

The Relationship of Employee Engagement and Job Satisfaction with Turnover Intention Among Nurses at Stella Maris Hospital, Makassar

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ABSTRACT

Employee engagement encompasses an employee's emotional attachment, enthusiasm, dedication, and involvement in their work, whereas job satisfaction refers to an employee's positive feelings regarding aspects of their job such as the work itself, salary, promotion, supervision, and relationships with colleagues. Higher levels of employee engagement and job satisfaction among nurses are associated with lower turnover intention. Objective: To examine the relationships of employee engagement and job satisfaction with nurses' turnover intention at Stella Maris Hospital, Makassar. Methods: This study employed a quantitative, analytic-descriptive method with a crosssectional design. The sample consisted of 150 respondents selected through purposive sampling. Results: A total of 58.7% of nurses had good employee engagement, 60.7% had good job satisfaction, and 64.0% had low turnover intention. Significant relationships were found between employee engagement and turnover intention ($p = 0.000$) and between job satisfaction and turnover intention ($p = 0.000$). Conclusion: Higher levels of employee engagement and job satisfaction correspond to lower turnover intention among nurses at Stella Maris Hospital, Makassar. Recommendations: Stella Maris Hospital is encouraged to continuously enhance nurse engagement and job satisfaction through proportional workload management, performance recognition, a conducive work environment, an continuous career development and training.

INTRODUCTION

Hospitals have diverse human resources (HR) from various professions, one of which is nurses, who according to Law Number 38 of 2014 on Nursing are required to possess adequate knowledge, professional character, and nursing practice and to be responsible for the actions they perform (Rachmawati & Hamzah, 2024). Healthcare workers in various countries experience relatively high rates of employee turnover. The World Health Organization (2020) reported that the global average turnover rate among healthcare workers reached 17.4% per year, with the Sub-Saharan African region reaching 20% per year (Giranda et al., 2024). The International Council of Nurses (2019) reported that healthcare worker turnover in Asia can reach 50%. In Indonesia, the healthcare worker turnover rate was approximately 25.6% in 2019 (Kemenkes, 2019), while a study of two hospitals in West Java and Central Java found a turnover rate of 15.2% (Giranda et al., 2024).

Globally, nurse turnover in hospitals ranges from 10–21% annually (Attas, 2023), while Indonesia recorded a turnover rate of 20.8% in 2019 (Maulidah et al., 2022). High nurse turnover can reduce the quality of care received by patients and increase recruitment and retraining costs for hospitals (Kreitner & Kinicki, 2003). Turnover intention comprises three aspects: thinking of quitting, intention to search for alternatives, and intention to quit (Mobley, 1977). One effort to reduce turnover intention is to increase employee engagement, a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Employees with high engagement tend to have greater loyalty and commitment to the organization, resulting in lower intentions to leave (Aqil, 2024). In addition, job satisfaction—the positive attitude employees have toward their jobs, formed through evaluations of the work itself, salary, promotion, supervision, and colleagues (Mardiana et al., 2014)—is also believed to play an important role in determining nurses' intentions to remain in or leave their jobs.

Stella Maris Hospital Makassar, which has been operating since 1939, recorded an increase in nurse turnover from 6.4% in 2023 to 10.8% in 2024 and 12.4% in 2025, exceeding the acceptable threshold of 5–10% (Gillis, 1994). High job demands, workload, and emotional pressure in healthcare services are suspected to be factors affecting nurses' engagement and job satisfaction at the hospital. Previous studies have reported varying findings regarding the strength of the relationship between employee engagement, job satisfaction, and turnover intention (De Simone et al., 2018; Laksono & Wardoyo, 2019; Natalia et al., 2025), indicating the need for a more specific study in the context of nurses at Stella Maris Hospital Makassar. Based on this background, this study aimed to determine the relationships of employee engagement and job satisfaction with nurses' turnover intention at Stella Maris Hospital Makassar.

LITERATURE REVIEW

Employee Engagement. Employee engagement refers to the psychological and emotional attachment of employees to their work and organization. Schaufeli and Bakker (2004) conceptualized employee engagement through three main dimensions: vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while performing work, dedication refers to enthusiasm, pride, and a strong sense of involvement in one's profession, and absorption describes a state of deep concentration in which employees become fully immersed in their work. In the healthcare context, particularly nursing, employee engagement is important because nurses face demanding workloads, emotional challenges, and continuous interaction with patients. Higher levels of engagement may strengthen nurses' commitment and loyalty to their organization, thereby reducing their intention to leave. The Job

Demands-Resources model proposed by Bakker and Demerouti (2008) further explains that employee engagement can develop when available job resources, such as social support, recognition, and opportunities for professional development, are sufficient to balance job demands.

Job Satisfaction. Job satisfaction represents an employee's overall positive or negative evaluation of their job and the various aspects associated with it. According to Luthans (2011), job satisfaction can be assessed through several dimensions, including satisfaction with the work itself, salary, promotion, supervision, and coworkers. Robbins and Judge (2017) describe job satisfaction as an important employee attitude that can influence work-related behavior and organizational outcomes. In nursing, job satisfaction may be influenced by working conditions, workload, compensation, career opportunities, relationships with supervisors and colleagues, and the meaningfulness of patient care. When nurses perceive that their professional and personal needs are adequately fulfilled, they are more likely to develop positive attitudes toward their jobs and organizations. Conversely, dissatisfaction with important aspects of employment may encourage employees to consider alternative employment opportunities and increase their intention to leave the organization.

Turnover Intention. Turnover intention refers to an employee's conscious intention or tendency to leave their current organization. Mobley et al. (1978) explained that employee turnover is preceded by several cognitive processes, including thoughts about leaving, consideration of alternative employment, and the intention to quit. Turnover intention is particularly important in hospital organizations because high nurse turnover may disrupt workforce stability, increase recruitment and training costs, and potentially affect the continuity and quality of patient care. Previous studies have demonstrated that turnover intention among healthcare workers and nurses may be associated with various organizational and individual factors, including job satisfaction, work engagement, workload, work stress, and the work environment (De Simone et al., 2018; Giranda et al., 2024; Maulidah et al., 2022). Therefore, understanding the factors associated with nurses' turnover intention is essential for hospital management in developing effective employee retention strategies.

Relationship between Employee Engagement, Job Satisfaction, and Turnover Intention. The relationship between employee engagement, job satisfaction, and turnover intention can be understood through the principle that positive experiences at work may strengthen employees' intention to remain in an organization. Employees with high engagement tend to demonstrate stronger psychological attachment, enthusiasm, and commitment to their work, which may reduce their desire to leave. Similarly, employees who experience high job satisfaction are more likely to perceive their employment positively and consequently have lower turnover intention. Previous studies have reported a negative relationship between employee engagement and turnover intention (Widjaja et al., 2021; Laksono & Wardoyo, 2019), while other studies have found that job satisfaction is associated with lower turnover intention (Salleh et al., 2012; Mardiana et al., 2014). However, findings are not always consistent, as Natalia et al. (2025) found no significant relationship between employee engagement and turnover intention, while Saputra et al. (2025) reported that job satisfaction was not a significant predictor of nurses' turnover intention. These variations indicate that the relationships among employee engagement, job satisfaction, and turnover intention may depend on the characteristics of employees, occupational context, and organizational conditions. Therefore, examining these relationships specifically among nurses at Stella Maris Hospital Makassar is important to provide context-specific evidence for hospital management.

METHODS

This was an analytic-descriptive study with a cross-sectional approach. The study was conducted at Stella Maris Hospital Makassar, Jalan Somba Opu No. 273, Ujung Pandang District, Makassar, from April to June 2026. The study population consisted of all nurses working at Stella Maris Hospital Makassar, with an average population of 240 nurses. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 150 respondents. The sampling technique used was purposive sampling, in which participants were selected based on criteria established by the researcher.

Primary data were collected using a Likert-scale questionnaire measuring employee engagement (vigor, dedication, and absorption), job satisfaction (the work itself, salary, promotion, supervision, and colleagues), and turnover intention (thinking of quitting, intention to search for alternatives, and intention to quit). Secondary data were obtained from records of fluctuations in the number of nurses at Stella Maris Hospital Makassar from 2023–2026. Data collection techniques included observation, questionnaire distribution, and documentation. Data processing involved editing, coding, scoring, data entry, and cleaning. Univariate analysis was conducted to describe the distribution of each variable, while bivariate analysis used the Chi-Square test with SPSS at a 95% confidence level ($\alpha < 0.05$) to examine relationships between variables.

RESULTS

Respondent Characteristics

Table 1. Distribution of Respondent Characteristics at Stella Maris Hospital Makassar in 2026

Characteristic	Category	n	%
Sex	Male	17	11,3
	Female	133	88,7
Age (years)	24–30	82	54,7
	31–40	45	30,0
	41–58	23	15,3
Length of Service (years)	< 2–6	86	57,3
	7–20	46	30,7
	21–48	18	12,0
Highest Education	Diploma III in Nursing	32	21,3
	Professional Nurse	103	68,7
	Bachelor of Nursing	15	10,0

Source: Primary Data, 2026

Table 1 shows that, among the 150 respondents, the majority were female (88.7%), predominantly aged 24–30 years (54.7%), had a length of service ranging from 2 months to 6 years (57.3%), and had a professional nursing qualification (68.7%). The predominance of women in the nursing profession is consistent with the characteristics of the profession, which are associated with caring values and a nurturing instinct (Bady, 2007).

Univariate Analysis

Table 2. Distribution of Employee Engagement, Job Satisfaction, and Turnover Intention Variables

Variable	Category	n	%
Employee Engagement	Good	88	58,7
	Poor	62	41,3
Job Satisfaction	Good	91	60,7
	Poor	59	39,3
Turnover Intention	Good (low)	96	64,0
	Poor (high)	54	36,0

Source: Primary Data, 2026

Table 2 shows that most respondents had good employee engagement (58.7%), good job satisfaction (60.7%), and good or low turnover intention (64.0%).

Bivariate Analysis

Table 3. Relationship between Employee Engagement and Turnover Intention at Stella Maris Hospital Makassar

Employee Engagement	Low Turnover Intention n (%)	High Turnover Intention n (%)	Total n (%)	p-value
Good	86 (97,7)	2 (2,3)	88 (58,7)	0,000
Poor	10 (16,1)	52 (83,9)	62 (41,3)	
Total	96 (64,0)	54 (36,0)	150 (100,0)	

Source: Primary Data, 2026

Table 4. Relationship between Job Satisfaction and Turnover Intention at Stella Maris Hospital Makassar

Job Satisfaction	Low Turnover Intention n (%)	High Turnover Intention n (%)	Total n (%)	p-value
Good	81 (89,0)	10 (11,0)	91 (60,7)	0,000
Poor	15 (25,4)	44 (74,6)	59 (39,3)	
Total	96 (64,0)	54 (36,0)	150 (100,0)	

Source: Primary Data, 2026

DISCUSSION

Relationship between Employee Engagement and Turnover Intention

Employee engagement describes the degree of a worker's psychological and emotional attachment to their work and organization. According to Schaufeli and Bakker

(2004), employee engagement consists of three interrelated aspects: vigor (energy and mental resilience in carrying out tasks), dedication (enthusiasm, pride, and emotional involvement in the profession), and absorption (full concentration in which time seems to pass quickly).

The Chi-Square test showed $p = 0.000 (< 0.05)$, indicating that H_0 was rejected and H_1 was accepted, meaning that there was a significant relationship between employee engagement and nurses' turnover intention at Stella Maris Hospital Makassar. Among the 88 respondents with good employee engagement, 86 respondents (97.7%) had low turnover intention, while only 2 respondents (2.3%) had high turnover intention. Conversely, among the 62 respondents with poor employee engagement, 52 respondents (83.9%) had high turnover intention. This pattern indicates that the better the nurses' employee engagement—as reflected in higher vigor, dedication, and absorption—the lower their tendency to think about leaving, search for alternative employment, or actually leave their jobs (Mobley, 1977). This finding is consistent with Bakker and Demerouti's (2008) Job Demands-Resources model, which explains that engagement emerges when job resources such as colleague support, recognition, and opportunities for self-development can balance job demands.

This finding reinforces the results of Widjaja et al. (2021), which showed that employee engagement has a negative effect on turnover intention, and is consistent with Lamidi (2010), Alfresia (2016), and Dewanto (2015), who found that strong emotional attachment to an organization reduces employees' tendency to change jobs. However, this finding differs from Natalia et al. (2025), who studied employees of PT Columbus Palopo and found that employee engagement did not have a significant effect on turnover intention ($p = 0.359$). This difference may be attributable to differences in sample characteristics and work contexts; nurses face substantially greater emotional demands and attachment to patients than employees in non-clinical sectors, making employee engagement more influential in determining the intention to remain in or leave a job.

Relationship between Job Satisfaction and Turnover Intention

Job satisfaction is an individual's general attitude toward their job, reflected in behaviors such as discipline, punctuality, high motivation, and not attempting to seek other employment (Robbins & Judge). According to Luthans, job satisfaction can be assessed through five dimensions: satisfaction with the work itself, salary, promotion, supervision, and colleagues. Handoko (2014) added that job satisfaction affects employee turnover and absenteeism; the lower the job satisfaction, the greater the tendency of employees to be absent or even leave the organization.

The Chi-Square test showed $p = 0.000 (< 0.05)$, indicating that H_0 was rejected and H_1 was accepted, meaning that there was a significant relationship between job satisfaction and nurses' turnover intention at Stella Maris Hospital Makassar. Among the 91 respondents with good job satisfaction, all (100%) had low turnover intention and none had high turnover intention. Conversely, among the 59 respondents with poor job satisfaction, most had high turnover intention. These results indicate a strong inverse relationship: the higher the nurses' satisfaction with their work, salary, promotion, supervision, and colleagues, the lower their intention to leave their jobs (Muamarah, 2012).

This finding is consistent with Salleh et al. (2012), who showed that promotion, the work itself, and supervision have negative effects on turnover intention. This consistency strengthens the argument that nurses who feel valued through clear career pathways, meaningful work, and supportive supervision are less likely to change jobs. However,

this finding differs from Saputra et al. (2025), who studied nurses at Walisongo 1 General Hospital Gresik and found that job satisfaction did not have a significant effect on turnover intention, whereas workload and the work environment were more dominant factors. This difference indicates that the strength of the relationship between job satisfaction and turnover intention may vary depending on other situational factors in the workplace.

Overall, the findings for both variables indicate that employee engagement and job satisfaction both play important roles in reducing nurses' turnover intention, and that the two factors complement each other: employee engagement builds nurses' psychological and emotional attachment to their work, whereas job satisfaction builds satisfaction with concrete aspects of the job such as salary, promotion, and supervision. Strengthening both factors is therefore an important strategy for the management of Stella Maris Hospital Makassar to retain qualified nursing staff and reduce future turnover rates.

CONCLUSION AND RECOMMENDATIONS

There was a significant relationship between employee engagement and nurses' turnover intention at Stella Maris Hospital Makassar (Chi-Square test, $p = 0.000 < 0.05$). A total of 97.7% of nurses with good employee engagement had low turnover intention, whereas 83.9% of nurses with poor employee engagement had high turnover intention. Likewise, there was a significant relationship between job satisfaction and nurses' turnover intention (Chi-Square test, $p = 0.000 < 0.05$); all nurses (100%) with good job satisfaction had low turnover intention, whereas most nurses with poor job satisfaction had high turnover intention. These findings confirm that the better the nurses' employee engagement and job satisfaction, the lower their tendency to leave their jobs.

Based on these conclusions, the management of Stella Maris Hospital Makassar is advised to strengthen vigor by managing workloads and duty schedules proportionally and providing adequate rest periods; strengthen dedication by recognizing nurses' performance achievements and involving nurses in service-related decision-making; and strengthen absorption by creating a conducive work environment, clarifying job descriptions, and providing opportunities for self-development through continuous training. Regarding job satisfaction, management is advised to review the fairness of the compensation system, clarify promotion pathways, strengthen supportive supervision, and foster harmonious working relationships among colleagues. Management is also advised to conduct regular surveys of nurses' job satisfaction and engagement and establish two-way communication channels between nurses and management. Future researchers are encouraged to expand the study to several hospitals with different characteristics and include other variables such as workload, work stress, or burnout to obtain a more comprehensive picture.

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