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Preventing Employee Turnover in Hospital Management – Preliminary Study

Mochamad Kevin Romadhona[1*], Rachmat Dimas Oktafenanda[2], Soekkyu Kim[3], Noureldin Samy Elkhashab[4]

[1]Faculty of Social and Political Sciences, Universitas Airlangga, Surabaya, Indonesia
[2]Faculty of Social and Political Sciences, Universitas Airlangga, Surabaya, Indonesia
[3]School of Arts and Culture, Yongin University, Gyeonggi, South Korea
[4]College of Business, Cambridge University, Cambridge, United Kingdom

* Corresponding author: Mochamad Kevin Romadhona,
kevin.romadhona@staf.unair.ac.id

Abstract

Turnover intention can be triggered by organizational and job factors. there are several studies related to work factors, namely, job involvement and organizational citizenship behavior while to organizational factors namely employee engagement, job involvement or employee work involvement is a form of responsibility or full commitment of employees in involving themselves through roles and concern with their work both in terms of physic, knowledge, and emotional. The research used a quantitative research approach, and the analytical method used validity and reliability tests as a measure of accuracy instruments in the measurement and testing of data collection tools and as a test tool to determine consistency instrument measurement.

Keywords**:** *Healthcare Services; Employee Performance; Work Commitment; Healthcare Employee*

INTRODUCTION

The healthcare sector is one of the most critical areas in modern society, demanding a high level of professionalism, dedication, and workforce stability (Brennan & Monson, 2014; Butt et al., 2024; Hoxha et al., 2024; He et al., 2024). In hospital settings, employees are not only expected to perform their technical duties but also to demonstrate proactive attitudes (Singh & Rangnekar, 2020a; Cogin et al., 2016; Singh & Rangnekar, 2020b), emotional commitment to their work (Sharma & Dhar, 2016; Humphreys et al., 2005; Tunc & Kutanis, 2009; López-Cabarcos et al., 2019), and extra-role behaviors that contribute to overall organizational effectiveness (Salanova et al., 2011; Malik & Dhar, 2017; Islam & Tariq, 2018; Krijgsheld et al., 2022). Consequently, increasing attention has been paid to psychological and behavioral dimensions such as job involvement, employee engagement, turnover intention, and organizational citizenship behavior (OCB), especially in healthcare environments that are frequently characterized by high stress, complex demands,

and emotional labor (Erickson & Grove, 2008; Riley & Weiss, 2016; Teoh et al., 2019; Gündüz Çekmecelioğlu et al., 2025).

Job involvement refers to the degree to which an employee identifies with their job and considers it a central part of their life (Al-refaei et al., 2023; Sypniewska et al., 2023; Carmeli, 2005; Riipinen, 1997; Rabinowitz & Hall, 1977). Higher job involvement is often associated with greater loyalty and dedication to the organization (Schwarz et al., 2023; Al-Dossary, 2022; Singh & Gupta, 2015; Knoop, 1995). Similarly, employee engagement reflects the emotional and cognitive connection employees feel toward their work (Huang et al., 2022; (Szilvassy & Širok, 2022; Fulmore et al., 2023; Suomi et al., 2021), including enthusiasm (Waheed et al., 2021; H. Chen et al., 2024), energy, and a deep focus on job performance (Simpson, 2009; Cole et al., 2012; Shuck et al., 2013; Keyko, 2014; Brunetto et al., 2014). Both constructs have been shown to significantly influence job satisfaction, productivity, and employee retention. On the other hand, turnover intention the conscious desire or plan of an employee to leave the organization has emerged as a crucial indicator of workforce instability (Abdelwahed et al., 2024; Al Yahyaei et al., 2022; Tabur et al., 2022; Garg et al., 2023). High turnover intentions may signal potential turnover behavior, which can negatively impact service continuity, increase workload for remaining staff, and raise recruitment and training costs (Cho & Lewis, 2012; Hayes et al., 2012; Hallett et al., 2024; Boamah et al., 2023). Studies suggest that low levels of job involvement and engagement often precede a high intention to leave (Halbesleben & Wheeler, 2008; Marques-Pinto et al., 2018; van der Heijden et al., 2009; Kivimäki et al., 2007; Holm et al., 2023). Another essential concept in organizational behavior is organizational citizenship behavior (OCB) (Organ et al., 2005; Organ, 2018; Jiao et al., 2011), which refers to discretionary behaviors that are not directly recognized by formal reward systems but collectively enhance organizational functioning (Bret Becton et al., 2008; G. Chen & Kanfer, 2006; (Hazzi, 2022; Pham et al., 2023). Examples include helping coworkers, showing initiative, and supporting organizational goals beyond formal job requirements. OCB is widely regarded as a marker of a positive work culture and strong employee-organization alignment (Sidorenkov et al., 2023; Haider et al., 2017; Cavanagh et al., 2012).

Despite the recognized importance of these constructs, there remains a lack of integrated studies examining the relationship between job involvement, employee engagement, turnover intention, and OCB especially within the context of public or private hospitals in developing countries. In Hospital X, a regional health service provider facing demanding workloads and critical service expectations, limited empirical research has been conducted to assess how these factors interact and affect employee performance and retention. This preliminary study aims to explore the interrelationships among job involvement, employee engagement, turnover intention, and organizational citizenship behavior among healthcare workers at Hospital X. By developing an initial understanding of these dynamics, the study seeks to provide evidence-based insights for hospital management to formulate strategic human resource interventions that promote employee retention, foster a positive organizational climate, and enhance service quality.

RESEARCH METHOD

The research used a quantitative research approach, and the analytical method used validity and reliability tests as a measure of accuracy instruments in the measurement and testing of data collection tools and as a test tool to determine consistency instrument measurement, in other words, the measurement instrument is reliable and consistent when repeated measurements are made (Sugiyono, 2013). A classical assumption test is a form of analysis test with the purpose of evaluating the existence of classical assumption problems. And descriptive analysis is used as a tool that can describe the state of the data, the central symptom measurement is shaped by mean, median, and modus with the size of the spread viz quartiles, deciles, and percentiles measure of the spread of data in the form of data ranges (range), standard deviation and variance. With the slope size of the model in the form of a population, the slope coefficient (kurtosis) and the convex coefficient, (skewness). This research using primary data, the data obtained from 100 respondents, involving healthcare employee at Hospital X in Pasuruan.

Tabel 1. Research Matrix

Title	Theories	Variable	Operational Definition	Indicators
Job Involvement, Employee Engagement, Organizational Citizenship Behavior to Turnover Intention	Job Involvement Concept (Yoshimura, 1996)	Job Involvement (X_1)	Job Involvement relates to how much the individual is identified from work and considers that his work has a positive impact on the individual himself and cares about work, includes dimensions 1. Emotional 2. Cognitive 3. Behavior	1. Interest in Work 2. Employee Participation 3. Role in Work 4. Appropriate knowledge and skills 5. Earned salary
	Job Involvement Concept (Cummings & Worley, 2005)		Forms of employee commitment in involving the role and concern for work both physically, knowledge, and emotionally, which includes 1. Power 2. Information 3. Knowledge and Skill 4. Reward	
	Job Involvement		How far employees on the job and the	

Theory (Robbins, 1996)		importance of working on him, which includes 1. Specific needs, values, characteristics 2. Response to a particular job or situation in the environment	
Employee Engagement Theory (Wililiam Khan, 1990)	Employee Engagement (X_2)	Employee engagement is a condition of attitude or positive behavior of employees towards work and organization which is characterized by: 1. Vigor 2. Dedication 3. Absorption	1. Feelings of Enthusiasm 2. Dedication 3. Passion and Focus 4. Participating in Groups (Organizations and Communities)
Employee Engagement Concept (Schaufeli dan Bakker, 2003)		Employee Engagement has Dimensions namely 1. Vigor: High Enthusiasm for Work, Willingness to Try earnestly, persistent in facing difficulties 2. Dedication: feelings full of meaning, enthusiasm, inspiration, pride and challenge 3. Absorption: full concentration on work, interest in work and difficult to detach from work.	5. Honest, and Communicative 6. Established rules and Work Ethics
Capital Modal Theory (Putnam		A set of Horizontal Relationships between people. social capital consists of "network of civic engagement" a network of social	

		attachments governed by norms that are determine productivity of a group of people or community, 1. Network 2. Trust 3. Social Norm	
Organizational Citizenship Behavior Concept (Organ, 1988)	Organization Citizenship Behavior (X_3)	Organizational Citizenship Behavior is an extra behavior, which is not directly or explicitly identifiable in a formal work system, and which in aggregate is capable of increasing the effectiveness of organizational functions, which includes: 1. Altruism 2. Civic Virtue 3. Conscientiousness 4. Courtesy 5. Sportsmanship	1. Helpful attitude 2. Tolerance 3. Discipline attitude 4. Supporting the Company's Vision and Mission 5. Nature of Active Participation
Work of Turnover Intention Theory (Mobley, Horner, and Hollingsworth, 1978)	Turnover Intention (Y)	Turnover Intention is the initial decision of a person (employee) to quit his job. The Turnover Intention is a sign shown by an individual consciously to leave the company, which includes: 1. Thought of Quitting: 2. Evaluation of Expected 3. Intention to search: 4. Search 5. Evaluation of Alternatives: 6. Intention of Quit	1. Thinking of looking for another job 2. There is a tendency to leave the company and look for other alternatives 3. Action to seek information about other alternatives

Sources: Author, 2024 (edited)

1. Research Mapping

Previous research was carried out from the disciplines of psychology and management, emphasizing indicators related to the work environment, job satisfaction, and work motivation. Meanwhile, in the study of sociology, many studies have been conducted on employee performance, organizational actions, corporate culture, and leadership styles. And these studies can be reviewed from several previous studies. It is hoped that earlier studies can provide an overview of the position of this research in multidisciplinary studies, especially in the study of industrial sociology. The studies related to the focus of this research are described in the following mapping.

Tabel 2. Research Mapping and Literature

No.	Name of Researcher/Title of Research/Description of Results
1.	Putra Nugraha "The Relationship between Work Environment, Creativity and Work Engagement" the University of Indonesia 1. The relationship that occurs is positive and significant between environmental factors and work engagement, meaning that if there is an increase in environmental factors, engagement also increases. Meanwhile, when there is a decrease in work environment factors, there is also a decrease in employee engagement 2. Environmental factor variables as an obstacle to creativity and work engagement do not have a significant relationship 3. Employees experience increased performance or work performance when the work environment also provides support 4. The conclusion is that the increase in performance or performance
2.	Fitria Widyacahya, and Ratna D. Wulandari "The Influence of Supervision and Working Conditions on the Work Involvement of Employees at the Undaan Eye Hospital in Surabaya" 1. Work involvement increases when you get support from the workgroup 2. Some forms of support provided can be in the form of a sense of concern given by colleagues to the workgroup 3. Supervision has an influence on work involvement, in other words, management has carried out its role or function properly 4. Work involvement has increased when working conditions have also improved
3.	Amalia M. Ghaisani, and Fibria D. Liestiawati “Effect of Job Involvement on Intentions replacement with Organizational Commitments as a Mediation Variable (a study on permanent employees of PT. South Pacific viscose)” the University of Indonesia 1. Work engagement can have a significant negative effect organizational Commitment meaning when work engagement

increases, what happens organizational Commitment decreased, but if work involvement decreases organizational Commitment increased.

2. Work engagement can have a significant positive influence on organizational Commitment meaning if work involvement increased the organizational commitment increases. That's how it is, otherwise if work involvement decreases, what happens is organizational commitment also decreased.
3. Organizational Commitment can have a significant negative effect on intention replacement meaning if Organizational Commitment experience an increase in intensity replacement will decrease. On the other hand, if Organizational Commitment decreased, what happened was an increase in the change of meaning of employees
4. Work engagement can have a significant negative effect on intention replacement meaning if work involvement experiences an increase in intensity replacement will decrease, but if work engagement decreases, what happens is intensity replacement employees increase

4. Yuna Muliana, Makmur, and Welvan Aida
"The Influence of Job Involvement and Job Satisfaction on Intentions replacement employees at Pasir Pengaraian Modern Market, Kab. Upper Rokan
Pengaraian Sand University
    1. Employees with a young age range of 21 to 30 years of age have a high intention to leave work compared to employees with the old aged of 31 to 40 years and more than 40 years.
    2. Male employees have high morale compared to female employees, the reason being that male employees are considered to have bigger and stronger physiques and energy than female employees, then male employees dominate.
    3. The level of education also has an influence on performance and intentions replacement
    4. Job involvement with employee job satisfaction can have an influence on the level of intention replacement employee
5. Gary Blau, and Kimberly Boal
"Using Job Engagement and Organizational Commitment Interactively to Predict Turnover"
Management Journal
    1. Employees with a high level of commitment to the organization are less likely to leave work
    2. Employees with low levels of job involvement and low organizational commitment are in high-risk positions in the next likely category replacement
    3. Employees with high job involvement and low organizational commitment are also at high-risk replacement

		4. Work involvement and organizational commitment are not important enough to anticipate the occurrence of voluntary turnover or leaving the company voluntarily.
6.	Aamir A. Chughtai "Job Impact Job Engagement Role Performance and Organizational Citizenship Behavior" Dublin City University	1. There is an influence exerted by work involvement in In Role Show 2. Organizational Commitment has a significant influence on Role Show 3. Organizational Commitment had little effect on work engagement and In Role Show 4. Work engagement has a strong influence on civic organizational behavior.

Sources: Author, 2024 (edited)

Research conducted by Nugraha, (2012) regarding the relationship between the work environment, creativity, and work engagement. In this study, the technique used is a partial correlation. Analysis of the calculation and testing of environmental factor variables as an obstacle to creativity produces a correlation coefficient between environmental factors driving creativity and work engagement, which is worth 0.533 ($p < 0.01$). The test scores have proven that there is indeed a positive and significant relationship between environmental factor variables as a driver of creativity and work engagement. To improving the conditions of the work environment will make employees more creative and increase work engagement. Then, in the calculation of the correlation coefficient, the value obtained is $r^2 = 0.284$. Therefore, the contribution of work environment factors to creativity and work engagement is 28.4%. While 71.6% can be explained by variables outside the variables used in this study.

Furthermore, a study conducted by Widyacahya, & Wulandari (2017) examined the influence exerted by supervisory variables and working conditions on employee work engagement. the location in this study was the Undaan Eye Hospital in Surabaya, this study used a technique of cross-tabulation and the calculation results show that the employee engagement rate is in the high category, namely with a value of 88.7%. With the test results conducted at the supervision level in a fairly high category with a value of 71.0%. Thus, what happens when the form of supervision is increased, is the higher the level of employee involvement. while the test results use logistic regression univariate showing important country or the P value of the control variable is 0.000201 which means it is smaller than $\alpha = 0.05$. With these results, H_0 rejected means that there is indeed an influence between supervision and employee work involvement. Mark Exp. (B) the control variable number obtained is 0.023, this number is used to see the strength of the influence exerted on the work involvement variable. Lift 0.023 is defined as the possibility employees who give an assessment of supervision in a high group with a work

involvement rate of 43.48 means that work involvement is included in the high category (Widyacahya & Wulandari, 2018).

A research study conducted by Amalia M. Ghaisani, & Fibra I. D. Liestiawati (2014) examined the effect of using work involvement variables, intensive replacement and Organizational Commitment. This study used a test technique that is cross sections and the results of the descriptive statistical calculations on this research variable show the level of intention replacement the company's regular employees are in low positions with valuemeans 1812. Different from the results of calculations on the intention variable replacement level of work involvement and commitment organization employees in high positions, namely the results obtained for 4.0875 in the work involvement variable while the value of 3.81 is obtained by the variable Organizational Commitment. Then calculations are also carried out using path analysis to get the results of the magnitude of the direct effect, then look for the indirect effect and the total effect of each variable. The amount of influence exerted by work involvement on organizational Commitment is 0.720. Then the influence given by work involvement on intention replacement directly with the magnitude of the number (-0.3773) and Organizational Commitment on intention replacement directly is (-0.459), after calculating the path coefficient, it is known that the indirect effect of work involvement on intention replacement pass Organizational Commitment that is equal to 0.720 x (0-456) = -0.330. Final calculation with total work involvement on intention replacement of (-0.373) + (-0.330) = (-0.703). after that the calculation is done with the Sabel Test which is used to measure the influence of the mediating variable is equal to -4,833 meets the requirements T_{mark} (< - 1.96) with a significance level of P value of 0.00000134 meets the requirements for a P value orp-value namely (<0.05) these results mean that a significant mediating effect of organizational Commitment on influence indirect job involvement on intention replacement.

The next study that has been conducted by Maulina, Makmur, & Aida (2015) is to examine the influence of the variables of job involvement, job satisfaction, and intention replacement. In conducting research used survey research methods and a correlational approach. The results obtained from this study indicate that for respondents aged 31 to 40 years, the total number of respondents is 15 people. Turnover by 37.50% and respondents with a vulnerable age above> 40 years with a total of 5 people have an intention level replacement of only 12.50%. Meanwhile, respondents with a vulnerable age of 21-30 years with a total of 20 people have a level of turnover of 50.00%. This shows that the level of intention replacement the greatest number occurs in young employees, with the assumption that young people have a great desire to find other jobs or other alternatives. In the gender category, female employees have lower morale than male employees, with a percentage of 35.00% female employees and 65.00% male employees. Larger and stronger workforce compared to women, besides men dominate that employees. So, job involvement with job satisfaction has a significant effect on the level of intention replacement employees that are shown in the results of calculations using the F test obtained value F_{count} 4,827 > F_{table} 3.23. Thus, the independent variable has a significant influence on the dependent variable. Partially, there is an influence exerted by work involvement on the intention of a replacement employee. These

results are shown through test calculations T obtained t_{count} work involvement 2.583 with a significance of 0.001. So therefore T_{count} 2.583 >T_{table} 2.021 and sig.α 0.001 < 0.05. The conclusion is that work involvement contributes to the influence on the level of intention replacement employees.

Then, research has been conducted by Blau, & Boal (1987) regarding how to use job involvement And Organizational Commitment to predict replacement. This study uses analytical techniques difference (WENT) and covariance (ANCOVA). To test the conceptual model further, frequency replacement in the four cells was proposed for examination. A smaller sample (N = 106) was used so that the cognition variable of job withdrawal can be included, as can be seen through the average replacement of employees apathetic (FROM low/OC low) was significantly higher than the individuals in the other three cells, in addition, when a larger sample (N = 129) was used, replacement single meaning (FROM height /OC low) and agency stars (FROM height /OC tall). The results of this study are employees who have apathy voluntary intention higher external.

Then the research done by Chugtai (2008) focused on the influence of work engagement on performance and civic organizational behavior. The sampling technique in this study used stratified random sampling to determine the sample, then test the analysis using multiple regression. The analysis that has been carried out by researchers produces that work involvement has a significant positive relationship in the show, at a time civic organizational behavior with value (r = 0.30 p < 0.01) and on variables civic organizational behavior(r=0.43) p<0.01) therefore the hypothesis is accepted. on variables civic organizational behavior has a mediating variable i.e. Organizational Commitment, based on calculations that have been carried out by researchers the results obtained are organizational Commitments a significant positive relationship on the show i.e. with a value (r = 0.27) p <0.01) therefore the independent variables have a significant correlation to the intermediary variable. Other calculations also show that work involvement has a significant influence on organizational Commitment i.e. a value of (r = 0.22 p <0.01) so the show has a significant influence on work engagement. Then Organizational Commitment added to be a mediating variable also has significance with B = 0.295 and B = 0.248. The end result is Organizational Commitment had low effect on job involvement in the show.

RESULT AND DISCUSSION

1. Validity Test

Tabel 3. The Value of Research Items

No.	Variable	Sig. Level	r_{count}	Sign	r_{table}
1.	Job Involvement				

$X_1$08	0.05	0.644	>	0.308	Valid
$X_1$09	0.05	0.624	>	0.308	Valid
$X_1$10	0.05	0.547	>	0.308	Valid
$X_1$11	0.05	0.486	>	0.308	Valid
$X_1$12	0.05	0.450	>	0.308	Valid
$X_1$13	0.05	0.716	>	0.308	Valid
$X_1$14	0.05	0.652	>	0.308	Valid
$X_1$15	0.05	0.594	>	0.308	Valid
$X_1$16	0.05	0.375	>	0.308	Valid
$X_1$17	0.05	0.553	>	0.308	Valid
$X_1$18	0.05	0.746	>	0.308	Valid
$X_1$19	0.05	0.781	>	0.308	Valid
$X_1$20	0.05	0.671	>	0.308	Valid
$X_1$21	0.05	0.358	>	0.308	Valid
$X_1$22	0.05	0.570	>	0.308	Valid
$X_1$23	0.05	0.657	>	0.308	Valid
$X_1$24	0.05	0.627	>	0.308	Valid
$X_1$25	0.05	0.658	>	0.308	Valid
$X_1$26	0.05	0.708	>	0.308	Valid
$X_1$27	0.05	0.581	>	0.308	Valid
$X_1$28	0.05	0.713	>	0.308	Valid
$X_1$29	0.05	0.724	>	0.308	Valid
$X_1$30	0.05	0.765	>	0.308	Valid
$X_1$31	0.05	0.582	>	0.308	Valid
$X_1$32	0.05	0.644	>	0.308	Valid
$X_1$33	0.05	0.501	>	0.308	Valid
$X_1$34	0.05	0.398	>	0.308	Valid

2.	Employee Engagement

	$X_2$35	0.05	0.681	>	0.308	Valid
	$X_2$36	0.05	0.542	>	0.308	Valid
	$X_2$37	0.05	0.477	>	0.308	Valid
	$X_2$38	0.05	0.716	>	0.308	Valid
	$X_2$39	0.05	0.594	>	0.308	Valid
	$X_2$40	0.05	0.585	>	0.308	Valid
	$X_2$41	0.05	0.556	>	0.308	Valid
	$X_2$42	0.05	0.582	>	0.308	Valid
	$X_2$43	0.05	0.640	>	0.308	Valid
	$X_2$44	0.05	0.523	>	0.308	Valid
	$X_2$45	0.05	0.795	>	0.308	Valid
	$X_2$46	0.05	0.346	>	0.308	Valid
	$X_2$47	0.05	0.671	>	0.308	Valid
	$X_2$48	0.05	0.723	>	0.308	Valid
	$X_2$49	0.05	0.698	>	0.308	Valid
	$X_2$50	0.05	0.823	>	0.308	Valid
	$X_2$51	0.05	0.822	>	0.308	Valid
	$X_2$52	0.05	0.582	>	0.308	Valid
	$X_2$53	0.05	0.790	>	0.308	Valid
	$X_2$54	0.05	0.655	>	0.308	Valid
3.	Organizational Citizenship Behavior					
	Z55	0.05	0.500	>	0.308	Valid
	Z56	0.05	0.523	>	0.308	Valid
	Z57	0.05	0.515	>	0.308	Valid
	Z58	0.05	0.350	>	0.308	Valid
	Z59	0.05	0.414	>	0.308	Valid
	Z60	0.05	0.556	>	0.308	Valid
	Z61	0.05	0.405	>	0.308	Valid
	Z62	0.05	0.646	>	0.308	Valid
	Z63	0.05	0.358	>	0.308	Valid
	Z64	0.05	0.316	>	0.308	Valid
	Z65	0.05	0.653	>	0.308	Valid
	Z66	0.05	0.716	>	0.308	Valid
	Z67	0.05	0.615	>	0.308	Valid
	Z68	0.05	0.696	>	0.308	Valid
	Z69	0.05	0.652	>	0.308	Valid
	Z70	0.05	0.424	>	0.308	Valid
	Z71	0.05	0.516	>	0.308	Valid
	Z72	0.05	0.568	>	0.308	Valid
	Z73	0.05	0.585	>	0.308	Valid
4.	Turnover Intention					

Y74	0.05	0.766	>	0.308	Valid
Y75	0.05	0.838	>	0.308	Valid
Y76	0.05	0.678	>	0.308	Valid
Y77	0.05	0.889	>	0.308	Valid
Y78	0.05	0.825	>	0.308	Valid
Y79	0.05	0.829	>	0.308	Valid
Y80	0.05	0.826	>	0.308	Valid

Sources: Author, 2024 (edited)

Based on table 3, it shows that for the Job Involvement variable (X1), all question items are declared valid, each statement item produces more than 0.308. Then the Employee Engagement variable (X2) shows that all question items are also declared valid, while in the Organizational Citizenship Behavior (Z) variable all question items are also declared valid, and the items in the Turnover Intention variable are also declared valid. The research used 80 question items to obtain data related to Job Involvement, Employee Engagement, Turnover Intention, and Organizational Citizenship Behavior. The function of the validity test is to measure whether the data obtained after the research is valid data or not, using the measuring instrument used (questionnaire). The validity test was carried out on respondents totaling 100 healthcare employees at Hospital X in Pasuruan.

2. Reliability Test

Tabel 4. The Value of Reliability Test

No.	Variable	Significance Level	Cronbach Alpha's	Symbol	r_{table}	Deskrip
1.	Job Involvement	0.05	0.916	>	0.308	Reliable (Consistent)
2.	Employee Engagement	0.05	0.907	>	0.308	Reliable (Consistent)
3.	Organizational Citizenship Behavior	0.05	0.832	>	0.308	Reliable (Consistent)
4.	Turnover Intentio	0.05	0.908	>	0.308	Reliable (Consistent)

Sources: Author, 2024 (edited)

Based on table 4, the reliability test is used to measure the extent to which measurement results using the same object will produce the same data. This

reliability test was carried out on respondents as many as 100 healthcare employees of Hospital X in Pasuruan, using questions that have been declared valid in the validity test and their reliability will be determined.
Using the SPSS 22.0 for Windows program, variables are declared reliable with the following criteria:

1. If r-alpha is positive and greater than r-table then the statement is reliable;
2. If r-alpha is negative and smaller than r-table then the statement is not reliable.
   a. If the Cronbach's Alpha value is > 0.308 then it is reliable;
3. If the Cronbach's Alpha value is <0.308 then it is not reliable. The variable is said to be good if it has a Cronbach's Alpha value >0.308

Based on the results of reliability test calculations, it is stated that the Job Involvement variable has a Cronbach Alpha of 0.916, thus this variable can be declared valid and reliable. Then the Employee Engagement variable has a Cronbach Alpha value of 0.907, which means that the variable is valid and reliable, while the Organizational Citizenship Behavior variable has a Cronbach Alpha value of 0.832, which means that the variable is valid and reliable. And the Turnover Intention variable is also declared valid and reliable because it has a Cronbach Alpha value of 0.908. Thus, it can be interpreted that each variable has a Cronbach Alpha value that is greater than the $r_{table.}$

3. Classic Assumption Test

The normality test has the goal of finding the residual value distributed normally. The basis for making decisions on the normality test is when the value is in the table row-unstandardized residual and asymp. Signification is more than 0.05 then the data has distributed normally, but if it is below 0.05 the result is that the data is not normally distributed. In testing normality in this study using One Sample KS or testing using the Kolmogorov-Smirnov analysis.

3.1 Normality Test

The normality test has the goal of finding the residual value distributed normally. The basis for making decisions on the normality test is when the value is in the table row-unstandardized residual and asymp. Signification is more than 0.05 then the data has distributed normally, but if it is below 0.05 the result is that the data is not normally distributed. In testing normality in this study using One Sample KS or testing using the Kolmogorov-Smirnov analysis.

Tabel 5. The Calculation of Normality test with One-Sample Kolmogorov-Smirnov

		Unstandardized Residual
N (Value)		50
Normal Parameters[.b]	Mean	.0000000
	Std. Deviation	3.43797243

	Absolute	.081
Most Extreme Differences	Positive	.081
	Negative	-.066
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200[c.c]

Sources: Author, 2024 (edited)

From the results of calculations that have been carried out using the method normality test technique One-Sample Kolmogorov-Smirnov value results Asymp. Sig. (2-tailed) that is equal to 0.200. Based on the results of these calculations, it can be concluded that the data in this study were normally distributed.

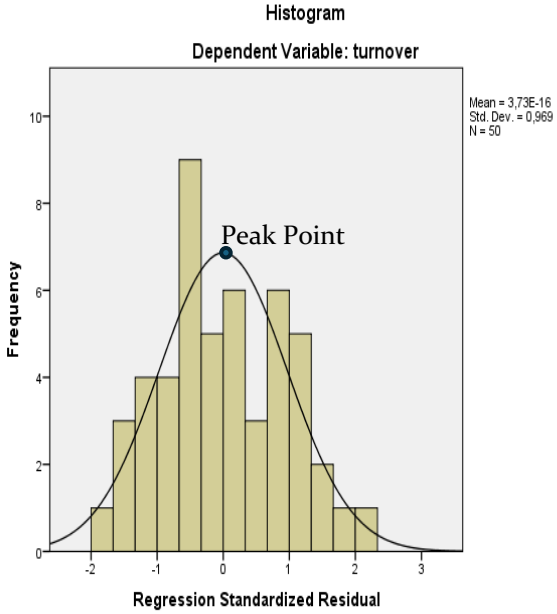

Figure 1. Histogram of Turnover Intention**,** Author, 2024

Based on Figure 1, the normality test histogram graph with lines forming mountains or bells with two sides, namely the right side and the symmetrical left side. This means that the results of the normality test for data distribution using the Kolmogorov-Smirnov technique in this study were normally distributed.

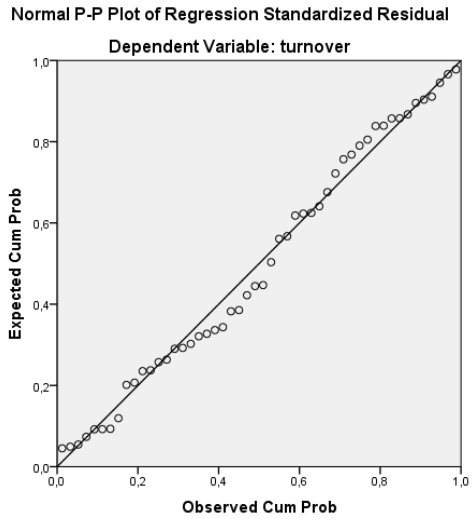

Figure 2. P-Plot Graph, Author, 2024

Based on the picture of 2 graphic forms P-Plot “dot” or the small circles in the image follow and are close to each other with a linear line, which means that a conclusion is drawn that the regression form model in this study has met the assumption of normality.

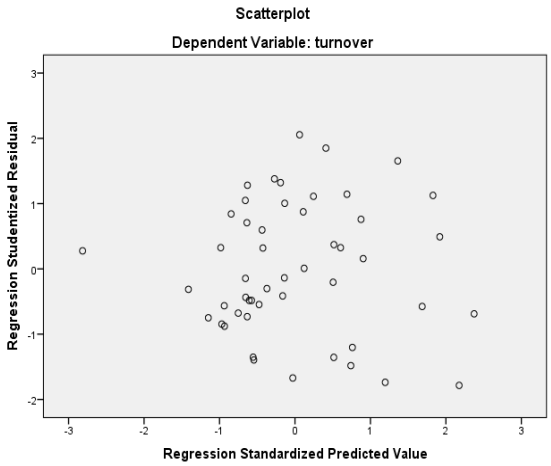

Figure 3. Heteroscedasticity Test (Scatterplot Methods), Author, 2024

Based on the results carried out by the method Scatterplot in this study is that there is no heteroscedasticity, which is shown in the distribution of the "dot” or the little moon in the picture above, another verdict is the picture scatterplot above does not show a specific pattern shape such as waves, and/or widens and narrows.

3.2 Linearity Test

Linearity test is used as a test tool for looking for connections between independent and dependent variables. The basis for making decisions on this test is the significance value deviation from linearity must be more than 0.05, which means that there is a relationship between the independent and dependent variables,

whereas if the value deviation from linearity is less than 0.05 then there is a relationship between independent variables and bound.

Tabel 6. The Linearity Test

Turnover Intention – Job Involvement			Sig.
Turnover*Involvement	Between Groups	(Combined)	.022
		Linearity	.033
		Deviation from Linearity	0.62
	Within Groups		
	Total		
Turnover Intention – Employee Engagement			**Sig.**
Turnover*Engagement	Between Groups	(Combined)	.280
		Linearity	.033
		Deviation from Linearity	.521
	Within Groups		
	Total		
Turnover Intention – OCB			**Sig.**
Turnover*Organizational	Between Groups	(Combined)	.820
		Linearity	.530
		Deviation from Linearity	.799
	Within Groups		
	Total		

Sources: Author, 2024 (edited)

Based on table 6 regarding the calculation of the results of the linearity test in the study between the independent variables and the dependent variable. The test values for each variable relationship are as follows. First, there is a value of 0.62 among the variable turnover intention and job involvement, the results of these values exceed the significance value of 0.05 meaning that there is a linear relationship between the variable turnover intention and job involvement. Second, there is a test result value of 0.521 between variable turnover intention and employee engagement, the results of these values exceed the significance value of 0.05 which says that there is a linear relationship between variable turnover intention with employee engagement. Third, the results of the last variable linearity test produce a value of 0.799 among the variable turnover intention and organizational citizenship behavior, from the results of these calculations the value is greater than the significance value of 0.05 which says that there is a linear relationship between variable turnover intentions with organizational citizenship behavior.

3.3 Outlier Test

Outliers are data that have very different characteristics from other observations and appears in the form of extreme values either for single variables or combination variables. Detection of outlier data can be done by determining the value. The limit that will be categorized as outlier data is by: converting data values into standardized scores or what is usually called Z-score.

Involvement Stem-and-Leaf Plot

Frequency	Steem & Leaf	
3.00	7.	134
7.00	7.	6888899
8.00	8.	00112344
11.00	8.	55667779999
11.00	9.	01222333444
8.00	9.	55555688
2.00	10.	33

Stem width :10.00
Each leaf :1 case(s)

There are no extreme values in the sample data

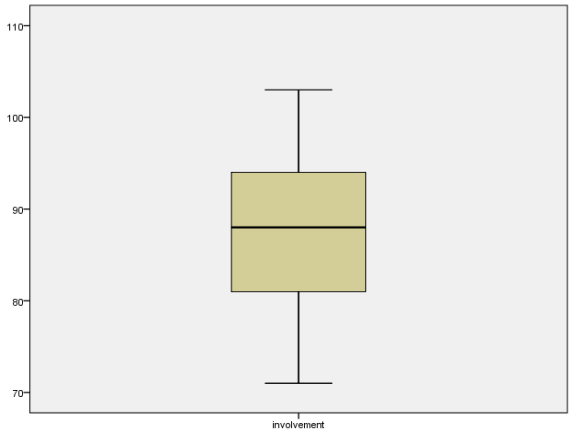

Figure 4. The Job Involvement Outlier Test, Author, 2024

Based on the results of calculations with outlier tests on variables of job involvement no sample data found that has extreme values. Therefore, on variable sample data of job involvement nothing needs to be removed or removed. Thus, it can be concluded that with these results the variable of job involvement free from extreme values and normally distributed.

Engagement Stem-and-Leaf Plot

Frequency	Stem &	Leaf
5.00	68.	00000
3.00	69.	000
3.00	70.	000
2.00	71.	00
5.00	72.	00000
5.00	73.	00000
6.00	74.	000000
2.00	75.	00
7.00	76.	0000000
3.00	77.	000
2.00	78.	00
5.00	79.	00000
2.00	80.	00

There are no extreme values in the sample data

Stem width :1.00
Each leaf :1 case(s)

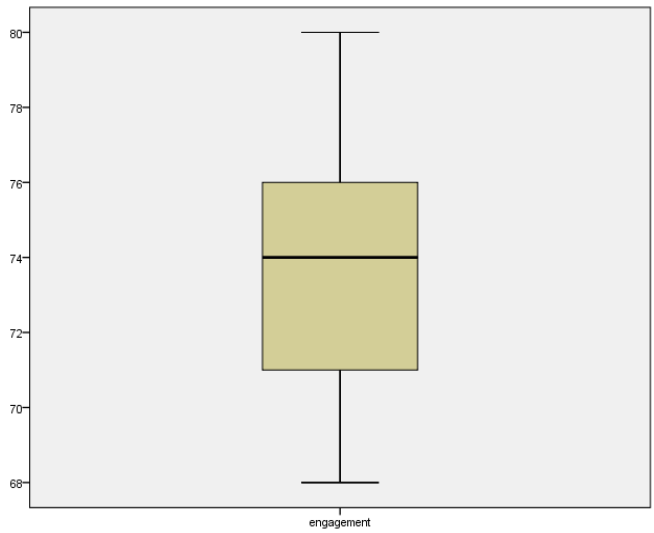

Figure 5. The Employee Engagement Outlier Test, Author, 2024

Based on the results of calculations with outlier tests on variables employee engagement the results obtained are not found or not found in samples that have extreme values. Therefore, on variable sample data employee engagement has no

data to delete or delete. Thus, these results can be concluded that the variable employee engagement is free from extreme values and normally distributed.

Organizational Stem-and-Leaf Plot

Frequency	Stem &	Leaf
12.00	5.	666788889999
16.00	6.	0000001222333344
16.00	6.	5555667788889999
5.00	7.	00014
1.00	Extremes	(>=99)

There are extreme values in the sample data

Stem width :10.00
Each leaf :1 case(s)

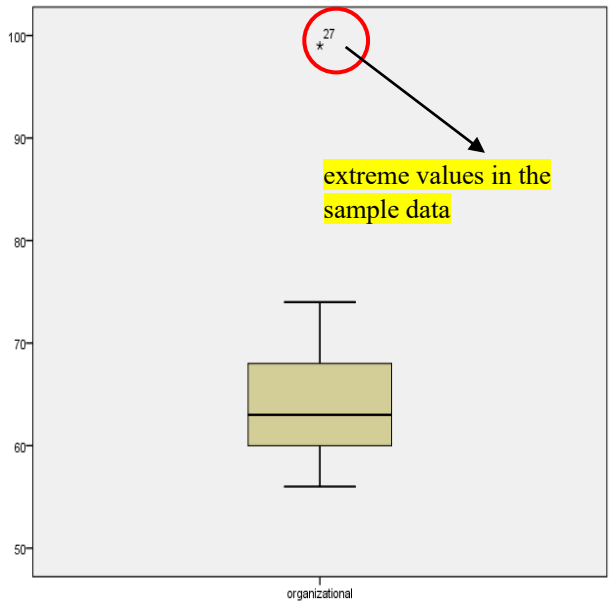

Figure 6. The OCB Outlier Test, Author, 2024

Based on Figure 6, the calculation using the outlier test shows that the variable organizational citizenship behavior there is an extreme value with the symbol (*) or an asterisk in sample data number 27. The occurrence of extreme values in these data can affect the results of the sample data normality test, meaning that extreme values can make the data abnormal or not normally distributed. There are two ways when dealing with sample data with extreme values, which is to leave it alone and delete it, with a note that if extreme values appear with symbols (o) or dots, then the steps taken are to allow the data and also delete extreme values with symbols dot can be tolerated because the deviations that occur are not too far away. Whereas. If an extreme value appears in the sample data with a symbol (*), then the step that must be taken is to delete the data, this is done to prevent abnormal data. The step that must be taken is to delete sample data with very extreme values in this study.

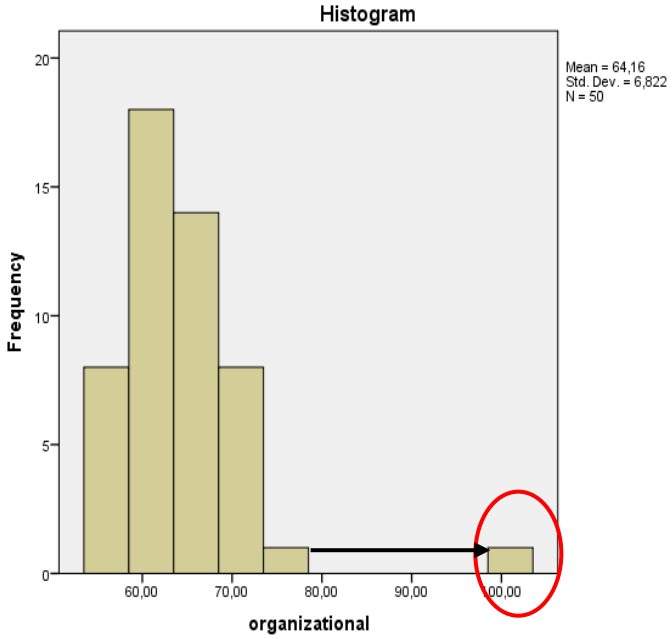

Figure 7. The OCB Histogram of Outlier Test**,** Author, 2024

Based on Figure 7, namely the histogram on the variables organizational citizenship behavior which has an extreme value on the sample data. The picture above shows the location or position of the sample data with very extreme values, the results in data deviations that are very far from other sample data.

Turnover Stem-and-Leaf Plot

Frequency	stem &	Leaf
3.00	1.	333
11.00	1.	44445555555
9.00	1.	666667777
5.00	1.	88999
9.00	2.	000011111
7.00	2.	2223333
2.00	2.	44
4.00	2.	6667
Stem width		:10.00
Each leaf		:1 case(s)

No Extreme Values Found in Sample Data

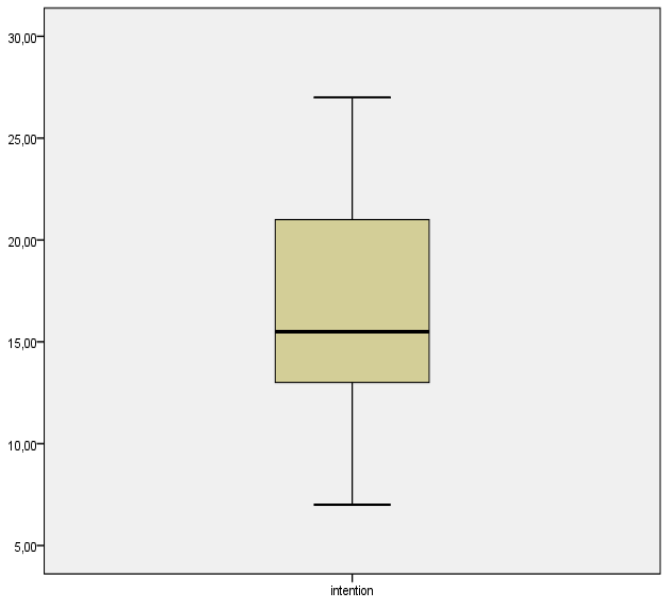

Figure 8. The Turnover Intention Outlier Test, Author, 2024

Based on the results of calculations with outlier tests on variable turnover intention no sample data was found that has extreme values. Therefore, on variable sample data turnover intention, there is no need for data to be lost or deleted. With these results, it was concluded that the variable turnover intention is free from extreme values and normally distributed.

3.4 Analysis Statistic Descriptive

Descriptive statistical analysis shows an overview of the conditions and characteristics of respondents' answers for each construct or variable studied. Descriptive analysis was carried out by presenting the data in a frequency distribution table, calculating the average value, total score, and respondent achievement level (TCR), and interpreting them. Descriptive statistical analysis aims to collect, process and analyze data so that it can be presented in a better display. Descriptive statistics is a method for describing and providing an overview of the frequency distribution of variables in a study. The aim of using descriptive statistics is to provide a general explanation of the problem being analyzed so that it is easier for readers to understand it. Descriptive statistics can provide information regarding the size of data concentration, the size of data distribution, the tendency of a cluster, and the size of location. Descriptive statistical analysis is used to provide an overview of the distribution and behavior of research sample data by looking at the minimum value, maximum value, average (mean), and standard deviation of each independent variable and dependent variable.

Tabel 7. The Value of Analysis Statistic Descriptive

	N	Min	Max.	Mean	
	Statistic	Statistic	Statistic	Statistic	Std. Error
Involvement (X_1)	50	71.00	103.00	87.3800	1.09764
Engagement (X_2)	50	68.00	80.00	73.8600	.50790
Turnover (AND)	50	7.00	28.00	19.0600	.78839
Organizational	50	56.00	76.00	65.1200	.73603
(WITH)	50				
Valid N (listwise)					

	N	Sum	Std. Dev
	Statistic	Statistic	Statistic
Involvement (X_1)	50	4369.00	7.76147
Engagement (X_2)	50	3693.00	3.59143
Turnover (AND)	50	953.00	5.57476
Organizational	50	3256.00	5.20455
(WITH)	50		
Valid N (listwise)			

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std.Error	Statistic	Std. Error
Involvement (X_1)	50	-.124	.337	-.698	.662
Engagement (X_2)	50	-.071	.337	-1.003	.662
Turnover (AND)	50	-.068	.337	-.644	,662
Organizational	50	.284	.337	-.428	.662
(WITH)	50				
Valid N (listwise)					

Sources: Author, 2024 (edited)

Based on table 7, the output results of calculations with SPSS 22 for the descriptive statistical analysis test are. It was shown that the total number of respondents (N) was 50 out of 50 respondents, and the smallest value (Min.) on each variable is (involvement = 71.00; engagement = 68.00; turnover= 7.00; organizational = 56.00). Then the largest value (Max.) on each variable is as follows: 1. Involvement = 103.00, 2. Engagement = 80.00, 3. Turnover= 28.00, 4. Organizational = 76.00. Next is the average value (Mean) on each variable namely: First, involvement = 87.3800; Second, engagement = 73.8600; Third, turnover= 19.0600; and Fourth organizational = 65.2100. Next, the value "sum" is the total value of the overall scoring of 50 respondents which is described as follows: 1. Value sum on variable X1 is 4369.00; 2. Value sum on variable X2 is 3693.00; 3. Value sum of the Y variable is 953.00; and 4. Value sum of variable Z is 3256.00. Skewness and kurtosis a type of measures to determine whether there is abnormal sample data, in other words, there is an abnormal distribution of data. The basis for decision-making is when the value is in the row column skewness and kurtosis If the value

is more than 0, what happens is that the sample data is not normally distributed, but if the value is less than 0, then the sample data is normally distributed. Based on the table above, it shows that for each variable the value is shown as follows: Variable calculation results involvement generated value-skewness and kurtosis of S = -0.124 & K = -0.698, while in variable engagement the magnitude of the value that appears in the table row column is S = -0. 071 & K = -1.003, then in variable turnover has a value of S = -0.068 & 0.337, as well as on variables organizational has a value of S = 0.284 & K = -0.428. Thus, it can be concluded that each sample data is variable job involvement, employee engagement, turnover intention, and organizational citizenship behavior have been normally distributed

CONCLUSION

The conclusion of this research shows the Normality Test with One-Sample Kolmogorov-Smirnov it can be concluded that the data in this study were normally distributed. The results of the P-Plot of Regression test based on the P-Plot graph show that the conclusion of the regression model in this study has fulfilled the assumption of normality, there is a linear relationship between the variables of turnover intention and work involvement, there is a linear relationship between the variables of turnover intention and work engagement, and there is a linear relationship between turnover intention variable and organizational citizenship behavior organizational citizenship behavior. In the outlier test, there is 1 variable that has an extreme value, namely organizational citizenship behavior. This condition allows data that is not normal and not normally distributed, while 3 independent variables have extreme values. Based on the results of the descriptive analysis test, it shows that each sample data on the variables of work involvement, work engagement, turnover intention and organizational citizenship behavior has been normally distributed. This research is important because in a good and correct research process, many tests need to be carried out before going further through the process.

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All authors affirm that any individual data (including images, videos, and other personal details) included in this manuscript are published with the explicit consent

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