

## Quality of Work Life, Organizational Commitment and the Influence to Employee Retention at Nurses Hospital in Pekanbaru: a Literature Review

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### ABSTRACT

This research is a literature study that discusses the quality of work life (QWL), organizational commitment and the relationship to employee retention at nurses hospital In Pekanbaru. Quality of work and organizational commitment a very important role in improving employee retention based on a lot of research and thinking by experts as well as on its application in the organizational world. The research method uses literature studies. Article searches are done by accessing the website of each page that uses the keyword QWL, commitment organizational and employee retention. The article to be analyzed focuses on the publications of the last ten years. Journal articles identified will be researched based on their suitability to the topic raised. The synthesis process is carried out in selected journals to find the core findings of the latest research related to employee retention. The results of this study state that from many literature studies that discuss The quality of work life is an important factor in the recruitment and retention of nursing staff and *quality of work life* is very important in creating employee organizational commitment.

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## INTRODUCTION

Human resources (HR) is an important factor in achieving the success of a success both in the industry and service sectors. The advancement of an institution depends on the role played by human resources in it. Human resources are the driver, controller and development of the company in running the wheels of the agency in facing the demands of the times. Therefore, human resources must be managed according to the needs of the agency in order to be able to combine knowledge and skills so that they have high competitiveness.

The Hospital is an organization engaged in services and services. At this time the hospital is facing pressure simultaneously. First, the pressure or demand of the community to get quality health services at affordable prices, then the second is the difficulty of obtaining increasingly limited resources to provide quality health services. This is a challenge for hospitals to continue to improve themselves and improve the quality of health services in order to be able to provide satisfaction to customers and be able to compete with other hospitals.

The services provided by hospital nurses are part of an important task in a hospital, nursing services are a reflection of hospital services. All nurses are responsible for providing optimal service in improving and maintaining the quality of service for 24 hours on an ongoing based. In improving organizational services, one of them is by preparing good human resources, the availability of facilities and infrastructure, clarity of duties and responsibilities and transparent performance assessments, improving the quality of good work life, and other things, so that if everything is done well, the possibility of nurses to stay in the organization becomes very large and has no intention to leave their jobs. Employee retention is interrelated with *Quality of working life* (QWL) and organizational commitment. Logically, members of the organization will try to maintain their existence in the organization if they have a positive quality of work life or QWL and reflect attitudes or behaviors with full loyalty to achieve the vision, mission and goals of the organization, and do their work responsibly or in other words this attitude or characteristic can be referred to as organizational commitment. (Parra-Giordano *et al.*, 2020) in their article found that the main outcomes that refer to work processes and QWL are outlined in six subcategories: definition and perception of QWL, QWL potentiation factors, QWL fatigue factors, QWL improvement strategies, emotional burden associated with QWL (previous category), and health problems (emergency category). In this way, the lifestyle built through assistance in the health sector affects the quality of work life and health in general.

At the same time, the context of human resource management always talks about the issue of organizational commitment is very important for someone to have. In depth, a person's commitment can measure the amount of consistency and responsibility, whether in easy or difficult conditions, happy or difficult, or light or heavy. Without commitment, there will be no consistency. A good organization is made up of highly committed people. The higher the commitment value of each individual, the better the organization's achievements. Commitment in an organization can be interpreted as an attitude or behavior that a person displays towards the organization by proving loyalty to achieve the organization's vision, mission, values, and goals. This loyalty is formed because of mutual trust, emotional closeness, and the harmony of expectations between members and the organization. Therefore, a member has a strong desire to remain an important part of the organization. When employees feel comfortable with their work

environment, feel motivated and supported by the company, they are more likely to contribute more by improving their performance and stay longer with their company (Paille and Raineri, 2015) in (Baharin and Hanafi, 2018). But on the other hand, when employees feel uncomfortable and dissatisfied, they will leave the company. The company must be able to manage its employees well so that later the employee will become more loyal to the company so that when working, the employee can improve his performance and survive. The employee retention strategy aims to reduce employee turnover and reduce costs associated with the process of recruiting, training and onboarding new employees, as revealed by (Iqbal and Hashmi, 2015).

Various literature mentions the need for better support for nursing staff to keep them in the job. As well as optimizing salaries, workloads, and conditions, there is a need for education and training reforms, better career paths, and more optimal worker welfare support. In a study conducted by (Susanto and Rony, 2023) examined various retention factors based on the findings of previous research and considered things such as career opportunities, work-life balance, salary, leadership style, workplace culture, autonomy, training and development, social support, administration, management, and organizational culture, autonomy, and training and development received less attention. more in-depth but got room for more in-depth research projects. An important problem in an organization is how the organization can create a situation so that nurses can get job satisfaction individually well and how to make nurses want to work based on desires that are not affected by the workload. Skilled and highly competitive nurses are needed by every hospital. Through increasing knowledge and creating a conducive and comfortable atmosphere carried out by the hospital, it is hoped that it can encourage nurses to provide good service at work. The hospital is also required to understand the needs of nurses so that all hospital activities can be carried out.

## METHODOLOGY

The research method section describes the steps followed in the execution of the study and also provides a brief justification for the research methods used (Perry et al., 2003:661). It should contain enough detail to enable the reader to evaluate the appropriateness of your methods and the reliability and validity of your findings. Furthermore, the information should enable experienced researchers to replicate your study (American Psychological Association, 2001:17).

The methodology section typically has the following sub-sections:

- Sampling (description of the target population, research context, and units of analysis; sampling; and respondent profile)
- Data collection
- Measures (Alternatively: Measurement)

## RESULTS AND DISCUSSION

Healthcare organizations face major challenges related to human resource management. The World Health Organization's (WHO) World Health Report in 2006 warned of worrying staffing shortages faced by hospitals and health centers around the world and difficulties in managing them. Recently, the 2030 Agenda for Sustainable Development Goals (SDGs) report shows that there is an unequal nursing staff.

Healthcare institutions face different challenges due to several factors that have been widely reported in the scientific literature. Health institutions, like other organizations, need to have good professionals to achieve their goals patient treatment and the expected quality of medical services means that as per human resource management becomes more important in these organizations (Mercedes Rodrigue Fernandes et al., 2021)

Neltje De Vries, Olivia Lavyersen et al. (2023) in their research stated that the shortage of health workers is increasingly concerning. The COVID-19 pandemic and the retirement wave have accelerated the turnover rate. This systematic review aims to identify and analyse existing interventions to maintain the work of healthcare workers, in terms of nurses and doctors, in organisations in particular hospitals. The outcomes of the interventions were categorized into important themes: orientation, transition programs to different units, coping with stress, social support, additional staff, addressing patient demands, employment relationships, departmental development opportunities and resources, work environment, work organization, recruitment approaches, and technological innovations. In addition, other interventions described in this review may have a positive impact on nurse and physician retention.

Bilqees Ghani, Muhammad Zada et al (2021) The findings of this study show that employee retention depends on employee satisfaction, which consists of four factors: sustainable positive work environment; sustainable growth opportunities; continuous and effective communication; and sustainable and effective recruitment and selection practices. The research conducted on nurses at hospitals in Pekanbaru was carried out by distributing questionnaires given to 52 nurses with the status of non-permanent employees. The characteristics of the respondents in this study were name, age, gender, working period, and education level. For each variable such as *Quality of working life* (QWL), organizational commitment (OC) and employee retention (*Employee retention/ER*) researchers have prepared statement indicators that must be answered by respondents.

Table 1. Respondent characteristics by Age

Not	Age	Frequency	Percentage (%)
1	21-25 years old	15	28,8
2	26-30 years old	17	32,7
3	31-35 years old	11	21,2
4	>36 years	9	17,3
	Sum	52	100

Table 2. Respondent characteristics by gender

Not	Gender	Frequency	Percentage (%)
1	Woman	40	76
2	Man	2	14
	Sum	52	100

Table 3. Respondents' characteristics based on length of service

<b>Not</b>	<b>Working Period</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1	1-3 years	20	38
2	3-5 years	15	29
3	< 5 years	17	33
Sum		52	100

Table 4. Characteristics of respondents by education level

<b>Not</b>	<b>Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1	D3 Nursing	30	57
2	S1 Nursing	22	43
Sum		52	100

Source: data processed, 2024

#### Description of the research variables

The variables that will be described about QWL and OC and their relationship to ER. Based on data obtained and collected through questionnaires. Therefore, one by one the research variables can be described as follows:

Table 5. Recapitulation Of QWL Respondent's Responses

<b>NO</b>	<b>Statement</b>	<b>Answer</b>					<b>Score</b>
		<b>SS</b>	<b>S</b>	<b>N</b>	<b>TS</b>	<b>STS</b>	
1.	Employee participation	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	52
		14	29	8	1	0	
		26,9%	55,8%	15,4%	1,9%	0%	100%
2.	Conflict resolution	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	52
		17	27	8	0	0	
		32,7%	44,2%	17,3%	7,7%	0%	100%
3.	Communication	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	52
		12	19	17	4	0	
		23,1%	36,5%	32,7%	7,7%	0%	100%
4.	Occupational health and safety (K3)	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	52
		14	20	15	3	0	
		26,9%	38,5%	28,8%	5,8%	0%	100%
5.	Decent compensation	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	52
		16	23	10	3	0	

NO	Statement	Answer					Score
		SS 5	S 4	N 3	TS 2	STS 1	
		30,8%	44,2%	19,2%	5,8%	0%	100%
6.	Career development	12	16	22	2	0	52
		23,1%	30,8%	42,3%	3,8%	0%	100%
7.	Pride	16	23	12	1	0	52
		30,8%	44,2%	23,1%	1,9%	0%	100%
8.	Work environment	15	22	13	2	0	52
		28,8%	42,3%	25%	3,8%	0%	100%

Source : *Processed Data, 2024*

Table 6. Recapitulation of Organizational Commitment (OC) respondents' responses

NO	Statement	Answer					Score
		SS 5	S 4	N 3	TS 2	STS 1	
1.	Strong trust and acceptance of the organization's values and goals	14	29	8	1	0	52
		26,9%	55,8%	15,4%	1,9%	0%	100%
2.	Loyalty to the organization	17	27	8	0	0	52
		32,7%	44,2%	17,3%	7,7%	0%	100%
3.	Willingness to use effort for organizational purposes	12	19	17	4	0	52
		23,1%	36,5%	32,7%	7,7%	0%	100%
4.	Calculate the advantages of staying in the organization	14	20	15	3	0	52
		26,9%	38,5%	28,8%	5,8%	0%	100%
5.		16	23	10	3	0	52

NO	Statement	Answer					Score
		SS 5	S 4	N 3	TS 2	STS 1	
	Calculating losses when leaving the organization	30,8%	44,2%	19,2%	5,8%	0%	100%
6.	Willpower to work	12	16	22	2	0	52
		23,1%	30,8%	42,3%	3,8%	0%	100%
7.	Responsibility to move the organization forward	16	23	12	1	0	52
		30,8%	44,2%	23,1%	1,9%	0%	100%

Source: data processed, 2024

Table 7. Recapitulation of respondents' responses Employee retention (ER)

NO	Statement	Answer					Score
		SS 5	S 4	N 3	TS 2	STS 1	
1.	Organizational components	9	27	14	2	0	52
		17,3%	51,9%	26,9%	3,8%	0%	100%
2.	Organizational career opportunities	9	27	14	2	0	52
		17,3%	51,9%	26,9%	3,8%	0%	100%
3.	Career opportunities	9	31	8	4	0	52
		17,3%	59,6%	15,4%	7,7%	0%	100%
4.	Appreciation	15	21	12	4	0	52
		28,8%	40,4%	23,1%	7,7%	0%	100%
5.	Task and job design	21	22	5	4	0	52
		40,4%	42,3%	9,6%	7,7%	0%	100%

NO	Statement	Answer					Score
		SS	S	N	TS	STS	
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	
6.	Employee relations	21	21	7	3	0	52
		40,4%	40,4%	13,5%	5,8%	0%	100%

Source: processed data (2024)

This research involved 52 respondents consisting of 40 women and 12 men. The most dominant work period is 1-3 years, while the majority of educational levels are D3 nursing. Apart from that, the author also collected data related to research variables, namely quality of work life, organizational commitment and employee retention which was outlined in the form of a questionnaire. The results of the data tabulation show that each indicator of this variable was answered very agreeably by the respondents, meaning that the respondents responded positively to the things that the organization was doing related to quality of work life, organizational commitment so that the respondents, consisting of hospital nurses, felt at home and did not think to leave the organization.

#### CONCLUSION

This research is based on a literature survey on QWL and organizational commitment and its relationship to employee retention. The author made a questionnaire based on the indicators of each variable taken from various sources and theories of Human Resource Management. From the questionnaire distributed to 52 nurses Hospital in Pekanbaru, the results were obtained that QWL and organizational commitment have a positive relationship with employee retention. The better the quality of work life that nurses Hospital in Pekanbaru, the higher their resilience in the organization as well as the organization's commitment, the higher the organizational commitment that is firmly held by the nurses, the greater their desire to survive in the organization. Organizations that have members who can stay in the organization for a long time will benefit from all sides, both from the organizational side and benefits for members, in this case nurses hospital in Pekanbaru. This statement is in line with research conducted by Wenda Chrisienty.O (2015) there is an influence of *Quality of work life* on organizational commitment or in other words *quality of work life* is very important in creating employee organizational commitment. This indicates that the higher *the quality of work life* felt by employees, the higher the employee's commitment to the organization.

The quality of work life is an important factor in the recruitment and retention of nursing staff. Flexible working conditions and policy changes can lead to better quality and work-life balance. Nursing management must understand the factors that affect the quality of work life to improve nursing employee retention strategies. This was expressed by Mateja Lorber and Mojka Dobnic (2023).



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