



Job demands and turnover intention: Does work engagement mediate in the model ?

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ARTICLE INFO

Article history:

Received May 01, 2023
Revised May 19, 2023
Accepted May 30, 2023

Keywords:

Job Demands
Turnover Intention
Work Engagement

ABSTRACT

This study discusses the effect of Job Demands on Turnover Intention through Work Engagement on employees of one of the Hospitals in Cikarang. The purpose of this study was to test and analyze the effect of Job Demands on Turnover Intention through Work Engagement on employees of one of the Hospitals in Cikarang. The sampling technique uses probability sampling technique with a sample size of 72 respondents who are employees of one of the hospitals in Cikarang, which uses the Slovin formula. The analytical test tool used is SmartPLS 3.0 with the SEM (Structural Equation Modeling) analysis method. The results of this study indicate that Job Demands has an effect on Turnover Intention, Job Demands has no significant effect on Work Engagement, Work Engagement has no significant effect on Turnover Intention and Work Engagement is proven not to mediate the effect of Job Demands on Turnover Intention, it shows that Work Engagement has no impact on Turnover Intention caused by job demands at one of the Hospitals in Cikarang. Because the majority of employees have a positive assessment of the Work Engagement variable, it is therefore very important for companies to continue to maintain engagement with employees. Efforts that can be made include maintaining the relationship between superiors and employees to remain harmonious in order to reduce the level of employee turnover.

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1. INTRODUCTION

Human Resources (HR) in the modernization era like today are required to be able to adapt to world developments, adaptation is done so that companies can compete globally. Human resources are considered a very valuable corporate asset, HR can be continuously developed to achieve sustainable success for each company (Karlina et al., 2019). HR is the center of attention and a buffer for the company to survive because HR plays a major role in every activity and activity of the company in order to achieve company goals (Frianto et al., 2022). Companies need human resources who are involved with their work so that every time they do work they can provide maximum effort and results, because in modern times like today, having superior human resources is not enough to compete with the many competitors in the business world (Fairnadh, 2021).

Employee turnover or the entry and exit of employees in the company is an important phenomenon in the life of the company. There are times when employee turnover has a positive impact, but most employee turnover has an adverse effect on the company, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities. In addition, companies need to manage human resources as well as possible in order to achieve their goals effectively, to achieve these goals, companies must always make investments related to recruiting, selecting, and maintaining quality human resources so as not to have an impact on employee displacement or better known as Turnover.

Turnover Intention is a problem that is often faced by companies in developing countries. It is important for companies to be able to retain their talented workforce as this brings stability and development to the company, according to Faaroek (2020) Turnover is a problem for companies and human resource professionals, as they struggle to develop and retain adequate employee skills and maintain high quality performance. Turnover Intention prefixes include individual factors and company factors, individual factors include age, gender, marital status, and tenure. Turnover Intention is the intensity of an employee's desire to leave the company, there are many reasons that cause Turnover Intention to arise and among them is the desire to get a better job (L. Halim & Antolis, 2021).

Turnover Intention can be defined as an employee's decision to quit the current job and Turnover is also defined as a cognitive - affective state regarding a conscious and deliberate desire to leave the company. Turnover Intention can be reduced through efforts to improve the work environment, both physical and non-physical, in the form of the availability of adequate supporting facilities, a good physical environment, good management practices, and the application of good and healthy K3 (occupational health and health) concepts will lead to low employee Turnover Intention (Nugraha & Anggiani, 2022). If the work environment is created unable to make employees feel comfortable to work, then they will not feel at home in the company and will end in Turnover Intention (Helmy & Tantri, 2020).

In accordance with career stage and development theories which state that employees with older age and feel satisfaction with their jobs, feel a low desire to move. Turnover Intention tends to be experienced by younger employees, this tendency is associated with job tenure where individuals with long tenure have built socio-professional ties that minimize the desire to move. A hospital is a service company that is unique in terms of human resources, facilities and infrastructure. Hospitals are capital-intensive, human resource-intensive, technology-intensive, science-intensive and regulation-intensive companies. In Indonesia, turnover often occurs in private hospitals, because private hospitals are a form of company that has rules and guidelines or internally regulated commitments that do not take into account the elements of cost benefits and cost effectiveness for its employees.

Turnover is a problem around the world although at different levels, hospitals are places used to examine and treat people who are sick and in hospitals there must be many people who check their health every day. 90% of hospital and healthcare industry representatives say they have been short of healthcare workers since 2017, exacerbated by the emergence of the Covid-19 pandemic. A new and unknown global pandemic to all of us. It has and is changing several aspects of our lives. One that is starting to change drastically is the health sector, this sector has been hit really hard by the pandemic. With all the destructive effects, there is still a group of people who are struggling to mitigate these effects. They are health workers, ranging from doctors, nurses, ambulance drivers, volunteers, pharmacists. This certainly adds to the long list of needs for health workers, including in Indonesia. The following is Turnover Intention data from one of the hospitals in Cikarang.

Turnover Intention data for one of the hospitals in Cikarang in 2022 can be explained that, it explains that the Turnover rate in one of the Hospitals in Cikarang in 2022 is quite significant. According to the data obtained, the lowest employee turnover rate in one of the hospitals in Cikarang was in April, July, and August, while the highest Turnover Intention rate was in June. Many factors affect Turnover Intention, one of the efforts made to reduce Turnover Intention can be done by paying attention to the Job Demands of employees.

Demands are all requests that must be carried out in a job that requires continuous physical and psychological effort that has a relationship with certain costs (Han et al., 2019). Job Demands can turn into stressors when high and sustained effort is required to meet these demands, examples of Job Demands are high pressure at work, a less supportive physical environment, and emotional demands through social interactions (Skaalvik, 2020). Job Demands will cause employees to feel burdened because of the increasing work demands (Frianto et al., 2020). Job Demands can be divided into two types, namely Hindrance Demands and Challenge Demands. Hindrance Demands are defined as job demands and work situations that are caused by excessive or unexpected constraints that can hinder an individual's ability to achieve goals, for example role conflict and role overload (Li et al., 2020).

Job Demands can be in the form of working under conditions such as long working hours, high speed, and time pressure (Riadhah et al., 2022). Job demands are expressed as aspects of work, including physical, psychological, sociological and companies require physical, mental efforts and everything related to psychological and physical costs (Lee et al., 2019). Job demands are considered a part of work that includes physical, psychological, and sociological aspects that require effort to fulfill. (Mokhtar et al., 2020).

The effect of Job Demands on Turnover Intention is supported by research conducted by (Utami et al., 2021) stated that there is a positive influence between Job Demands on Turnover Intention. Research that supports, among others Nugraha (2018) there is a positive and significant influence of Job Demands on Turnover Intention, a positive influence means that the higher the employee's Job Demands, the higher the employee's Turnover Intention. Marcel et al., (2021) stated that Job Demands had no significant effect on Turnover Intention.

With the inconsistencies in previous studies, researchers added Work Engagement mediation to close the gap. The addition of mediating variables is based on previous research, research according to Ahmed (2019) Job Demands that are given too high by the company will cause feelings of pressure and can reduce Work Engagement owned by the employee, which means the relationship is negative. However Jazilah (2020) expressed a different opinion that Job Demands have a significant positive impact on Work Engagement, so it needs to be re-examined whether Job Demands can indeed affect Work Engagement and whether the form of influence is positive or negative. In research conducted by Ilham Yucel et al., (2021) there is a negative and significant relationship between Work Engagement and Turnover Intention. The mediating effect of work engagement is examined in the relationship between work to family conflict and turnover intention, in other words, the positive impact of work to family conflict on turnover intention is reduced through work engagement.

Work engagement is used as a mediating variable supported by previous research mentioning the effect of increasing Work Engagement motivation can reduce the level of Turnover Intentions (Satata, 2021). Other findings mention the effect of increasing Work Engagement motivation can reduce the level of Turnover Intentions (Park & Johnson et al., 2019). From several previous studies, Job Demands have a negative effect on Work Engagement, including research conducted by Suhardoyo & Nurjanah (2021) obtained the result that Job Demands has a negative and significant effect on Work Engagement. This is in line with research by Nurendra (2018) which shows a negative correlation between

Job Demands and Work Engagement. In addition, in other research conducted by Juliana et al., (2021) also shows similar results, namely Job Demands has a significant negative relationship with Work Engagement. However, there are opposite results, namely referring to research conducted by Jazilah (2020) shows that Job Demands have a positive and significant effect on Work Engagement.

Work Engagement or often referred to as Employee Engagement is an important behavior that a worker must have, because Work Engagement significantly affects the work performance of workers (Wardani and Anwar, 2019). According to Amor et al., (2019) Work Engagement is defined as a positive process in which a person expresses themselves by organizing themselves and playing a role in their work. Najeemdeen et al., (2018) suggested that employee engagement is described as an expected situation, giving rise to involvement, passion, enthusiasm, commitment, focused effort, and enthusiasm. Engagement is the extent to which workers are committed to the company or company, how hard they work, and how long they can stick with their commitment (Wardani and Fatimah, 2020). Work Engagement is an important issue in achieving company effectiveness because Work Engagement is the key to improving a person's performance in their work Wardani and Anwar (2019).

Work Engagement is a positive and satisfying state of mind related to a job, generally characterized by vigor, dedication, and absorption (Carmona-Halty et al., 2019). Vigor can be characterized by energy levels, strong mental resilience when doing work, courage and willingness to make every effort to complete a job (Candra et al., 2020). Dedication is described as when someone is very involved with their work, they will feel proud and inspired, so employees who have high dedication find their work very meaningful (Patience et al., 2020). Absorption is described as a state of full concentration at work, employees will feel the time fly by and find it difficult to break away from the work they do (Lesener et al., 2020). Work Engagement has ten driving factors, including seniors who pay attention to employees, get the opportunity to make decisions, customer satisfaction is the company's orientation, challenging work, the company's reputation, supportive resources, free to express opinions, there is a career path, clear company vision and a solid work team (Jazilah, 2020).

Work Engagement is important because when linked to behavior, it will have a positive impact on individuals and companies, for example, when employees show high energy, dedication and enthusiasm, it will equip individuals with the ability to cope with work demands and fatigue which will increase positive achievements in the workplace (Mussagulova, 2021). On the other hand, Work Engagement has become important with the development of positive psychology and has become a very important issue for companies. Employees who are engaged in their work have high energy at work, try hard at their work, do their work lovingly and embrace their work deeply (Trisakti, 2022). This study proves to the research of Saputra (2019) Job Demands have a significant positive effect on Work Engagement. In research (G. Halim & Surabaya, 2022) Job Demands have no effect on the level of Work Engagement.

In line with research according to (Ramadhoani, 2020) which states that employee engagement has a negative and significant effect on turnover intention. This means that the higher the level of employee attachment to the organization, the lower the desire of employees to leave or change workplaces. According to (Thufailah & Abdurrahman, 2018) stated that employee engagement has a significant negative effect on turnover intention with a contribution of the influence given of 7.9%, where the better employee engagement will have an impact on the lower turnover intention, otherwise poor employee engagement can result in high turnover intention.

2. RESEARCH METHOD

This study uses quantitative research. The population in this study were all employees of one of the hospitals in Cikarang with a population of 257 people with a sample of 72 respondents obtained from the slovin formula. Data sources from primary data obtained directly from the object of research by taking questionnaires through Google Form. Data collection by distributing questionnaires containing statements about the effect of Job Demands on Turnover Intention mediated by Work Engagement at one of the Hospitals in Cikarang. To assess each statement in the questionnaire is to score each statement, the method used for scoring is to use a Likert scale. On a Likert scale, variables are measured and translated into variable indicators. This study uses a Likert scale with research numbers directed with a value of 1 and a maximum of 5. In this study, data processing was processed using the help of SmartPLS 3.0.

3. RESULTS AND DISCUSSIONS

Analysis of Inner Models

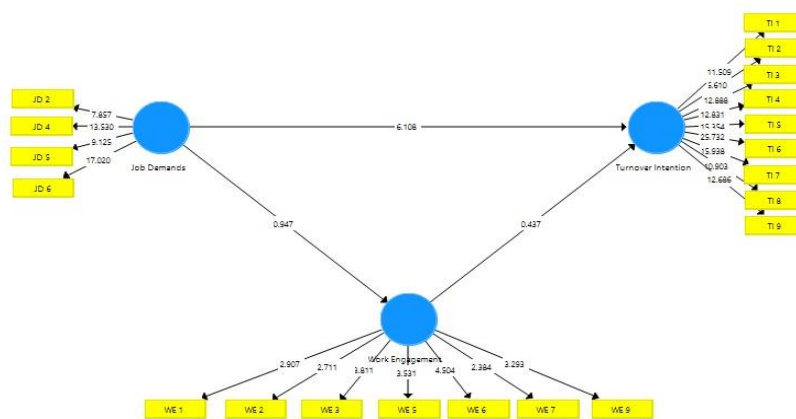


Figure 2. Inner Model Test Results

This test is a test of a structural model by looking at the R-square value which is the result of the goodness of fit model test, the relationship between constructs and the significant value of the model used in this study.

Test of R Square

Table 1. Test of R Square

	R Square	Adjusted R Square
Turnover Intention	0.330	0.310
Work Engagement	0.033	0.019

Based on table 1, it shows that the resulting R-square for the Turnover Intention variable with a value of 0.330 or 33% and the Work Engagement variable with a value of 0.033 or 3.3% identifies that the contribution in this study is small.

Struktural Model Test

Structural Model Test is obtained using SmartPLS 3.0 by testing Bootstrapping. The confidence level used is 95% with an inaccuracy limit of $(\alpha) = 5\%$ where the t-statistic value used is 1.96. The following are the results of the Structural Model Test research:

1. If the T-Statistic value > 1.96 then H_0 is rejected H_a is accepted

2. If the T-Statistic value < 1.96 then H_0 is accepted H_a is rejected

The following is about the Path Coefficient and Specific Indirect Effect table :

Table 2. Path Coefficient

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Job Demands -> Turnover Intention	0.560	0.580	0.092	6.108	0.000
Job Demands -> Work Engagement	-0.180	-0.220	0.190	0.947	0.344
Work Engagement -> Turnover Intention	-0.061	-0.074	0.139	0.437	0.662

In table 2 path coefficients can be explained that job demands have an effect on turnover intention, because the P value is 0.000 which is smaller than 0.05 so that it has a significant effect. The results do not affect job demands on work engagement and work engagement on turnover intention, because the p values are greater than 0.05.

Table 3. Spesific indirect effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Job Demands -> Work Engagement -> Turnover Intention	0.011	0.020	0.037	0.301	0.764

In table 3, the specific indirect effect can be explained that work engagement has not been able to mediate the effect of job demands on turnover intention, because the p value is greater than 0.05.

Job Demands on Turnover Intention

The test results on the first hypothesis show that Job Demands have a positive and significant effect on Turnover Intention. This research is in line with research conducted by (Demands et al., 2019) which explains that there is a positive influence between Job Demands on Turnover Intention. Research that supports among others Nugraha (2018) there is a positive and significant effect of Job Demands on Turnover Intention. Job Demands are related to job demands in a company, a high level of work demands will trigger physical and psychological fatigue in employees so that employees choose to leave the company and Turnover Intention occurs. With higher work demands, the higher the level of Turnover Intention, but from that the leadership needs to pay attention to the welfare of its employees, high Job Demands must be balanced with high support to minimize the occurrence of excessive demands at work which can have an impact on Turnover Intention in one of the Hospitals in Cikarang.

Job Demands on Work Engagement

The test results on the second hypothesis show that Job Demands have no significant effect on Work Engagement. This research is not in line with several existing researchers such as those conducted by Jazilah (2020) which explains that Job Demands have a significant positive impact on Work Engagement, this finding is supported by research conducted by (Prawira et al., 2022) stated that Job Demands have a significant effect on Work Engagement. This is in accordance with research conducted by Izzah et al., (2021) in his research found that there was no effect of Job Demands and Job Resources

on Work Engagement in teachers and this result is very unusual with other studies which say that these two variables have a significant effect. There are reasons for this result, the first is that the company has employees who have strong mental resilience when doing work and try their best to complete a job, secondly, the company has employees who are highly dedicated, so they will feel proud of their work so that it doesn't really matter if there are few demands on the work done, and finally, absorption, related to the second reason by feeling proud of an employee's work, he will feel that time is passing quickly and find it difficult to extricate himself from his work. Based on this, it can be concluded that the Job Demands variable has no effect on Work Engagement if employees of one of the Hospitals in Cikarang have a very strong work attachment, the level of Job Demands will be lower.

Work Engagement on Turnover Intention

The test results on the third hypothesis show that Work Engagement has no significant effect on Turnover Intention. This research is in line with several existing researchers such as those conducted by (Kerja, 2019) which explains that Work Engagement is found to have a significant negative impact on Turnover Intention, which means that Work Engagement has the main influence to reduce employee Turnover Intention followed by enthusiasm and absorption in employees. This finding is supported by research conducted by Ilham Yucel et al., (2021) there is a negative and significant relationship between Work Engagement and Turnover Intention, because the effect of increasing Work Engagement motivation can reduce the level of Turnover Intention in a company. Based on this, it can be concluded that the Work Engagement variable has no effect on Turnover Intention if employees have very strong work engagement, the level of Turnover Intention will be lower.

Job Demands on Turnover Intention mediated by Work Engagement

The test results on the fourth hypothesis show that Work Engagement cannot mediate the effect of Job Demands on Turnover Intention so that the results received are not influential, this is clearly different from existing research such as that conducted by Yilmaz (2018) said that there is an effect of Job Demands on Turnover Intention, Job Resources on Turnover Intention, Work Engagement on Turnover Intention, Work Engagement successfully mediates the effect of Job Demands on Turnover Intention, and Work Engagement successfully mediates the effect of Job Resources on Turnover Intention. These results indicate that there is no impact of Work Engagement on Turnover Intention caused by Job Demands on employees of one of the Hospitals in Cikarang. Based on this, it can be concluded that even though there is high work engagement in employees, it will not eliminate the intention to change workplaces caused by excessive job demands.

4. CONCLUSION

Based on the results of testing, processing and data analysis that has been carried out regarding Job Demands on Turnover Intention, Job Demands on Work Engagement, Work Engagement on Turnover Intention, the effect of Job Demands on Turnover Intention mediated by Work Engagement using SmartPLS 3.0 software, it can be concluded that Job Demands are able to contribute to Turnover Intention, this is because very high work demands can affect the level of Turnover Intention in the company. Meanwhile, Job Demands are not able to contribute to Work Engagement, this is because employees have high dedication to their work so that they ignore excessive job demands. Work Engagement is not able to minimize Turnover Intention because even though it has high dedication to the company, it cannot change the employee's intention to leave the company. And finally the effect of Job Demands on Turnover Intention mediated by Work Engagement has the result of not being able to contribute, it shows that Work Engagement has no impact on

Turnover Intention caused by job demands at one of the Hospitals in Cikarang. Future research can further explore other potential mediators or moderators in this relationship to deepen our understanding of the dynamics between job demands, work engagement, and turnover intention.

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