test Results

Table 10. Determination Coefficient Test Results

Models	R	R Square / Adjusted R Square
Quality of Work Life -> Turnover Intention	0,379	0,143
Work Motivation -> Turnover Intention	0,436	0,190
Quality of Work Life and Work Motivation -> Turnover Intention	0,566	0.307 (Adjusted R Square)

Source: Data processed by researchers (2025).

Quality of work life individually was able to explain 14.3% of turnover intention variability with a moderate category correlation ($R = 0.379$), while work motivation was able to explain 19.0% of turnover intention variability with a medium category correlation ($R = 0.436$). Together, quality of work life and work motivation were able to explain 30.7% of the variability of turnover intention with a strong category correlation ($R = 0.566$), while the remaining 69.3% were explained by other factors outside this study model.

Hypothesis Testing Results

Partial hypothesis testing (t-test) used a ttable value of 1.984 ($df = 98, \alpha = 0.05$) as a comparison. The test results are presented in Table 11.

Table 11. Partial Test Results (t-test)

Variable	Stuttgart	Table	Sig.	Verdict
Quality of Work Life -> Turnover Intention	-4,311	1,984	0,000	H1 accepted
Work Motivation -> Turnover Intention	-5,029	1,984	0,000	H2 accepted

Source: Data processed by researchers (2025).

Value $|t_{\text{calcul}}|$ for quality of work life (4,311) and work motivation (5,029) were both greater than ttable (1,984) with a significance value of < 0.001 , so H_0 was rejected and H_1 and H_2 were accepted. This proves that the quality of work life and work motivation have a negative and significant effect on the turnover intention of nurses at Depati Hamzah Hospital. Simultaneous hypothesis testing (F test) used a Ftable value of 3.09 ($df_1 = 2, df_2 = 97, \alpha = 0.05$) as a comparison. The test results are presented in Table 12.

Table 12. Simultaneous Test Results (F Test)

Calculation	Ftable	Sig.	Verdict
22,891	3,09	0,000	H3 accepted

Source: Data processed by researchers (2025).

The value of Fcal of 22.891 is greater than the value of Ftable of 3.09 with a significance value of < 0.001 , so H0 is rejected and H3 is accepted. This proves that the quality of work life and work motivation simultaneously have a significant effect on the turnover intention of nurses at Depati Hamzah Hospital.

The results of this study prove that quality of work life has a negative and significant effect on turnover intention, in line with the Conservation of Resources Theory and Social Exchange Theory which emphasizes that organizational support through improving the quality of work life will increase employee security, loyalty, and attachment. These findings are consistent with the research of (Mosadeghrad, 2013) which found that healthy working conditions and management support have a significant relationship with nurses' intention to survive, as well as the research of Zhang et al. (2021) which showed that recognition, occupational safety, and well-being significantly lower turnover intention among hospital nurses. Similar results were also shown by (Lee & Kim, 2020) who emphasized that aspects of work well-being and psychological support contribute to the retention of health workers, by (Alfes et al., 2019) who stated that career development programs and a fair reward system can strengthen organizational commitment, and by (Niu et al., 2022) who revealed that a good quality of work life has a significant effect on job satisfaction and nurse retention. Although quality of work life only explains 14.3% of the variability of turnover intention, the dimensions of safety, occupational health, recognition, and communication remain strategic areas that can be optimized by the management of Depati Hamzah Hospital to strengthen nurse retention.

Work motivation has also been shown to have a negative and significant effect on turnover intention, in line with Herzberg's Two-Factor Theory which emphasizes that motivating factors such as rewards, career development opportunities, and achievement play an important role in encouraging work attachment, and Self-Determination Theory which asserts that intrinsic motivation increases job satisfaction and reduces the tendency to leave the organization. These findings are supported by research by (Alrawahi et al., 2020) which found that high work motivation is closely related to nurse retention, research by (Labrague et al., 2018) which shows that intrinsic motivation of nurses decreases turnover intention through increased organizational commitment, research by (Park & Johnson, 2019) which confirms that work motivation supported by a fair reward system is able to reduce employee exit intentions, and research by (Al-Haroon & Al-Qahtani, 2020) which shows that nurses with higher motivation have better job satisfaction and lower turnover tendencies.

Simultaneously, quality of work life and work motivation were shown to have a significant effect on turnover intention with strong relationship strength ($R = 0.566$), confirming that the two factors, although derived from different organizational and individual dimensions, complement each other in shaping nurses' intention to stay or leave their jobs. These findings are consistent with Niu et al. (2022) who confirm that quality of work life and work motivation are significant predictors in reducing turnover intention, where communication, welfare, and career development opportunities play a central role. Thus, the management of Depati Hamzah

Hospital needs to view improving the quality of work life and strengthening work motivation as a unit of human resource management strategies in managing nurse turnover rates.

CONCLUSION

The quality of work life (mean = 3.01) and work motivation (mean = 3.00) among nurses at Depati Hamzah Regional General Hospital were categorized as moderate, while turnover intention (mean = 1.42) was categorized as very low. Partially, quality of work life and work motivation were each found to have a negative and significant effect on turnover intention ($t_{\text{calculated}} > t_{\text{table}}$, $p < 0.001$). Simultaneously, both variables had a significant effect on turnover intention ($F_{\text{calculated}} = 22.891 > F_{\text{table}} = 3.09$, $p < 0.001$), with a contribution of 30.7%, indicating that all three research hypotheses (H1, H2, and H3) were accepted. These findings indicate that improving nurses' quality of work life and strengthening work motivation are effective strategies for reducing turnover intention. Therefore, hospital management is advised to enhance factors related to quality of work life, particularly the occupational health dimension, which obtained the lowest score, by providing more adequate preventive healthcare facilities; reviewing compensation structures to ensure alignment with industry standards and nurses' workloads; improving internal communication and policy transparency from the recruitment process onward; implementing transparent and fair performance appraisal systems with clear career development and promotion pathways; and responding more effectively to nurses' concerns by providing emotional and psychological support and involving nurses in decisions related to the work environment. Further research is recommended to examine additional variables beyond the current model, considering that quality of work life and work motivation explained only 30.7% of the variability in nurses' turnover intention at Depati Hamzah Regional General Hospital.

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