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Examining the Relationship Between Employee Engagement, Job Satisfaction, and Turnover Intention in Healthcare Organizations

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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2025

Abstract

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Nadiel Arocho-Saez

MBA, University of Washington, 2021

BS, Thomas Edison State University, 2019

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Turnover intention among healthcare staff adversely affects the delivery of high-quality patient care and compromises healthcare organizations' financial sustainability. Effectively managing factors influencing turnover intention is critical for healthcare leaders to reduce turnover. Grounded in the Herzberg's two-factor theory, the purpose of the quantitative correlational study was to examine the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. Primary data were collected from 74 nurses employed at a large multi-hospital healthcare organization in the Pacific Northwest of the United States, who completed an anonymous online survey using existing questionnaires. Data were analyzed using multiple linear regression. The results of the multiple linear regression were significant, $F(2, 71) = 61.704$, $p < .001$, $R^2 = .63$. In the final model, both predictors were significantly and inversely associated with the outcome: employee engagement ($\beta = -.123$, $t = -2.316$, $p = .023$) and job satisfaction ($\beta = -.139$, $t = -7.759$, $p < .001$). A key recommendation is for healthcare leaders to develop strategies that support, motivate, and reinforce employees' sense of belonging, creating an environment of excitement and optimal work conditions with adequate human and material resources that reflect the increased work demands. The implications for positive social change include the potential for healthcare leaders to develop strategies that positively influence employees' decision to leave the organization, ultimately reducing actual turnover. Engaged and satisfied employees are invested in the organization, which can contribute to higher productivity and better performance and increase the quality of patient care.

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Dedication

I dedicate this achievement to my family, whose unwavering support, love, and encouragement carried me through every step of the journey. Their belief in me never wavered, even during the most challenging times, and their sacrifices made it possible for me to pursue my goals. To my wife, whose patience and strength gave me the courage to keep going, and to my children, who were my greatest inspiration. Children, as I always say, if I can do it, you can do it too. This milestone is as much yours as it is mine.

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Section 1: Foundation of the Study

Background of the Problem

The turnover rate among healthcare workers continues to be problematic in healthcare organizations. Turnover intentions may impede healthcare organizations' provision of quality patient care and financial stability. Willard-Grace et al. (2019) noted that a lack of employee engagement contributes to high workforce turnover, adversely affects patient care, and destabilizes the workforce. Additionally, researchers have suggested that increased employee engagement and job satisfaction in an organization lead to improved organizational performance (Al-Nammari et al., 2023; Khadivi et al., 2021). However, in an ever-changing and highly competitive healthcare environment, employees face increased work demands with limited resources, causing disengagement and negative work attitudes and behaviors in the workplace (Gupta et al., 2016). Park and Min (2020) indicated that work attitudes, job strains, and role stressors greatly affected turnover intention. Furthermore, Al-Nammari et al. (2023) highlighted the potential implications to employee engagement, such as burnout, given that healthcare organizations were not adequately prepared to support healthcare workers during the recent COVID-19 pandemic. Such a work environment places pressure on employees, resulting in organizational challenges such as employee retention and burnout and continuous improvement of the quality of health services (Szilvassy & Širok, 2022).

Employee disengagement and job dissatisfaction can have a negative impact on the organization, healthcare workers, and patients. Findings from Lutfiani Putri Windia et al. (2020) suggested that employee engagement had a significant relationship with

turnover intention among female auditors in Jakarta. Azmi et al. (2022) posited that dissatisfied healthcare workers could be linked to poor performance and increased absenteeism, impacting the patient's safety and care. Nonetheless, Szilvassy and Širok (2022) expressed that there are limited studies on work engagement in healthcare organizations despite its operational benefits. Further research to identify factors influencing employee engagement and job satisfaction in healthcare organizations could be helpful for leaders to develop successful strategies to drive organizational performance and reduce turnover intentions.

Problem and Purpose

Turnover intention has been directly related to the lack of employee engagement and low job satisfaction (Kwon & Park, 2019; Lutfiani Putri Windia et al., 2020). Engagement among healthcare workers has decreased by seven points from 2019 to 2022, impacting employee productivity and turnover rates due to potential employees' lack of commitment, negative attitudes, dissatisfaction, and poor performance (Harter, 2023; Moyo et al., 2022). The general business problem is that some healthcare leaders fail to successfully address the lack of employee engagement and low job satisfaction, contributing to healthcare workers' intention to leave. The specific business problem is that some healthcare leaders do not understand the relationship between employee engagement, job satisfaction, and turnover intention. Therefore, the purpose of the quantitative correlational study was to examine the relationship between employee engagement, job satisfaction, and turnover intention. The independent variables were

employee engagement and job satisfaction. The dependent variable was employee turnover intention.

Population and Sampling

The study population consisted of hospital nurses from a large multi-hospital healthcare organization in the Pacific Northwest of the United States who had 1 year or more of nursing experience and have been employed in the organization for at least 1 year. I used purposive sampling, a nonprobability sampling method, to select participants from the targeted population of hospital nurses. Purposive sampling allows the researcher to select participants based on specific criteria relevant to the study's objectives (Andrade, 2021; Campbell et al., 2020). Furthermore, a nonprobability sampling method ensures adequate representation of a certain group in a quantitative research study (Sekaran & Bougie, 2019). G*Power software version 3.1.9.6 for multiple linear regression, fixed model, and R^2 deviation from zero was used to determine the appropriate sample size. An apriori analysis included an effect size (f=0.15), an alpha value (α=0.5), and a power (1-β) of .80, which yielded a minimum sample size of 68 hospital nurses needed for the study.

Nature of the Study

Three study methodologies, quantitative, qualitative, and mixed methods were considered for the research study. A quantitative study allows the researcher to examine the relationship between the independent and dependent variables. Researchers use quantitative methodology to understand how variables are associated, as well as determine the strength and direction between the variables (Devi et al., 2022; Shao et al.,

2022). Specifically, a quantitative research methodology allows one to examine the relationship between employee engagement, job satisfaction, and turnover intention. Researchers use qualitative studies to understand a phenomenon from the participants' perspective (Bonyadi, 2023). Qualitative studies help researchers gain an in-depth understanding and meaning of participants' lived experiences related to the studied phenomenon (Harrison, 2019). However, the qualitative methodology was rejected as the purpose of the study was not to explore a phenomenon but to examine a relationship.

The following research designs were considered for the quantitative study: (a) correlation, (b) quasi-experimental, and (c) experimental. On the one hand, researchers use quasi-experimental designs to estimate the causal effects of the relationship between the variables (Li & Sonnier, 2023). On the other hand, experimental designs establish a possible causal effect among a group of variables in a controlled environment (Lewis, 2020). Thus, given the purpose of the study, a correlation design was appropriate as the approach allows the researcher to examine the relationship between variables rather than cause and effect.

Research Question

What is the relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations?

Hypotheses

Null Hypothesis (H_0): There is no statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations.

Alternative Hypothesis (H_a): There is a statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations.

Theoretical Framework

The study's theoretical framework was based on Herzberg et al.'s (1959) two-factor theory, also known as the two-factor theory of motivation or the motivational hygiene theory. The two-factor model is a well-known theory that explains job satisfaction dimensions. Herzberg et al. theorized that a worker's satisfaction with their jobs is influenced by two factors: motivation and hygiene. Motivation refers to intrinsic factors that motivate individuals to do their best, such as achievement, recognition, responsibility, promotion, and growth, whereas hygiene factors are extrinsic factors that are needed to prevent dissatisfaction, such as working conditions, compensation, quality of supervision, company policies, co-worker relationship, and job security (Herzberg, 1968). Herzberg's theory built upon the concept of job satisfaction introduced by Maslow (1943). Maslow's hierarchy of needs suggested human needs in a hierarchical order, in which individuals sequentially progress, building upon the satisfaction of the previous need. Ihensekien and Joel (2023) suggested that both theories were developed to explain how employees can be motivated in a workplace, as well as the managers' role in fostering higher performance within an organization. Herzberg's key difference is the identification of distinct categories for factors influencing satisfaction and dissatisfaction, thus considering the two-factor model as an extension of Maslow's theory, particularly in the context of workplace motivation.

Operational Definitions

The following definitions are listed to enhance the reader's understanding and provide clarity of key terms presented in the study.

Job satisfaction: An individual's evaluative feelings and overall attitude, whether positive or negative, toward various aspects of their job (Spector, 1985).

Job dissatisfaction: The degree of discontent an individual feels toward some aspects of the job (Cho et al., 2020).

Employee engagement: An individual's cognitive, emotional, and physical expression to harness full self at work (Kahn, 1990).

Work engagement: A positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).

Turnover intention: The degree to which individuals plan to quit their current job or leave the organization (Michaels & Spector, 1982).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations represent research elements that can either be under the control or beyond the researcher's control (Saunders et al., 2019). The research elements may include factors that potentially introduce uncertainty into the study (Theofanidis & Fountouki, 2018). Furthermore, assumptions, limitations, and delimitations help the researcher contextualize the research findings and provide transparency about the scope and boundaries of the study to ensure the credibility and validity of the research findings.

Assumptions

Assumptions refer to foundational beliefs or premises that underlie a study but are not directly tested or proven (Smith & Johnson, 2021). The study was based on three assumptions. First, participants answered survey questions honestly and entirely. Second, the quantitative correlational design was appropriate to examine the relationship between the independent and dependent variables. Last, the sample size was adequate to provide sufficient statistical power and confidence in the study's findings.

Limitations

Limitations represent potential weaknesses within the study that are beyond the researcher's control, including research design, data collection method, constraints of the statistical analysis technique, and sample size (Theofanidis & Fountouki, 2018). The study may had research design and sample size limitations. Correlational studies help examine relationships between variables but cannot imply causation in which one variable directly influences changes in another (Saunders et al., 2019; Sekaran & Bougie, 2019). A correlational design was applied in the study to predict the magnitude and direction of the variables. The sample size is important to establish population representation for generalizability (Sekaran & Bougie, 2019). An online survey was used to collect data, safeguarding participants' confidentiality to obtain the required sample size for valid and reliable findings.

Delimitations

Delimitations are boundaries or restrictions developed by the researcher to clarify the study's scope and objectives (Theofanidis & Fountouki, 2018). The quantitative

correlational study had three delimitations. The first delimitation was related to the targeted population, which only included registered nurses in a large hospital organization. The second delimitation was the narrow focus on a specific geographical location within the Pacific Northwest of the United States. The last study delimitations were the instruments and data collection techniques.

Significance of the Study

The quantitative correlational study examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. A high turnover rate among frontline staff creates a significant burden in organizations in any industry (Edwards-Dandridge et al., 2020) and is positively associated with nonethical decisions, audit quality, and performance (Hegazy et al., 2023). The study findings may positively contribute to business practices to improve employee engagement and job satisfaction among healthcare workers for increased organizational performance, productivity, and profitability, and may have implications for social change.

Contribution to Business Practice

Healthcare leaders can use the study findings to understand how employee engagement and job satisfaction impact turnover intention in a hospital setting. The results may provide new insights regarding the negative impact of employee turnover on the organization. According to Sorensen and Ladd (2020), employee turnover intention negatively impacts individual and co-worker productivity. Staff with intent to leave may be a burden to others due to disengagement and lack of productivity. Understanding the

relationship between employee engagement and job satisfaction could assist healthcare leaders in increasing performance and productivity and decreasing employee turnover.

Implications for Social Change

The results of the study may contribute to positive social change by providing healthcare leaders with an understanding of factors influencing turnover intention, such as employee engagement and job satisfaction. Healthcare leaders may use the findings of the study to reduce employee turnover. Leaders focusing on reducing turnover intentions provide employees with opportunities for high job satisfaction, development, growth, promotion, high autonomy, clear goals, or low job stress (Hur, 2022). Additionally, engaged, and satisfied employees could reduce errors and increase the quality of patient care to benefit patients, local communities, and society.

A Review of the Professional and Academic Literature

The study incorporated a review of the professional and academic literature from peer-reviewed journals, scholarly books, and industry-specific publications to understand the potential relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. Additionally, the review included seminal research and a school of thought on Herzberg's two-factor theory, which is the theoretical framework for the study. The literature review is an important study component as it provides an understanding of the phenomenon and current debates between the study research question.

For the study, research for the literature review started with a search of Walden University's library databases, followed by local library resources. The review contained

literature obtained from ABI/INFORM Complete, Academic Search Complete, Business Source Complete, ProQuest Dissertations Publishing, Business Source Complete, ERIC, ScienceDirect, Emerald Insights, Google Scholar, and SAGE Journals databases. The following keywords were used to find relevant research: Job satisfaction, employee engagement, work engagement, intrinsic motivation, extrinsic motivation, performance, recognition, work environment, Herzberg's two-factor theory, turnover intention, and retention. The ProQuest Ulrich's Periodical Directory was used to identify and confirm peer-reviewed articles.

A literature review provides a comprehensive overview of existing research, assisting readers in understanding the study's business phenomenon (Paul & Criado, 2020). The business phenomenon my study investigated was that some healthcare leaders fail to successfully address the lack of employee engagement and low job satisfaction, thereby contributing to healthcare workers' intention to leave. The purpose of the quantitative correlational study was to examine the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations.

Herzberg's Two-Factor Theory

Herzberg's two-factor theory was introduced in 1959 by Frederick Herzberg and colleagues. Herzberg's model is based on the premise that the employees' work environment and surroundings influence job satisfaction and may impact employee engagement (Herzberg et al., 1959). The researchers interviewed participants from various industries, backgrounds, and experiences to capture factors contributing to workplace satisfaction and dissatisfaction. During interviews, participants were asked to

recall events that made them satisfied or dissatisfied with the job. Herzberg et al. identified and categorized common themes and patterns from participants' responses into two main factors: motivation and hygiene. Based on the analysis of the interview data, Herzberg and colleagues proposed the two-factor theory, also known as the two-factor theory of motivation or the motivational hygiene theory.

Herzberg's model focused on employees' attitudes toward their jobs and their experiences within their organizations, suggesting that certain factors in the workplace cause job satisfaction (motivation factors) and others that cause job dissatisfaction (hygiene factors). Motivation factors are intrinsic factors related to the content of the job, such as achievement, recognition, responsibility, growth, advancement, and the work itself, which contribute to job satisfaction and motivate employees to improve their performance. On the other hand, hygiene factors are extrinsic factors related to the work environment, such as working conditions, quality of supervision, salary, company policies, and interpersonal relationships that, when adequate, prevent dissatisfaction. According to Herzberg's two-factor theory, hygiene factors do not necessarily lead to higher satisfaction levels but create dissatisfaction (Dhamija et al., 2019; Herzberg, 1968). Thus, while hygiene factors address work environmental needs and help prevent dissatisfaction, they are insufficient to foster higher satisfaction levels.

Motivation and hygiene factors focus on environmental and situational factors that influence employees' behavior towards their work. Herzberg, in his original theory, posited that the two factors influence job satisfaction in unique ways: (a) hygiene factors prevent dissatisfaction, and (b) motivators lead to increased motivation (Alshmemri et al.,

2017). According to Nagpaul et al. (2022), the unique influence of motivators and hygiene factors on job satisfaction implies that while hygiene factors help prevent job dissatisfaction, they do not necessarily motivate or satisfy employees. The opposite is true for motivation factors. Enhancing motivation factors may lead to a motivated workforce, but dissatisfaction may exist, creating an environment where employees are excited about their jobs but working conditions are not optimal.

Ann et al. (2023) conducted a study to examine the relationship between work motivation, job satisfaction, and job dissatisfaction among housekeeping staff in Jordan. The researchers noted the importance of housekeeping staff in the hospitality industry, including demanding tasks such as cleaning, maintenance, and inventory in rooms and public areas. Such demanding housekeeping-related tasks directly influence customer satisfaction and future business. Ann et al. discovered that there was no relationship between job dissatisfaction and job satisfaction and between job dissatisfaction and work motivation. However, the researchers discovered a positive relationship between job satisfaction and work motivation. Ann et al.'s findings support Herzberg's proposition that job satisfaction and dissatisfaction are not opposite ends of the same continuum.

Thant (2023) investigated factors affecting job satisfaction among Myanmar government employees. The researcher noted the struggle of public servants across Myanmar's governmental organizations to improve service quality, which was below public expectations. The researcher adopted Herzberg's model to explain Myanmar government employees' job satisfaction by examining motivation and hygiene factors that may influence job satisfaction. Thant concluded that motivation and hygiene factors

were important in explaining job satisfaction among Myanmar government employees. Thant's research highlights the relevance of Herzberg's two-factor theory in the context of government employees in Myanmar. The research underlined the importance of addressing motivation and hygiene factors to enhance job satisfaction and promote organizational effectiveness.

Herzberg et al. (1959) discussed motivation and hygiene as separate constructs influenced by factors that combined lead to employees' overall job satisfaction. For instance, the lack of dissatisfaction does not imply satisfaction; conversely, the presence of satisfaction does not contribute to the absence of dissatisfaction (Herzberg et al., 1959; Herzberg, 1968; Zhang et al., 2020). According to Valk and Yousif (2023), the premise of Herzberg's model is that leaders should recognize and address motivation factors to increase job satisfaction and hygiene factors to prevent job dissatisfaction. Hee et al. (2019) posited that it is crucial for leaders to properly implement hygiene factors effectively. Thus, leaders who understand the difference between motivation and hygiene factors may address the overall satisfaction levels and create a satisfying work environment.

Herzberg (1966) suggested that motivation factors are intrinsic to the job and satisfy employees' needs for growth and self-actualization. For instance, motivation factors, such as the opportunity for advancement, are powerful motivators for employees, representing a tangible pathway to achieve long-term performance results. Riyanto et al. (2021) conducted a research study to investigate the effect of motivation and job satisfaction on achieving and improving performance. Findings from Riyanto et al.'s

study indicated that motivation positively affects employee performance. On the other hand, job satisfaction did not impact employee performance. However, motivation and job satisfaction significantly positively affected employee performance. Riyanto et al.'s findings support Herzberg's model, reinforcing that motivation factors and job satisfaction play vital roles in influencing employee performance, and the constructs are interrelated and complementary rather than independent.

Hygiene factors are extrinsic to the job and serve to prevent employees' unpleasant experiences (Herzberg, 1966). For instance, hygiene factors such as quality of work life, categorized as influencing the work environment, contribute to overall employee job satisfaction by preventing dissatisfaction. Yunus and Dilou (2022) conducted a research study to examine the relationship between job stress, work-life balance, quality of work life, and job satisfaction among academicians in Malaysia. The researchers noted that academicians work in a high-pressured environment characterized by high demands and expectations, struggling to manage workloads and deal with work and personal life. Guided by Herzberg's two-factor theory, Yunus and Dilou discovered a significant relationship between quality of work life and job satisfaction. The study highlights that the conditions under which employees work, including factors such as work environment, job security, compensation, and work-life balance, play a crucial role in determining employees' overall job satisfaction.

Researchers have applied Herzberg's two-factor theory to explain factors influencing employee and work engagement (Ahmad et al., 2021; Karaferis et al., 2022; Khanna, 2017; Nafe & Alizadeh, 2022). In the context of the proposed study, employee

and work engagement are related constructs that refer to the level of involvement, enthusiasm, and commitment an individual has towards the work and organization. Khanna (2017) highlighted the significant impact job satisfaction has on motivation, work engagement, and quality of teaching among academicians. Similarly, Karaferis et al. (2022) examined factors that influence motivation and work engagement among healthcare professionals. The researchers discovered that hygiene factors such as supervisor support, a good reputation, and the motivation factor, appreciation, positively affected nurses. Furthermore, Karaferis et al. noted that appreciation was directly associated with engagement at work. Herzberg's two-factor theory and the concept of work engagement provide valuable insights into employee motivation and satisfaction, leading to a more committed, productive, and satisfied workforce.

Other researchers used Herzberg's two-factor theory to gain valuable insights into understanding employee turnover intentions (Deri et al., 2021; Garza & Taliaferro, 2021; Haq et al., 2022; Jiang et al., 2023). According to Thant and Chang (2021), motivators such as recognition and the work itself contribute to employees' satisfaction with the job, while hygiene factors such as working conditions and quality of supervision can lead to dissatisfaction, potentially resulting in turnover. Chen et al. (2022) conducted a systematic literature review to investigate factors influencing Chinese rural doctors' job satisfaction and turnover intention. The researchers extracted data from studies on job satisfaction and turnover intention from various databases based on the following criteria: (a) original cross-sectional studies, (b) Chinese rural doctors, (c) influencing factors as outcomes, and (d) sample size equal to or greater than 100. Chen et al. discovered that

poor working conditions were among rural doctors' most important hygiene factors influencing turnover intention. Deri et al. (2021) used Herzberg's model to analyze employee turnover intentions in the hospitality industry. The researchers discovered that employees' chances for promotion were the top indicator of the turnover intentions among hotel employees. Herzberg's distinction between motivation and hygiene factors helps researchers explain employees' intention to leave and what organizations can do to address these issues.

Employee Engagement

Engagement is a critical factor in the employees' turnover intention, as well as in achieving organizational success. Kahn (1990) defined employee engagement as the individual's expression of themselves physically, cognitively, and emotionally during role performances. In the study, Kahn described three psychological conditions that defined experiences influencing people to engage or disengage in the workplace: (a) safety, (b) meaningfulness, and (c) availability. Psychological safety refers to the employees' sense of fairness and safety when expressing themselves without fear of consequences (Vakira et al., 2023). Psychological meaningfulness manifests when employees feel their work and contributions have value and a purpose (Panda et al., 2022). Lastly, psychological availability refers to the employees' ability to fully engage and be creative in their work roles without distractions (Gode et al., 2020). According to Kahn, psychological safety was associated with social system elements, meaningfulness with work elements, and availability with individual distractions.

Aslam et al. (2022) conducted a study to investigate the role of interpersonal leadership in developing job engagement using Kahn's (1990) engagement theory. The study objective was to determine the mediating role of deep-acting emotional labor skills, initiative climate, and learning goal orientation between interpersonal leadership and job engagement. Aslam et al. discovered that deep-acting emotional labor skills, initiative climate, and learning goal orientation statistically significantly mediate interpersonal leadership and job engagement. Based on Kahn's engagement theory, deep-acting was deemed as psychological meaningfulness due to the perceived return on investment in individual well-being. The initiative climate is the positive perception of being encouraged to take the initiative, representing psychological safety. Last, learning goal orientation was seen as the desire to learn new things as a motivation to excel, describing psychological availability.

Similar to Kahn (1990), Schaufeli et al. (2002) introduced work engagement, an emerging concept defined as a positive, fulfilling mental state marked by high energy, strong commitment, and deep focus (vigor, dedication, and absorption) in one's work. Schaufeli et al. described vigor as employees' high energy levels and ability to cope in difficult situations, dedication as deep involvement and sense of meaning, and absorption as being immersed in one's work. Mazzetti et al. (2018) posited that absorption resembles a prolonged state of mind, whereas vigor and dedication are recognized as fundamental components of work engagement. According to Kotera et al. (2021), engaged employees are more productive and motivated, exhibiting higher job satisfaction and commitment

levels. Thus, employee and work engagement are interconnected concepts related to employees' commitment and enthusiasm for work-related tasks and the organization.

Engidaw (2021) conducted a study to examine the effect of intrinsic and extrinsic motivation on employee engagement in the public sector. The researcher noted that disengaged employees impact productivity, lower quality, and increase absenteeism. Engidaw explained that intrinsic and extrinsic factors that motivate employees, such as interest or rewards, portray whether the employees feel an intrinsic value or gain a tangible outcome from work-related tasks. Engidaw discovered a positive significant relationship between intrinsic motivation, extrinsic motivation, and employee engagement. Additionally, the study revealed that extrinsic motivation was considered more significant than intrinsic in the public sector.

Edwards-Dandridge et al. (2020) conducted a study to examine employee job satisfaction and work engagement as predictors of turnover intention among registered nurses in New York hospitals. The researchers noted that although there is a wide-ranging knowledge of job satisfaction and work engagement as possible predictors of turnover intention, the degree to which these concepts influence turnover intention remained unclear. Edwards-Dandridge et al.'s study showed that job satisfaction significantly influences nurse turnover intention. However, the researchers discovered that work engagement does not predict turnover intention. Edwards-Dandridge et al.'s findings diverge from past research that independently examined the impact of job satisfaction and work engagement on turnover intention. The researchers noted that,

based on the studied population, employees who are less engaged in the workplace do not necessarily have intentions to leave the organization.

Researchers also found that employee engagement significantly influences turnover intention in construction (Kissi et al., 2024), hospitality (Oh et al., 2023), information technology (Aggarwal et al., 2022; Sandhya & Sulphey, 2021), pharmaceutical (Otoo, 2024), and healthcare (Oruh et al., 2020; Wei et al., 2023) sectors. Lutfiani Putri Windia et al. (2020) conducted a research study to investigate factors influencing female auditors' turnover intention in Jakarta. The researchers discovered that flexible work arrangements and employee engagement had significantly influenced turnover intention. Specifically, highly engaged employees were associated with lower turnover intentions because of the positive feelings, emotions, and happiness experiences in the workplace.

Engaged employees tend to experience positive emotions, such as happiness and enthusiasm, which may contribute to a stronger commitment to their job and the organization. Such positive emotions drive employees to perform better (Khusanova et al., 2021). Contreras et al. (2021) discovered that supervisory support significantly influences work engagement among healthcare personnel. The researchers highlighted the importance of cultivating a supportive work environment, offering encouragement and opportunities for professional growth, to help boost work engagement, job satisfaction, and potentially better patient outcomes. Similarly, Sypniewska et al. (2023) discovered that employees' workplace well-being, development, and retention were associated with higher employee engagement, which led to higher employee satisfaction.

Thus, organizations that successfully engage employees should provide supportive work environments, opportunities for personal and professional growth, and recognition for achievements (Clack, 2021). These factors contribute to an employee's well-being and job satisfaction, further decreasing turnover intentions.

Promoting employee engagement is crucial for organizations to influence higher productivity, job satisfaction, and overall business success. Bergstedt and Wei (2020) reviewed current literature to examine strategies nurse leaders use to promote engagement among nursing staff in an inpatient hospital setting. Nurses working in an inpatient hospital setting struggle due to the increased demands in documentation, standardization, and cost-controlling measures. According to Bergstedt and Wei, such demands create conflict between nursing leaders and front-line staff, leading to burnout, turnover, and staff shortages. Bergstedt and Wei discovered common themes among nurse leaders who successfully implemented engagement strategies: (a) ensuring shared values, (b) practicing authentic and transformational leadership, (c) pursuing higher formal education, (d) providing access to resources, (e) open communication, and (f) taking a personal interest in staff. Thus, leadership and supportive work environments play a central role in ensuring that frontline staff feel motivated and engaged with their roles.

Chin et al. (2019) conducted a literature review to examine how transformational leadership influences employee engagement. The researchers based their argument on the limited studies in Eastern countries that address the potential transformational leadership influence on employee engagement. Chin et al. reviewed the most cited transformational

leadership and employee engagement journals during the last 20 years. The researchers developed a research framework for transformational leadership and employee engagement. Within this framework, Chin et al. concluded that transformational leadership strongly correlates with employee engagement. Transformational leadership promotes psychological safety to influence employee engagement.

Antony (2018) analyzed the literature to investigate potential drivers of employee engagement. The drivers described include quality of life, work autonomy, people, opportunities, rewards, and company practices. The researcher noted that engaged employees directly impact organizational performance, including enhancing productivity, reducing employee turnover, reducing absenteeism, and enhancing loyalty and goodwill towards the organization. Antony discovered that quality of life, work autonomy, people, opportunities, rewards, and company practices relate to employees' emotional experiences and well-being within their work environment. The researcher highlighted that employees' turnover intention may be determined by how they perceive their work. Thus, it is fundamental to address such drivers to retain the workforce and increase organizational performance.

Other factors may influence employee engagement, significantly impacting organizational performance. Boyd and Nowell (2020) conducted a research study to determine factors predicting employee engagement. The researchers examined a sense of community and community responsibility, affective organizational commitment and identification, and public service motivation as potential predictors of employee engagement. The five constructs represented psychological conditions for employee-

related outcomes. Boyd and Nowell discovered that employees' community experiences are influential predictors of employee engagement, whereas public service motivation indirectly influences employee engagement. Additionally, results revealed that public service motivation may be an antecedent of factors influencing employee engagement as a personal predisposition, interacting with psychological factors that promote engagement.

Similarly, Ali et al. (2019) investigated the impact of internal organizational factors on employee engagement in textile employees. The organization's internal factors examined include work-life balance, reward, recognition, and internal communication. Ali et al.'s study showed that internal communication, reward, and recognition positively influence employee engagement. However, work-life balance did not influence employee engagement in the textile industry. In another study, Fletcher (2019) explored underlying psychological conditions linking personal development with employee engagement, specifically examining whether perceived opportunities for development statistically correlate with engagement and perceived relationships with line managers. The researcher discovered that perceived opportunities for development positively affect job engagement via meaningfulness only in participants who perceived having a good relationship with their line manager.

To determine how organizational practices may influence employee engagement, Rabiul et al. (2023) investigated how employees' psychological states mediate the relationship between human resources (HR) practices and employee engagement in seven dimensions: (a) unidimensional human resources practices, (b) psychological

meaningfulness, (c) psychological availability, (d) psychological safety, (e) work engagement, and (f) organizational engagement. The researchers discovered that HR practices influence employees' availability, psychological states of safety, and meaningfulness, positively influencing work and organizational engagement. Similarly, Jose et al. (2021) explored the impact of human resource management (HRM) practices on employee engagement, considering employees' psychological safety. The researchers discovered that perceived HRM practices positively influence engagement among nursing staff. Additionally, the results showed that psychological safety negatively moderated the relationship between HRM practices and employee engagement. Furthermore, employees who perceive organizational support (i.e., training, teamwork, communication, and empowerment practices) reciprocate with positive behaviors toward the organization (Jose et al., 2021).

Other organizational factors may influence engagement beyond the employees' feelings toward work-related tasks. Saks et al. (2022) conducted a narrative review of studies on organization engagement to determine how it was measured, its antecedents, and how it compares to job engagement. Organizational engagement refers to how individuals engage and express themselves physically, cognitively, and emotionally within their organizational role. The researchers' proposition was the distinction between employees' tasks or behaviors related to being a member of the organization rather than specific to one's job.

Saks et al. (2022) reviewed 40 studies measuring organization engagement from 20 countries performed within the last 5 years. The researchers selected studies that used

quantitative methodology, measured organization engagement, and excluded work and job engagement as primary research targets. Although some studies included work and job engagement as measured, these constructs were not the primary research focus. Saks et al. discovered that perceived organizational support (POS), justice perceptions, corporate social responsibility (CSR), organizational structural factors, organizational climate, and HR practices are antecedents of organizational engagement. Additionally, organizational engagement was positively related to job satisfaction, organizational commitment, and performance but negatively related to turnover intentions.

Leadership plays a crucial role in shaping employee engagement within an organization. Ismail et al. (2021) conducted a research study to examine the relationship between employee engagement levels and leadership style in the Malaysian Civil Defense Force. The researchers proposed to explain how different leadership styles influence dimensions of employee engagement: (a) autonomy/empowerment, (b) career progression, (c) communication and leadership, (d) pay and recognition, and (e) training and development. Findings from Ismail et al.'s study showed that leadership styles, such as transformational leadership, significantly impact employee engagement. Similarly, Muddle (2020) examined the relationship between different leadership styles and employee engagement in the Papua New Guinea healthcare sector. The researcher discovered that transformational and transactional leadership have a positive relationship with employee engagement. In contrast, passive avoidant leadership had a negative relationship with employee engagement. The negative relationship between passive avoidant leadership and employee engagement revolves around leaders intentionally

avoiding situations and employees. Thus, passive avoidant leadership does not promote a leader-follower relationship nor motivate employees, creating a more stressful work environment. However, leaders who positively influence intrinsic and extrinsic factors in the workplace influence employee engagement.

Employee engagement significantly impacts turnover intention and organizational performance. Highly engaged employees are more committed, satisfied, and motivated, leading to a stronger connection with their organization (Riyanto et al., 2021). High levels of engagement typically result in lower turnover intention, as employees are less likely to seek employment elsewhere (Reissová & Papay, 2021; Wen et al., 2022). Thus, low employee engagement often correlates with higher turnover intention, as disengaged employees are more likely to feel dissatisfied and disconnected from their work and organization, prompting them to consider leaving their jobs.

Job Satisfaction

Job satisfaction is a well-explored topic in organizational psychology and human behavior. Maslow (1943) suggested that an individual's motivation and subsequent satisfaction depend on fulfilling a series of needs within a hierarchy: (a) psychological needs, (b) safety and security, (c) love and belonging, (d) self-esteem, and (e) self-actualization. According to Maslow (1949), higher needs cannot be fulfilled without meeting lower-level basic needs. For instance, when physiological and safety needs are fulfilled, the need for love and belonging becomes prominent (Yurdakul & Arar, 2023). Maslow's studies on how human needs impact motivation and satisfaction served as the foundation of subsequent research on job satisfaction.

Job satisfaction is seen as a critical factor for organizational success, given its impact on productivity, employee well-being, and retention. Scholars have defined the concept of job satisfaction from different perspectives and understandings. Locke's (1969) seminal work on job satisfaction explained the construct as a positive emotional state stemming from the individual's evaluation and experiences of the job. In a later study, Spector (1985) referred to job satisfaction as an individual's evaluative feelings and overall attitude toward various aspects of the job. In a recent study, Ibrahim and Hussein (2024) defined job satisfaction as a positive feeling based on the employee's perception and evaluation of the job. The researchers' definitions coincide in that job satisfaction results from the interaction between the individual and the work environment.

Organizations are placing emphasis on understanding factors influencing job satisfaction as the importance of employee engagement and motivation grows. Abner et al. (2023) investigated the conditions for high workplace engagement and satisfaction. The researchers examined various dimensions of workplace culture, leadership effectiveness, and employee well-being, including organizational transparency, leadership support, opportunities for career development, and work-life balance initiatives. Abner et al. discovered that factors such as teamwork, recognition, effective leadership, work-life balance, innovation, and pay were statistically significant as antecedents of conditions for high workplace engagement and satisfaction. Conversely, Yildiz and Yildiz (2022) noted that a negative or nonsignificant relationship between work engagement and job satisfaction was attributed to unusual and harsh working conditions, such as the COVID-19 pandemic. Pillai and Mikkilineni (2021) noted the

importance of leadership, especially during times of crisis. Such leadership should create impact, build culture, and influence teams toward achieving organizational objectives. Pillai and Mikkilineni developed a model for sustained performance, job satisfaction, and inclusive culture through the mediating effects of psychological empowerment. Psychological empowerment is a concept that focuses on the intrinsic motivation of people when they have a sense of control, competence, purpose, and impact in their roles (Juyumaya, 2022). Organizational focus on job satisfaction is because of the recognition that satisfied employees significantly contribute to achieving organizational goals and a positive work environment.

The work environment surrounding nursing staff is physically, mentally, and emotionally demanding. The COVID-19 pandemic amplified the physical, mental, and emotional problems of nursing staff that were present pre-pandemic (Donley, 2021). Studies before the COVID-19 pandemic highlighted persistent nursing poor working conditions, causing workload stress and burnout because of inadequate staffing and increased patient acuity, negatively impacting retention and job satisfaction. For instance, Munnangi et al. (2018) discovered that trauma nurses experience high levels of stress and burnout in hospitals with staffing issues and high patient-to-nurse ratios. Similarly, Phillips (2020) posited that all nursing specialties, specifically medical-surgical nurses, work in stressful work environments with high nurse-patient ratios that require adequate staffing of highly trained nurses. In a recent study, Ashipala and Nghole (2022) discovered that poor working conditions, a high patient-nurse ratio, and the lack of necessary resources contribute to nurses' burnout. The studies converge in the need for

leaders to address factors influencing nurses' work environment, promoting nurse satisfaction, improved retention, and better patient outcomes.

The impact of job satisfaction on turnover intention is well-documented in the literature. Researchers noted that job satisfaction and turnover intention have a strong inverse relationship (Chang et al., 2022; Duarte & Silva, 2023; Yukongdi & Shrestha, 2020) and are strongly inter-correlated (Scanlan & Still, 2019). Andresen et al. (2016) investigated nurses' job satisfaction and their intention to change jobs. Given the potential shortage of nurses compared to the rise in chronic diseases in the older population, the researchers pursue to gain knowledge on nurses' work situations to retain talent. Andresen et al. (2016) discovered that autonomy, appreciative leaders, less monotonous tasks, and less stressful work are significant predictors of job satisfaction, whereas troublesome colleagues, temporary positions, and low job satisfaction contribute to turnover intention. Other researchers examined the impact of job satisfaction on turnover intention among hospital nurses (Alam & Asim, 2019). The researchers focused on factors influencing job satisfaction, such as organizational policies and strategies, supervision, compensation levels, and career development. Alam and Asim (2019) discovered that employees' satisfaction with the studied influential factors has a significant negative association with turnover intention. Similar to Alam and Asim, Ning et al. (2023) discovered that job satisfaction had a negative association with turnover intention among primary healthcare workers, in which male doctors reported a higher rate than other healthcare workers.

Other factors, such as work-life balance, culture, and management style (Chang et al., 2022), as well as job burnout (Scanlan & Still, 2019) and stressors (Shi et al., 2022), may influence the relationship between job satisfaction and turnover intention. Given the high demand for health population needs and the lack of resources, healthcare workers face high job stress levels that can lead to psychological and emotional exhaustion, potentially influencing turnover intention. Job burnout and stressors can significantly impact job satisfaction, decreasing employee satisfaction levels. Maslach and Jackson (1981) defined burnout as a psychological syndrome characterized by three components: (a) emotional exhaustion, (b) depersonalization, and (c) reduced professional accomplishment. Emotional exhaustion, a fundamental concept of job burnout, refers to feeling depleted of emotional resources (Klusmann et al., 2020). Researchers noted that emotional exhaustion among nurses increased medication errors and decreased quality of care (Maghsoud et al., 2022). Furthermore, Johnson and Rohde (2022) examined the mediating role of emotional exhaustion in the relationship between job stress, job satisfaction, and turnover intentions. The researchers discovered that respiratory therapists who perceived higher job stress reported decreased job satisfaction, negatively affecting turnover intentions.

Job stressors refer to the pressure and demands employees encounter in performing job functions (Dodanwala et al., 2023). Job stressors can lead to adverse outcomes such as increased burnout and decreased job satisfaction. Wu et al. (2021) examined the relationship between job stress, burnout, and satisfaction. The researchers discovered that job burnout was positively related to job stress but negatively related to

job satisfaction. Hindrance demands, such as role stressors, may inhibit employees' ability to effectively perform tasks and meet objectives. Shi et al. (2022) discovered that certain hindrance stressors might boost employees' levels of engagement but can also decrease employees' job satisfaction. Similarly, Orgambídez and Extremera (2020) discovered that work engagement and job satisfaction decreased when role stress increased. Employees who face high levels of stress and burnout may experience low overall job satisfaction and increased intentions to leave the organization.

Motivation and job satisfaction are critical factors that may influence employee performance, productivity, and overall organizational success. Riyanto et al. (2021) investigated motivation and job satisfaction as potential factors for achieving and improving performance. The researchers discovered that motivation and job satisfaction significantly positively affect employee performance. However, Adanlawo et al. (2023) discovered that job satisfaction does not influence employees' performance. The researchers investigated factors such as a person's role, supervision, coworkers, and rewards, concluding that there was no significant relationship between job satisfaction and performance. In analyzing Adanlawo et al.'s findings through the lens of Herzberg's two-factor theory, hygiene factors do not lead to job satisfaction but prevent dissatisfaction. In another study, Adil and Hamid (2019) investigated employee creative performance. Employee creative performance refers to the employees' ability to generate innovative ideas and solutions within their work environment (Amabile, 2019). Such creative performance is vital for organizational success (Wadei et al., 2023). The findings

of Adil and Hamid's study indicated that the employee's feeling of not being expected to be creative may lead to job dissatisfaction.

Job dissatisfaction among nurses may include other unfavorable outcomes, such as absenteeism and reduced patient care quality. Alreshidi et al. (2019) posited that common causes of absenteeism among nurses are high workloads, long working hours, and poor interpersonal relationships, all of which contribute to nurses' job dissatisfaction. According to Herzberg et al. (1959), dissatisfaction causes employees to withdraw from the work environment by being absent or seeking alternative employment opportunities. Consequently, Starc and Fabjan (2023) discovered that nurses' absenteeism influences patient care quality. Similar to Starc and Fabjan, Nikpour and Carthon (2023) found that primary care settings that exhibit high rates of nurse burnout and job dissatisfaction, leading to absenteeism, may also lead to poor patient care quality.

Turnover Intention

Employee turnover refers to employees' movement within the labor market from one job to another (Dogru et al., 2023). Researchers defined turnover intention as the degree to which employees plan to voluntarily transition to another job or organization (Kanchana & Jayathilaka, 2023; Michaels & Spector, 1982). The voluntary transition out of the job is often because of the employees' withdrawal and lack of identification with the job (Bothma & Roodt, 2013). High turnover rates can be costly and disruptive to an organization, leading to increased recruiting and training expenses (Sorensen & Ladd, 2020) and decreased morale and performance (McDermid et al., 2020), as well as impacting engagement and job satisfaction (Waltz et al., 2020; C. Wang et al., 2020)

among remaining employees. In a recent study, Woodward and Willgerodt (2022) discovered that 23% of registered nurses intend to leave the organization, while 29% consider leaving within six months.

Researchers suggested that turnover intention is a precursor and strong predictor of actual turnover, while others have an opposite perspective. For instance, research by Ki and Choi-Kwon (2022) showed that employee turnover intention among work female nurses strongly predicts actual turnover. On the other hand, Cohen et al. (2016) contended that turnover intention is not a reliable predictor of actual turnover because it is a subjective assessment rather than an objective measure of behavior. However, when researchers assess turnover intention to predict actual turnover to include other factors, such as workload and pay satisfaction and organizational culture and commitment, employees who experience thoughts about leaving the organization are more likely to leave (Cohen et al., 2016; Rahman et al., 2024). Thus, turnover intention may predict actual turnover when combined with other objective measures such as job dissatisfaction, low job satisfaction, and lack of engagement.

According to Nasurdin et al. (2018), factors such as employees' overall satisfaction, job content, commitment, and organizational support consistently correlate negatively to turnover. Similarly, Zhang et al. (2020) discovered that job satisfaction, resilience, and work engagement were predictors of turnover intention. On the other hand, McEntee et al. (2021) discovered significantly higher turnover intention among inadequately paid employees, those dissatisfied with work-life balance, and those who experienced high workloads. Additionally, Kurniawaty et al. (2019) identified excessive

work stress as another significant factor contributing to high turnover intention. Similar to McEntee et al. and Kurniawaty et al., Sutaryo et al. (2024) discovered that hospital nurses' turnover intention is influenced by excessive workload and work stress. Excessive workload and work stress may create burnout and challenging and unsustainable work conditions, driving nurses' intention to leave their jobs.

Burnout is a state of physical and emotional exhaustion resulting from prolonged stress and overwork (Edú-Valsania et al., 2022). Employees may consider leaving the organization if they feel stressed and dissatisfied with working conditions. According to Özkan (2022), burnout symptoms may include exhaustion, unsuccessful performance in job-related tasks, and detachment from one's sense of self. To this end, Park and Min (2020) noted that burnout is among the strongest predictors of turnover intention. Scanlan and Still (2019) examined the relationship between burnout, turnover intention, and job satisfaction in relation to specific job demands and resources in the workplace, such as rewards and recognition, job control, feedback, and participation in job-related activities. The researchers discovered that burnout, turnover intention, and job satisfaction were strongly inter-correlated. Additionally, F. X. Yang and Lau (2019) noted that customer-induced burnout, such as accommodating and pleasing customers' needs, may increase job demands, leading to job dissatisfaction, stress, and high turnover. Customer-induced or patient-induced burnout, in the healthcare context, involves constantly managing and fulfilling patient expectations, often at the expense of employees' well-being. Roczniewska and Bakker's (2021) study showed that burnout negatively affects nurses'

behaviors, and their protective instincts to avoid the situation influence the decision to leave the job or organization.

Lower turnover intention is generally associated with higher work engagement and satisfaction. Memon et al. (2020) conducted a research study examining the impact of employees' satisfaction with human resource (HR) practices on work engagement and turnover intentions. The researchers based their argument on the importance of HR practices to improve organizational outcomes, including human capital and business objectives. Memon et al. discussed the impact of training, performance appraisal, and pay satisfaction on work engagement and employee turnover intentions. Memon et al. discovered that training and performance appraisal satisfaction were key drivers of employee engagement at work. The researchers highlighted that work engagement and satisfaction had a negative impact on employee turnover intentions. Similarly, in terms of satisfaction, Andrews and Mohammed (2020) discovered that recognition and rewards, advancement opportunities, effective communication, and compensation are effective in helping to reduce employee turnover. Employees who are highly engaged and satisfied with their work are less likely to leave the organization.

Human resource training is critical to organizational success, significantly impacting employee turnover rates. Bresk (2023) investigated the effect of HR training on employee turnover in London, given the country's unique demands, expectations, and highly competitive market in various industries. The researcher based the argument on effective HR training programs' impact on job satisfaction, including enhancing employee's skills, knowledge, and career development. Bresk discovered that HR

training can significantly impact employee turnover by improving job satisfaction, increasing employee engagement, and enhancing organizational commitment. Similarly, in a study investigating female employees' intention to leave organizations, Hur (2022) discovered that female employees' turnover intention was most affected by the lack of opportunities for growth and development. Effective training programs provide employees with the necessary skills and knowledge to excel in their roles and foster a sense of value and commitment within the workforce (Alparslan & Saner, 2020). Thus, organizations can implement strategies to increase job satisfaction, improve employee morale, and create opportunities for career development, all of which contribute to reduced turnover.

Employees with high affective commitment may exhibit a strong sense of belonging and loyalty, which may influence turnover intention and organizational success. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in their organization (Mittal et al., 2022). Researchers studied factors that potentially contribute to increased employees' affective commitment, such as work engagement and job satisfaction. Zhao and Zhao (2017) examined the relationship between work engagement, affective commitment, and turnover intentions, concluding that work engagement is negatively associated with turnover intentions, whereas affective commitment moderates the relationship between work engagement and turnover intentions. Similarly, Yukongdi and Shrestha (2020) examined the effect of affective commitment, job satisfaction, and job stress on intention to leave among bank employees in Nepal. The researcher discovered that affective

commitment and job satisfaction had a negative effect, while job stress positively influenced turnover intention. When employees feel genuinely connected to their workplace, they are more likely to stay engaged and motivated, leading to higher levels of commitment, increased performance, and lower turnover.

Job crafting allows employees to take control of their work experience, enhancing job satisfaction and engagement and reducing turnover. Job crafting refers to employees' proactive behavior in redesigning aspects of the job to better align strengths and interests (Meijerink et al., 2020; Tims et al., 2022). T. Zhang and Li (2020) examined the relationship between job crafting, work engagement, job satisfaction, and turnover intention, concluding that job crafting, job satisfaction, and work engagement were predictors of employee turnover intention. Autonomy, a closely related concept, also significantly contributes to employee satisfaction, engagement, and turnover intention (Novianti & Fuadiputra, 2021; Reissová & Papay, 2021). When employees have autonomy, they have the freedom and flexibility to make meaningful changes to their job roles, enhancing work experience and performance. The lack of job crafting and autonomy may be categorized as dissatisfier because of the inability to change work conditions, such as the need for appropriate equipment and a safe work environment.

The employees' work environment may influence their decision to stay or leave an organization. Lam et al. (2022) discussed several environmental factors that impact turnover, such as the physical environment, work overload, workplace unfairness, lack of control, and insufficient compensation. The researchers discovered that 60% of participants rated moderate to high emotional exhaustion, providing empirical evidence

that work-related burnout is attributed to unfavorable working conditions. In contrast, researchers noted that working in a favorable environment was associated with fewer turnover intentions (Al Sabei et al., 2020). For instance, Al Sabei et al. (2020) noted that staffing adequacy was a predictor of burnout among nurses. Similarly, Boateng et al. (2022) discovered that high levels of workplace hazards, management support, salary, and inadequate number of staff were significantly associated with turnover intention. Furthermore, Ainer et al. (2019) highlighted that role ambiguity, work overload, work-family conflict, co-worker warmth, and co-worker competence were important factors in understanding turnover intentions in private higher education institutions. Understanding environmental factors influencing employees' decision to stay or leave the organization is essential to prevent dissatisfaction, thus reducing turnover rates.

Relationship conflict in the workplace may also have implications for employees' performance and turnover intentions. Shaukat et al. (2017) conducted a research study to examine the linkage between relationship conflict, performance, and turnover intentions. Shaukat et al. noted that the consequences of conflict may negatively affect individuals and organizations, impacting team performance, satisfaction, productivity, and commitment. Shaukat et al. discovered that relationship conflict is negatively related to task performance and contextual performance and positively related to turnover intentions. Other researchers showed that when relationship conflict increases, it can decrease employee performance (Arimie & Oronsaye, 2020; C. H. Wang & Chen, 2020) and increase turnover (Haeruddin et al., 2023; Jasiński & Derbis, 2022). Leaders who

address relationship conflict and foster positive workplace relationships can improve employees' performance outcomes and reduce turnover intentions.

Leaders who develop strategies to address factors influencing turnover intention can help maximize employee retention. Employee retention is the organization's strategic effort to retain employees for as long as possible, involving practices to encourage employees to stay. de Vries et al. (2023) conducted a systematic review of the literature to explore determinants that influence nurses' and physicians' job retention. The researchers discovered that job satisfaction, career development, and work-life balance were the main of six determinants influencing job retention among the studied population. Supportive leadership plays a pivotal role in shaping positive work environments and enhancing nurse satisfaction, which substantially impacts retention rates (Rothbart et al., 2024). Effective leaders can foster trust, respect, and open lines of communication, all of which may contribute to a positive work environment where employees feel valued and committed, thereby reducing turnover intentions.

Transition

Section 1 included a description of the study's business phenomena, problem statement, purpose statement, and the nature of the study. Additionally, Section 1 described the population for the study as hospital nurses from a large multi-hospital healthcare organization who have 1 year or more of nursing experience and have been employed in the organization for at least 1 year. Furthermore, the section described the selected methodology and design for examining the statistical relationship between the independent (employee engagement and job satisfaction) and dependent (turnover

intention) variables. Section 1 also described Herzberg's two-factor theory as the theoretical framework to explain the business phenomenon and the potential implications for social change and practical business application. Last, Section 1 also included the study's research question and hypotheses (null and alternative), as well as a comprehensive review of the literature, including seminal and current research, to provide a foundation of knowledge on the topic.

Section 2 include a restatement of the study's purpose statement, a description of the researcher's role, participants selection and eligibility criteria, an in-depth explanation and justification of the methodology and design, and potential ethical concerns in research. Additionally, Section 2 describe the instrumentation, data collection, and statistical analysis technique, as well as data validity, to ensure a valid and reliable study. Section 3 include the results of the quantitative correlational study, including appropriate tables and figures to illustrate the statistical findings. Last, the section concludes with a discussion about the application of the findings to professional practice, implications for social change, and recommendations for further research.

Section 2: The Project

The second section of the quantitative correlational study first restates the study's purpose, then discusses the researcher's role, and finally presents ethical considerations related to conducting research. Additionally, explains the participants' selection process, the research method and design, and the data collection, instruments, and analysis needed to conduct valid and reliable research. Lastly, I discuss how the research study addresses the constructs intended to measure.

Purpose Statement

The quantitative correlational study aimed to examine the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. The study's independent variables were employee engagement and job satisfaction. The dependent variable was turnover intention. The target population consisted of hospital nurses from a large multi-hospital healthcare organization in the Pacific Northwest of the United States who had 1 year or more of nursing experience and have been employed in the organization for at least 1 year. Implications for positive social change included providing healthcare leaders with an understanding of factors influencing turnover intention, such as employee engagement and job satisfaction. Healthcare leaders may use the findings of the study to reduce employee turnover. Additionally, engaged, and satisfied employees could reduce errors and increase the quality of patient care to benefit patients, local communities, and society.

Role of the Researcher

In quantitative research, the role of the researcher is critical in developing valid and reliable empirical knowledge through the examination and analysis of quantitative data. Researcher responsibilities include formulating clear research questions and testable hypotheses, evaluating ethical considerations, and implementing rigorous data collection and statistical analysis techniques (Duckett, 2021; Saunders et al., 2019). Furthermore, researchers should adhere to methodological standards and ethical guidelines to ensure the reliability and validity of the findings and protect participants' confidentiality and anonymity (Saunders et al., 2019). In the study, I tested hypotheses with statistical analyses appropriate to the instruments and data collection techniques, which included reliable instruments administered via online survey to hospital nurses in the Pacific Northwest of the United States.

Researchers who intend to collect data from human participants must adhere to ethical principles to protect participants and achieve the highest standards of research integrity. The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research created the Belmont Report to outline ethical principles and guidelines for research involving human subjects in the United States. The Belmont Report describes three core ethical principles: (a) respect for persons, (a) beneficence, and (c) justice. Such ethical principles assist researchers in resolving ethical problems involving human subjects (HHS, 1979). Additionally, the report distinguishes research and clinical practice (Pritchard, 2021). The principle of respect for persons refers to the researcher's acknowledgment and respect for individuals' autonomy, whereas

beneficence guides the principle that maximizes benefits while minimizing harm to participants (HHS, 1979). Lastly, the principle of justice addresses the fairness and equitable selection of a representative sample without excluding participants from benefits associated with the research (HHS, 1979; Lantos, 2020).

My experience in healthcare operations directly relates to the research topic. As an administrator, I am acquainted with the business phenomena and potential challenges organizations face in promoting employee engagement and satisfaction within the workplace. Additionally, my understanding of healthcare operations facilitated access to participants in the organization, seeking to understand the phenomenon and develop strategies to decrease turnover. Hospital nurses participating in the study clearly understood their voluntary participation and confidentiality.

Participants

The study population consisted of hospital nurses in large healthcare organization. The objective is to survey hospital nurses who may base their decision to stay or leave the organization, depending on their degree of engagement and satisfaction with the work environment. A survey strategy examines participants' perceptions and experiences through structured questions (Pedersen & Nielsen, 2016). Additionally, researchers use surveys to measure and suggest relationships between variables based on participants' responses (Saunders et al., 2019). The survey included hospital nurses from a large multi-hospital healthcare organization in the Pacific Northwest of the United States.

Access to participants was granted through a partnered organization agreement between the researcher and the healthcare organization. The eligibility criteria for

participation in the study was hospital nurses with 1 or more years of nursing experience and who have been employed in the organization for at least 1 year. To receive approval to access participants, I met with the organization's senior leaders to discuss the study's purpose, confidentiality, anonymity for both the organizations and participants, and data integrity and protection. The study examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations.

Research Method and Design

Research Method

Researchers may use various methods to obtain and analyze data in research studies: (a) quantitative, (b) qualitative, and (c) mixed methods. The appropriate research method can help researchers gain valuable insights into the research problem, contributing to a deeper understanding and informed conclusions (Bell et al., 2022). The study aimed to understand the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. Researchers should understand the factors influencing the appropriate selection of a research method to address the research question.

Researchers use qualitative methods to understand a phenomenon from a participant's perspective (Bonyadi, 2023). Researchers can gather insights and gain an in-depth understanding of participants' experiences by employing non-numerical data collection strategies such as interviews, focus groups, and observations (Bazen et al., 2021). Such strategies involve identifying textual themes and patterns based on participants' responses that can be difficult to quantify. The study aimed to examine the

relationship between quantifiable variables rather than explore participants' experiences; therefore, the qualitative method was not appropriate for the study.

Mixed methods research contains characteristics from qualitative and quantitative research (Saunders et al., 2019). Researchers can use mixed methods to leverage the strengths of qualitative and quantitative data collection and analysis techniques to address complex research questions (Creswell & Plano Clark, 2018). Mixed methods are suitable for complex research questions involving participants' perspectives and experiences and quantitative statistical analysis to identify trends or test hypotheses. However, since qualitative research was not appropriate for the study, mixed methods were not justifiable and may be unnecessary.

Quantitative research involves examining variables numerically, using statistical analysis to quantify the relationship between variables (Saunders et al., 2019). Well-designed quantitative research ensures that data is reliable and valid, providing a solid foundation for scientific inquiry and practical application (Babbie, 2020). Furthermore, quantitative research uses data collection and statistical analysis techniques to predict results that can be generalized to larger populations (Saunders et al., 2019). A quantitative study allows researchers to examine the relationship between the independent and dependent variables, which was appropriate for the study as the quantitative method allowed a close examination of the relationship between employee engagement, job satisfaction, and turnover intention.

Research Design

Quantitative research designs can be categorized into three types: (a) experimental, (b) quasi-experimental, and (c) correlational. Quantitative experimental design is a research method that helps researchers establish possible cause-and-effect relationships by manipulating independent variables while observing the effect on dependent variables (Field, 2018). The experimental design must be performed in a controlled environment, whether in a laboratory or the field, using experimental and control groups to ensure the validity and reliability of the findings (Field, 2018; Sekaran & Bougie, 2019). Quasi-experimental designs may be used to estimate the causal effects of the relationship between the variables (Li & Sonnier, 2023). However, unlike true experimental designs, quasi-experimental designs lack random participant assignments to experimental and control groups (Sekaran & Bougie, 2019). The study did not intend to determine possible cause-and-effect between the independent and dependent variables. Therefore, experimental and quasi-experimental designs were not appropriate for the study.

A quantitative correlational design is a non-experimental research method used to examine the relationships between two or more variables (Sekaran & Bougie, 2019). Researchers can use a correlational design to understand how variables are associated (Shao et al., 2022) and determine the strength and direction of the relationship between the independent and dependent variables (Devi et al., 2022). Compared to experimental and quasi-experimental designs, correlational designs do not require manipulation of variables or control groups because the objective is not to determine causal effect. The

purpose of the study was to examine the relationship between employee engagement, job satisfaction, and turnover intention. Thus, given the purpose of the study, a correlation design was appropriate as the approach allowed the researcher to examine the relationship between variables rather than possible causal effect.

Population and Sampling

The population for the study included hospital nurses from a large multi-hospital healthcare organization in the Pacific Northwest of the United States. Participants were registered nurses working as frontline staff in a hospital setting with 1 or more years of nursing experience and who have been employed in the organization for at least 1 year. The targeted population excluded nursing leaders such as nurse managers, assistant nurse managers, or nursing executives who are not directly involved in patient care.

Researchers use probability and nonprobability sampling methods to collect data from a subset of a population to answer the research question. Probability sampling refers to the random selection of participants within the population, ensuring an equal chance of participation and inclusion in the sample (Sekaran & Bougie, 2019). According to Saunders et al. (2019), probability sampling enhances the representativeness and generalizability of the findings but may be costly and time-consuming. On the other hand, non-probability sampling is a non-random, cost-effective method to ensure adequate population representation (Sekaran & Bougie, 2019). Although nonprobability sampling cannot confidently generalize the population, it may be useful to gather specific insights when probability sampling is not feasible. Researchers can use two nonprobability sampling techniques: convenience and purposive. Convenience sampling

refers to the selection of participants that are conveniently accessible to the researcher (Andrade, 2021). Purposive sampling allows the researcher to select participants based on specific characteristics or criteria relevant to the study's objectives to provide rich, relevant, and valuable data (Andrade, 2021; Campbell et al., 2020). I used a non-probability purposive sampling technique for the study to target hospital nurses who meet eligibility criteria.

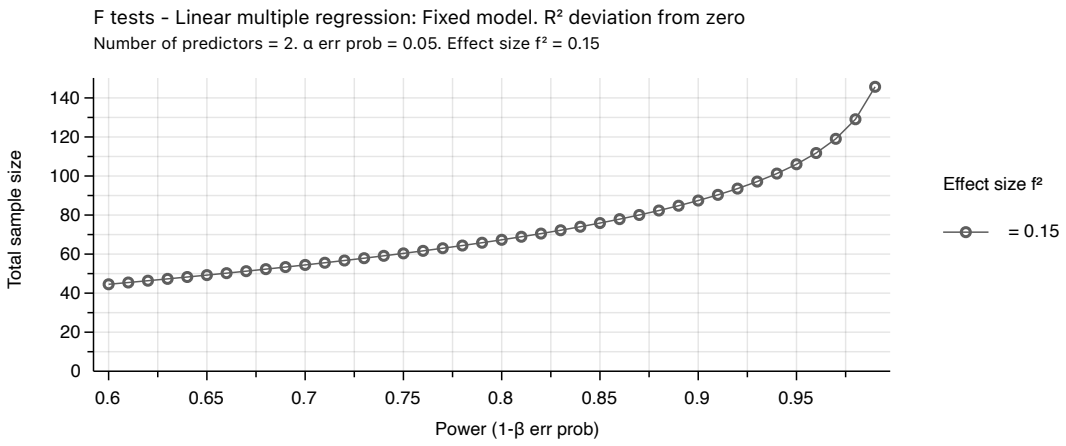
Adequate sample size is critical to ensure that the study has sufficient statistical power to accurately detect significant effects (Sekaran & Bougie, 2019). In contrast, an inadequate sample size can have insufficient statistical power, leading to inaccurate results in answering the research question (Andrade, 2020). In selecting an appropriate sample size, researchers should be aware of potential Type I and Type II errors when making inferences about the population. A priori power analysis is critical to determine the minimum sample size required to achieve sufficient statistical power, ensuring that the study can reliably detect the desired effect size with statistical significance (Casteel & Bridier, 2021). Kang (2021) posited that G*Power, a tool to calculate statistical power, is helpful in estimating an appropriate sample size for a study using predetermined parameters such as effect size, power level, statistical significance level, and number of predictors.

I used G*Power version 3.1.9.6 to conduct a priori analysis for multiple linear regression, fixed model, and R^2 deviation from zero with a medium effect size of .15 (f =.15), a power level of .80 (1-β=.80), and a statistical significance level of .05 (α=.05) with two predictors to determine the minimum sample size for the study. Researchers use

a priori analysis as a method to control Type I and Type II errors (Casteel & Bridier, 2021). Based on the analysis, the minimum sample size for the study was 68 hospital nurses. Additionally, the minimum sample size based on a power f .99 (1-β=.99) was calculated. Thus, an appropriate sample size for the study with a power range from .80 to .99 and a statistical significance level of .05 was between 68 and 146 hospital nurses. Figure 1 illustrates the results of the calculations to determine the total sample size for the study.

Figure 1

*G*Power 3.1.9.2 Power Analysis for Study Sample Size*



Ethical Research

Researchers should adhere to ethical principles to ensure that participants' rights, dignity, and welfare are prioritized throughout the research process. Ethical research involves adherence to established moral principles, such as respect for persons, beneficence, and justice (HHS, 1979). Additionally, Barrow et al. (2022) posited that researchers must protect participants' autonomy by providing an understanding of the

study, potential harms, and benefits. I submitted for approval from the Walden Institutional Review Board to ensure that the study complies with the university's ethical standards and federal regulations. My approval number for the study was 01-17-25-1182771.

Participants were provided with an informed consent form before completing the survey. The informed consent included an explanation of the study's purpose, voluntary participation, confidentiality, data usage and safeguard mechanisms, and any potential risks associated with their participation. Weinbaum et al. (2019) highlighted that informed consent is essential for ensuring that participants are fully aware of the research procedures and potential risks before agreeing to participate without pressure from financial gain or other coercion. The survey was administered to participants voluntarily, and no financial or other incentives were offered in exchange. Additionally, participants had the option to withdraw from the study at any time if requested by sending an email to the contact information included in the survey. For the study, I used Microsoft Forms to administer an online survey to hospital nurses within the partnered organization. Participation in the survey was anonymous, and the partnered organization was referred to as a multi-hospital healthcare organization to protect its identity as part of the confidentiality agreement.

In addition to technical safeguards, researchers should develop comprehensive data retention protocols and ethical procedures that govern data use and storage. Briney et al. (2020) posited the importance of creating data security measures to protect participants' sensitive and confidential data, including data handling, security, retention

period, and destruction. To protect participants' identity, the survey excluded personally identifiable information such as name, address, and contact information. I stored all data collected on a dedicated, secure, removable, password-protected USB drive and keep for not less than 5 years. After 5 years, all collected data will be permanently deleted from the secured location.

Data Collection Instruments

The study consisted of three reliable data collection instruments that was distributed electronically to participants. First, the Utrecht Work Engagement Scale (UWES) intended to measure the first predictor variable, employee engagement. Second, the Job Satisfaction Survey (JSS) measured the second predictor variable, job satisfaction. Lastly, the Turnover Intention Scale (TIS) measured the dependent variable, turnover intention. The instruments are widely recognized in the literature.

Utrecht Work Engagement Scale

Schaufeli and Bakker's (2004) UWES was the instrument used to measure employee engagement. The UWES-9 is a shortened version of the UWES-17 derived from the original UWES-24 introduced in 1999. Schaufeli et al. (2002) developed the UWES-17 as a result of a psychometric evaluation between a sample of employees and students, concluding that seven items of the original survey were unsound and, therefore, eliminated. The UWES measures engagement in three dimensions: (a) vigor, (b) dedication, and (c) absorption (Schaufeli et al., 2002). Vigor refers to the employees' energy levels, mental resilience, and effort while performing work-related tasks, whereas dedication refers to the degree of enthusiasm for one's work (Schaufeli et al., 2002). The

third dimension, absorption, refers to the employees' happiness and commitment to the job, deeply involved and focused on the task at hand (Jaya & Ariyanto, 2021; Schaufeli et al., 2002). The three dimensions—vigor, dedication, and absorption—are critical indicators of an engaged workforce, which may be linked to higher productivity, better performance, and lower turnover intentions (Jaya & Ariyanto, 2021).

Schaufeli et al. (2006) analyzed data collected from 27 studies that previously used UWES in 10 different countries and nine occupational groups (*N*=14,521), including healthcare, to develop the UWES-9, a short questionnaire derived from UWES-17. Based on confirmatory factor analyses, the researchers demonstrated the scale's factorial validity. The three dimensions tested demonstrated good internal consistency based on median values (vigor=.77, dedication=.85, and absorption=.78), as well as test-retest reliability (Schaufeli et al., 2006). Furthermore, Cronbach's alpha for the nine-item scale ranged from .85 to .92, demonstrating satisfactory values greater than .80 (Schaufeli et al., 2006). Based on face validity, the researchers ensure that each item within the UWES-9 scale represents the intended measure.

The UWES-9 is a nine-item questionnaire to measure three dimensions of engagement. Appendix A shows the author's written permission to use the survey. The items are presented on a 7-point Likert-type ordinal scale ranging from 0 (*never*) to 6 (*always or every day*). Specifically, participants answer each statement based on how they feel about work, selecting between 0 = never, 1 = almost never or a few times a year or less, 2 = rarely or once a month or less, 3 = sometimes or a few times a month, 4 = often or once a week, 5 = very often or a few times a week, and 6 = always or every day

(see Appendix B). Examples of items included in the survey are: "*At my job, I feel strong and vigorous*" and "*I am proud of the work that I do.*" The instrument does not have items that should be reverse coded for analysis. A composite score of the nine-item scale was used for statistical analysis to measure employee engagement.

Job Satisfaction Scale

Spector's (1985) JSS was the instrument used to measure job satisfaction. According to Spector, JSS was developed to represent employees' attitudinal reactions to the job, including aspects such as work conditions, compensation, and relationships with coworkers. The JSS, a widely used instrument, is a 36-item scale that assesses employee attitudes towards nine facets of their job, indicating their overall job satisfaction: (a) pay, (b) promotion, (c) supervision, (d) fringe benefits, (e) contingent rewards, (f) operating procedures, (g) coworkers, (h) nature of work, and (i) communication. The nine facets emerged through an in-depth analysis of the literature to assess employees' overall job satisfaction (Spector, 1985).

Spector (1985) analyzed data collected from 3,148 respondents in 19 human service, public, and non-profit organizations to develop the JSS. Researchers have used JSS to measure job satisfaction among healthcare workers, including providers in emergency departments (Smadi et al., 2024) and nurses (Buivydienė et al., 2025). The individual facets were tested for internal consistency and test-retest reliability. Internal consistency for each of the facets was computed using a 2,870 data sample, ranging from .60 (coworkers) to .82 (supervision) coefficient alpha (Spector, 1985). Additionally,

Cronbach's alpha for the total of all facets was .91, demonstrating satisfactory values greater than .80.

The JSS is an ordinal scale that uses a 6-point Likert-type scale ranging from 1 (*disagree very much*) to 5 (*agree very much*) to measure employee job satisfaction. The instrument is available free of charge for noncommercial research and teaching purposes (https://paulspector.com). Participants may answer each statement based on their feelings about work, selecting 1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, or 6 = agree very much. The instrument contains 19 negative worded items that should be reverse coded for analysis. Examples of negatively worded items are "*There is really too little chance for promotion on my job,"* "*I am not satisfied with the benefits I receive*," and "*Many of our rules and procedures make doing a good job difficult.*" A composite score of the 36-item scale was used for statistical analysis to measure job satisfaction.

Turnover Intention Scale

Roodt's (2004) TIS was the instrument used to measure turnover intention. The researcher developed the TIS to measure an employee's intent to leave or stay in an organization. The original version of the TIS is a 15-item Likert-type scale based on the Theory of Planned Behavior. Researchers applied the original 15-item and a subsequent 13-item version of the scale, reporting adequate Cronbach's alpha coefficient of .91 and .90, respectively (Martin & Roodt, 2008). The TIS-6 was developed from the original version (TIS-15) as a shortened, reliable, and valid instrument to assess turnover intentions (Bothma & Roodt, 2013).

Bothma and Roodt (2013) validated the shortened, six-item scale by analyzing data collected from 2,429 respondents among employees in the information, communication, and technology (ICT) sector. Researchers have used TIS-6 to assess turnover intention in other sectors and norms, such as academics (Orpina et al., 2022), social workers (Su, 2021), intensive care unit physicians (Alhenaidi et al., 2023), and nurses (Nashwan et al., 2021). Bothma and Roodt confirmed the scale (TIS-6) internal consistency reliability and factorial and differential validity. Cronbach's alpha coefficient for the six-item scale was .80, demonstrating a satisfactory value.

The TIS-6 is a six-item ordinal scale with a 5-point Likert-type scale ranging from one to five to measure employee turnover intention. Appendix C shows the author's written permission to use the survey. Depending on the question, participants may select options from never to always, highly unlikely to highly likely, and very satisfying to totally dissatisfying (see Appendix D). Examples of the items included in the survey are: "*How often have you considered leaving your job?*" and "*How satisfying is your job in fulfilling your personal needs?*" The instrument does not have items that should be reverse coded for analysis. A composite score of the six-item scale was used for statistical analysis to measure turnover intention.

Data Collection Technique

For the study, Microsoft Forms was used to administer the instruments that measure the study's independent and dependent variables. In quantitative research, questionnaires can be administered face-to-face, electronically (online), or mailed to participants (Sekaran & Bougie, 2019). Researchers use online surveys because of the

cost-effective and time-saving benefits of administering questionnaires to a large population (Saloniki et al., 2019). In partnership with the healthcare organization, participants received an invitation to complete the anonymous survey via email. The email included an introduction to the study, its purpose, eligibility criteria, and the hyperlink to access the survey.

Microsoft Forms, like Survey Monkey, is a widely used platform that allows the researcher to create, organize, and distribute online surveys efficiently. An advantage of online surveys such as Microsoft Forms is that they enable the researcher to reach a large population through email and social media platforms cost-effectively. Additionally, anonymized data is immediately available after completion to help the researcher monitor responses and data collection progress. Furthermore, researchers can export the raw data to Statistical Package for the Social Sciences (SPSS) statistical software for data analysis. Microsoft Forms complies with data protection regulations, such as the General Data Protection Regulation, ensuring participants' privacy is protected and data secured. Concern for data quality can be a limitation of online surveys. Participants may provide inaccurate responses if they lack the motivation or the survey is lengthy. Brosnan et al. (2021) posited that participants who are interested in the topic are more likely to complete the survey. To this end, the invitation email included a detailed but concise summary of the study's purpose. Survey length was also considered by using shortened versions of the instruments. Data collected from the sample population was exported to SPSS statistical software for analysis.

Data Analysis

The study research question was:

What is the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations? Study hypotheses are:

(H_0): There is no statistically significant relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations.

(H_a): There is a statistically significant relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations.

The quantitative correlational study aimed to examine the relationship between two predictors (independent) and one dependent variable. The two predictor variables were employee engagement and job satisfaction. The dependent variable was turnover intention. Researchers can use simple and multiple regression analyses to examine relationships between independent and dependent variables (Murrah, 2020; Saunders et al., 2019; Sekaran & Bougie, 2019). Trunfio et al. (2022) posited that multiple linear regression, a multivariate technique, is a widely employed statistical analysis technique by researchers to examine the effect of two or more predictor variables on a dependent variable, in contrast to simple linear regression, which involves only one predictor. Bivariate statistical analyses, such as simple linear regression, one-way ANOVA, and paired sample *t*-test, were not considered because the study contained more than two variables.

In multiple regression, the correlation coefficient, R-square, or R^2, indicates the proportion of the variance in the dependent variable that can be explained by the

independent variables (Sekaran & Bougie, 2019). Muralidhar et al. (2020) used multiple regression analysis to examine the relationship between employee personal habits, ergonomic issues, work schedules, and work-life balance. Similarly, Kuwato and Hirano (2020) applied multiple regression to examine the effect of multiple predictors, such as sense of coherence, job satisfaction, and workplace social support, on mental health status as a dependent variable. In both studies, researchers used SPSS as a statistical software to analyze quantitative data. Kafle (2019) noted that SPSS is useful for analyzing correlation and regression data, simplifying complex regression equations easier and faster. Based on the literature, I used SPSS version 28.0.1 to analyze quantitative data collected from surveys in the study.

Other multivariate techniques were considered for the study. For instance, two-way ANOVA helps researchers examine significant mean differences among two or more non-metric predictors on a metric-dependent variable (Sekaran & Bougie, 2019). However, for the study, the independent variables were measured with instruments using a Likert-type scale, which were treated as a metric or interval scale of measurement by using composite scores rather than the mean responses. Thus, two-way ANOVA was not be appropriate for the study. Similarly, statistical techniques used for non-metric or multiple dependent variables, such as discriminant analysis, logistic regression, and MANOVA, were not appropriate for the study.

Data Cleaning and Missing Information

Data cleaning and handling missing information are critical to ensure accurate and quality research (Abulela & Harwell, 2020). Microsoft Forms allows researchers to

export collected data as an SVA file to upload directly into SPSS. Once data is uploaded in SPSS, the variable view shows question labels that can be edited for analysis. Another functionality, data view, shows participant responses in a spreadsheet-style view that can be assessed for missing or inaccurate values. Missing values decrease the amount of data available for analysis, weakening the study's statistical power and potentially affecting the reliability of the results (Agiwal & Chaudhuri, 2024). Thus, removing inaccurate and missing values allow for the accurate examination of the correlation between variables to ensure the quality and reliability of the results.

Assumptions

The selection of an appropriate statistical analysis technique must align with underlying assumptions associated with the test. The assumptions related to the study's statistical technique, multiple regression analysis, are absence of multicollinearity, normality, linearity, homoscedasticity, and independence of errors (Saunders et al., 2019). Such assumptions must be met to ensure the validity of the statistical techniques and the reliability of the results (Kotronoulas et al., 2023). Failure to meet the underlying assumptions can lead to inaccurate conclusions and compromise the study.

Multicollinearity

The first linear regression assumption, multicollinearity, refers to the absence of correlation between the independent variables. A violation of the multicollinearity assumption implies a high correlation between the independent variables in the regression model (Sekaran & Bougie, 2019; Shrestha, 2020). When multicollinearity is present, the estimates of the regression coefficients are unreliable

(Sekaran & Bougie, 2019) and create difficulty in determining the individual effect of each predictor on the dependent variable (Saunders et al., 2019). Researchers recommend examining correlation coefficients and the variance inflation factor (VIF) to test multicollinearity (J. H. Kim, 2019; Pallant, 2020; Saunders et al., 2019; Sekaran & Bougie, 2019). Pallant (2020) and Saunders et al. (2019) posited that multicollinearity is present when the correlation coefficient (R^2) between the independent variables is 0.9 or more. On the other hand, if VIF is used, values higher than ten violate the multicollinearity assumption (J. H. Kim, 2019; Sekaran & Bougie, 2019). If the multicollinearity assumption is violated, researchers should consider removing variables with high correlation coefficients or VIF values.

Normality

The second linear regression assumption, normality, states that the residuals in the linear model are normally distributed. The normality assumption implies that the characteristics of the population are normally distributed, thus a representative value of the data (Mishra et al., 2019; Sekaran & Bougie, 2019). A violation of the normality assumption can result in biased estimate standard errors, misleading confidence intervals, and statistical significance values (Flatt & Jacobs, 2019). Researchers recommend graphical tests such as P-P and Q-Q plots for visual inspection or Kolmogorov–Smirnov statistical tests to examine normal distribution in the data (Flatt & Jacobs, 2019; Kotronoulas et al., 2023). Given the suggestions, I used the P-P plot graphical test to assess the observed and expected data distribution. According to Mishra et al. (2019), normally distributed data in P-P plots form a straight line, determining the distance or

proximity between the two data sets. In contrast, non-normally distributed data departs from the straight line, violating the normality assumption. If the normality assumption is violated, researchers should conduct data transformation or remove potential outliers from the data (Knief & Forstmeier, 2021).

Linearity

The third linear regression assumption, linearity, refers to the straight-line or linear relationship between the predictor and dependent variables. The linearity assumption implies that changes in the predictor variables are related to proportional changes in the outcome or dependent variable (Saunders et al., 2019). Researchers use a scatterplot of the standardized residuals to test the linearity assumption, identifying any potential patterns that suggest an assumption violation (H. Y. Kim, 2019; Saunders et al., 2019). The standardized residuals scatterplot visually represents randomly scattered points if the condition is met. In contrast, non-randomly scattered points indicate a violation of the linearity assumption. A violation of the linearity assumption can lead to misinterpretation of the strength and nature of the relationship between variables. When a violation is noted, researchers may transform the data to correct for outliers and assumption failures (Flatt & Jacobs, 2019; Saunders et al., 2019).

Homoscedasticity

The fourth linear regression assumption, homoscedasticity, refers to the constant variance of residuals in the linear model. The homoscedasticity assumption implies that the independent variables have equal variances across all levels (Saunders et al., 2019; K. Yang et al., 2019). A violation of the homoscedasticity assumption indicates that the

spread of the points or data is not equal, leading to heteroscedasticity (Alabi et al., 2020). Heteroscedasticity may increase Type I error or decrease statistical power (Wilcox & Rousselet, 2023). Researchers use Levene's statistical test (Onifade & Olanrewaju, 2020; Saunders et al., 2019; van Herpen et al., 2022) or a residual scatterplot (Burton, 2021; Sureiman & Mangera, 2020) to test the homoscedasticity assumption. While Levene's test provides statistical values (if not significant, the variances are equal), the residual scatterplot provides a visual output (no visible pattern) to assess equal variances. If the homoscedasticity assumption is violated, researchers can perform data transformation or weighted least squares regression to correct for heteroscedasticity.

Independence of Residuals

The last linear regression assumption, independence of residuals, states that the residuals or errors should be independent of one another. A violation of the independence of errors assumption indicates dependency among observations in the data (H. Y. Kim, 2019; Williams et al., 2019). Dependency in the collected data may occur when using cluster sampling and is less likely to occur in the random sampling method (H. Y. Kim, 2019). Nonetheless, researchers used the Durbin-Watson statistical test to examine the independence of residuals among observations (Frühauf et al., 2022; Nugroho et al., 2021; Rashtbari et al., 2023). An acceptable range (1.5 to 2.5) in the Durbin-Watson statistical test means that there is independence and no serial correlation between residuals (Azami et al., 2020). If the independence of errors assumption is violated, researchers can use bootstrapping to resample data.

Inferential Results Interpretation

Researchers draw conclusions or inferential results about the population based on the data analysis from the sample (Sekaran & Bougie, 2019). Researchers use inferential techniques, such as regression coefficients, R-squared, P-values, and confidence intervals, to determine which predictors significantly impact the dependent variable (Green & Salkind, 2017; Sekaran & Bougie, 2019). For instance, P-values help researchers determine the statistical significance ($p<.05$) in the relationship between the independent and dependent variables, while regression coefficient and R-squared help determine the strength, direction, and variance in the dependent variable that can be explained by the predictor (Green & Salkind, 2017). Lastly, a confidence interval provides a range of values within which the true population parameter is likely to fall, with a certain degree of confidence, typically 95% (Hazra, 2017). Confidence intervals help assess the precision and reliability of the estimated coefficients, giving a range of values that helps determine how close the estimated value is to the actual population value.

Study Validity

The quantitative correlational study examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. The conclusions drawn from the data analysis should be well-founded and accurate to represent the reality of the phenomenon. Study validity refers to the trustworthiness and accuracy of the findings to which the researcher measured the intended measures (Green

& Salkind, 2017). The lack of validity poses a threat that affects the study's results and interpretation of the phenomenon (Saunders et al., 2019).

Internal Validity

Internal validity refers to how well the study's results support a causal relationship between independent and dependent variables (Lin et al., 2021). Researchers often test causal relationships in a highly controlled or laboratory setting (Sekaran & Bougie, 2019). Furthermore, Lim (2024) defined internal validity as the degree to which the observed outcomes accurately reflect the reality within the studied population and are not influenced by methodological errors. Thus, studies that contain high internal validity ensure that the relationship between the independent and dependent variables is causal and not influenced by other factors. Because the study was not experimental but rather a correlational design, which did not seek a cause-and-effect relationship, the threat to internal validity was eliminated.

External Validity

External validity refers to the extent to which a study's findings can be generalized beyond the targeted population or setting in which the research was conducted (Saunders et al., 2019; Sekaran & Bougie, 2019). Lin et al. (2021) posited that the threat of external validity represents the inability to replicate the study's results outside of the sampling included in the original study. Studies with high external validity indicate that results can be applied to different populations and contexts. Researchers explain that sample size and adequate population representation are critical factors in ensuring the study's external validity (Sürücü & Maslakci, 2020). For instance, small

samples may weaken the study's external validity, while very large samples may lead to false statistically significant differences. An adequate sample was determined using G*Power software version 3.1.9.6, yielding a minimum of 68 participants. The study mitigated potential concerns about external validity by offering an adequate sample size and specific propositions, research questions, and hypotheses that can be generalized to populations beyond the original study, particularly within the healthcare industry.

Statistical Conclusion Validity

Statistical conclusion validity refers to the degree to which the conclusions drawn about the relationship between variables are founded on correct data and an appropriate statistical analysis technique (Anglin et al., 2024). Threats to statistical conclusion validity may include inappropriate sample size, low statistical power, or the failure to meet statistical test assumptions (Caskurlu et al., 2020). Pagano (2009) posited that, for instance, a violation of normality and homoscedasticity assumptions or an inappropriate sample size may create a Type II error. For the study, an a priori power analysis was conducted based on a statistical power range from .80 to .99 and a statistical significance level of .05, yielding a minimum sample size of 68 and 146 participants, respectively. Additionally, multiple linear regression was selected as the analysis technique for the study with a medium effect size of .15 (f =.15), a power level of .80 (1-β=.80), and a statistical significance level of .05 (α=.05), which was appropriate to ensure the statistical accuracy of the study.

Transition and Summary

Section 2 included a restatement of the study's purpose statement, explained the role of the researcher and participants selection and eligibility criteria, an in-depth explanation and justification of the methodology and design, and potential ethical concerns in research. Additionally, Section 2 described the instrumentation, data collection, and statistical analysis technique, as well as data validity, to ensure a valid and reliable study. Section 3 include a presentation of the findings of the quantitative correlational study, including appropriate tables and figures to illustrate the statistical findings. Last, the section concludes with a discussion about applying the findings to professional practice, implications for social change, and recommendations for further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In this section of the quantitative correlational study, I examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. The study's independent variables were employee engagement and job satisfaction. The dependent variable was turnover intention. Next, I present findings of the study, including test of assumptions, demographic statistics, descriptive statistics, and inferential results. Last, I summarize the analysis to include a theoretical conversation on findings followed by application to professional practice and recommendations for action and further research.

Presentation of the Findings

After conducting a multiple regression analysis of the collected data, findings support rejecting the null hypothesis. I conducted a standard multiple linear regression, $\alpha = .05$ (two-tailed), to examine the relationship between employee engagement, job satisfaction, and turnover intention. Preliminary analyses were conducted to assess statistical assumptions, with no significant violations noted. The multiple linear regression model results were significant, $F(2, 71) = 61.704$, $p < .001$, $R^2 = .635$. The R^2 value of .635 indicates that approximately 64% of variations in turnover intention can be attributed to the linear combination of the independent variables (employee engagement and job satisfaction). The multiple regression analysis results indicated a statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations. Thus rejecting the null hypothesis. In the

model, both employee engagement (t = -2.316, p = .023) and job satisfaction (t = -7.759, p = <.001) were statistically significant. The final predictive equation was: Turnover Intention = 42.321 - .123(Employee Engagement) - .139(Job Satisfaction).

Test of Assumptions

Testing statistical assumptions is crucial before conducting hypothesis testing. Failure to meet the underlying assumptions can lead to invalid and unreliable results. The multiple regression assumptions tested were multicollinearity, normality, linearity, homoscedasticity, independence of residuals, and outliers.

Multicollinearity

I used the variance inflation factor (VIF) to measure how much the variance of a regression coefficient is inflated because of multicollinearity. According to Akinwande et al. (2015), a VIF value between 5 and 10 is problematic as it indicates high correlation between the independent and dependent variable. As the VIF increases, the degree of multicollinearity among independent variables in the regression model is higher (Kim, 2019). Table 1 depicts the tolerance and VIF values for the variables. Based on the results, the variables' VIF were low (VIF = 1.444), suggesting that each independent variable contributes uniquely to the model. Thus, no violations of the multicollinearity assumption were noted between the independent variables of the study.

Table 1

Collinearity Statistics

Variable	Tolerance	VIF
Employee Engagement	.693	1.444
Job Satisfaction	.693	1.444

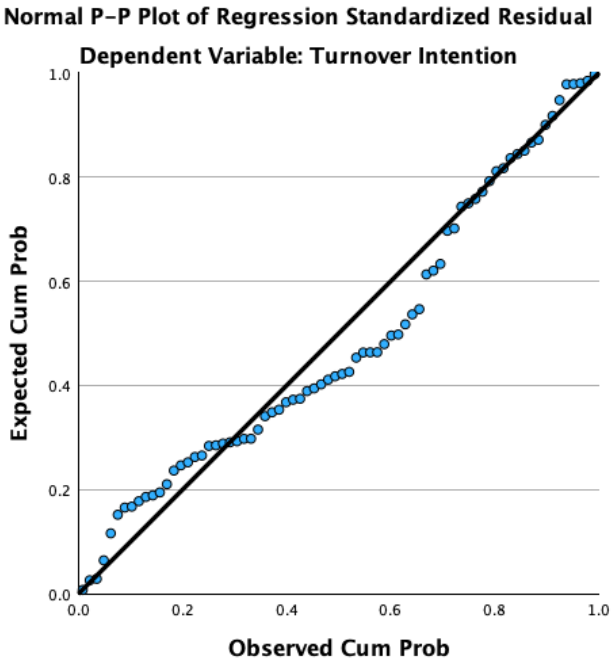
Note: Dependent Variable = Turnover Intention

Normality, Linearity, Homoscedasticity, Independence of Residuals, and Outliers

I analyzed the normal probability (P-P) plot of the regression standardized residuals and scatterplot to examine any potential violation to the statistical assumptions. The assumptions of normality, linearity, homoscedasticity, independence of residuals, and outliers were evaluated, with no significant violations noted. Figure 2 illustrates the normal probability plot with data points in a fairly straight line with no visible patterns, suggesting that the normality assumption was not violated.

Figure 2

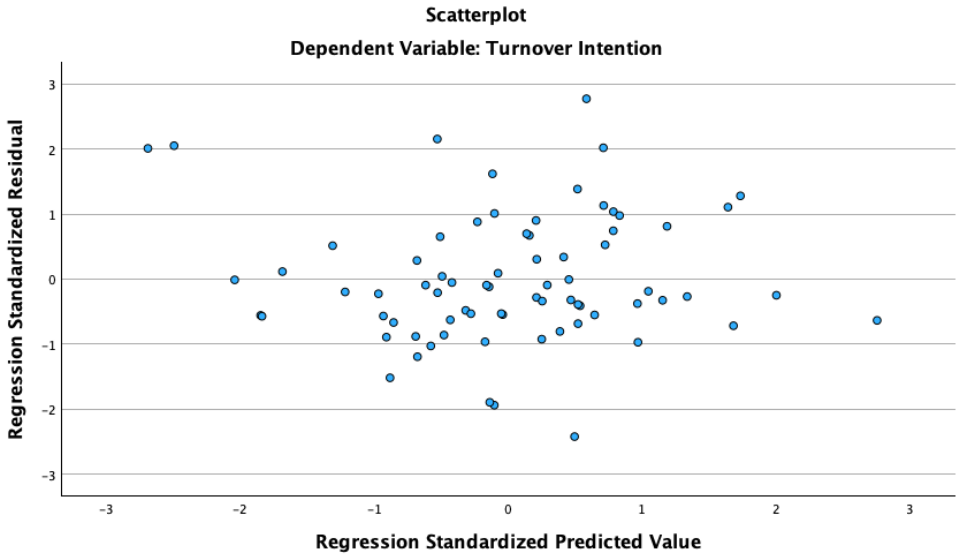
Normal Probability Plot (P-P) of the Regression Standardized Residuals



I visually inspected the standardized residuals scatterplot for random scattered points to test for linearity and homoscedasticity. Figure 3 illustrates the standardized residuals scatterplot. Data points are randomly distributed without visible patterns, suggesting that the linearity and homoscedasticity assumptions were not violated.

Figure 3

Scatterplot of Standardized Residuals



The independence of residuals assumption was examined using the Durbin-Watson statistical test. According to Azami et al. (2020), a Durbin-Watson test value between 1.5 and 2.5 suggests independence, indicating no serial correlation among residuals. Table 2 depicts the Durbin-Watson statistical test results. Based on the results, the Durbin-Watson for the model was 2.006. Thus, no violations of the independence of residuals assumption were noted in the study.

Table 2

Durbin-Watson Statistical Test

Model	R	R Square	Sig. F Change	Durbin-Watson
1	.797	.635	<.001	2.006

Note: Predictors: (Constant), Job Satisfaction, Employee Engagement. Dependent Variable: Turnover Intention

Demographic Statistics

I received 74 online surveys from hospital nurses who met the eligibility criteria for the study. All required questions on the surveys were fully completed without missing or incomplete data. Thus, the surveys received ($N = 74$) were acceptable for data analysis. Table 3 depicts the data frequencies for gender and age group. The acquired demographic data revealed that 75.7% or 56 participants who completed the survey were female, 2.7% or 2 participants were male, and 21.6% or 16 participants decided not to answer the non-required gender question. Additionally, participants were asked to categorize themselves into specific age groups. Over 59.4% of the participants were between the ages of 25 and 44, 29.7% or 22 participants in each the 25 to 34 and 35 to 44 age groups.

Table 3

Data Frequencies for Gender and Age Group

	Frequency	Percent
Gender		
Female	56	75.7
Male	2	2.7
Unanswered	16	21.6
Total	74	100
Age Group Frequency		
18-24	1	1.4
25-34	22	29.7
35-44	22	29.7
45-54	15	20.3
55-64	13	17.6
65 or over	1	1.4
Total	74	100

Table 4 depicts the average years of experience and service at the organization. All participants had at least 1 year or more of experience (M = 13.65, SD = 11.889) and employed at least 1 year in the organization (M = 10.15, SD = 11.385).

Table 4

Years of Experience and Service

	M	*SD*
Years of experience	13.65	11.889
Years of service	10.15	11.385

Note: N = 74

Descriptive Statistics

A total of 74 hospital nurses participated in the study. The data included composite scores of employee engagement, job satisfaction, and turnover intention. Table 5 depicts descriptive statistics for the study variables.

Table 5

Descriptive Statistics

Variable	*M*	*SD*
Employee Engagement	31.41	8.988
Job Satisfaction	132.8	26.612
Turnover Intention	20.03	5.527

Note: $N = 74$

Inferential Results

A standard multiple linear regression, $\alpha = .05$ (two-tailed), was used to examine the relationship between employee engagement, job satisfaction, and turnover intention. The independent variables were employee engagement and job satisfaction. The dependent variable was turnover intention. The null hypothesis was that there is no statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations. The alternative hypothesis was that there is a statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations. Preliminary analyses were conducted to assess whether the assumptions of normality, linearity,

homoscedasticity, independence of residuals, and outliers were met; no significant violations noted.

The multiple linear regression model results were significant, $F(2, 71) = 61.704$, $p < .001$, $R^2 = .635$ (see Table 2 and Table 6). Table 6 depicts the analysis of variance results. The R^2 value of .635 indicates that approximately 64% of variations in turnover intention can be attributed to the linear combination of the independent variables (employee engagement and job satisfaction). The analysis, $r = 0.797$, implies a strong correlation (0.7 to 0.89) that the linear combination of employee engagement and job satisfaction predict turnover intention.

Table 6

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1415.546	2	707.773	61.704	<.001[b]
	Residual	814.400	71	11.470		
	Total	2229.946	73			

Note: Dependent Variable: Turnover Intention. Predictors: (Constant), Job Satisfaction, Employee Engagement

In the final model, employee engagement was statistically significant ($t = -2.316$, $p = .023$). Job satisfaction was also statistically significant ($t = -7.759$, $p = <.001$). Table 7 depicts the results of the regression analysis summary for the independent variables. The final predictive equation was: Turnover Intention = 42.321 - .123(Employee Engagement) - .139(Job Satisfaction).

Table 7

Regression Analysis Summary for Independent Variables

Model		B	Beta	t	Sig.	95% CI for B LB	95% CI for B UB
1	(Constant)	42.321		20.680	<.001	38.241	46.402
	Employee Engagement	-.123	-.200	-2.316	.023	-.228	-.017
	Job Satisfaction	-.139	-.669	-7.759	<.001	-.175	-.103

Note: Dependent Variable: Turnover Intention

Employee Engagement

The negative slope for employee engagement (-.123) as a predictor of turnover intention indicated a .123 decrease in turnover intention for each unit increase in employee engagement. The statistical analysis shows that turnover intention increases as employee engagement decreases. The squared semi-partial correlation coefficient that estimated how much in turnover intention was predictable from employee engagement was .0276, indicating that 2.76% of the variance in turnover intention is uniquely accounted for by employee engagement when job satisfaction is held constant.

Job Satisfaction

The negative slope for job satisfaction (-.139) as a predictor of turnover intention indicated a .139 decrease in turnover intention for each unit increase in job satisfaction. The statistical analysis shows that turnover intention increases as job satisfaction decreases. The squared semi-partial correlation coefficient that estimated how much in turnover intention was predictable from job satisfaction was .309, indicating that 30.91%

of the variance in turnover intention is uniquely accounted for by job satisfaction when employee engagement is held constant.

Analysis Summary

The purpose of the quantitative correlational study was to examine the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. I used standard multiple linear regression to analyze the relationship between the independent (employee engagement and job satisfaction) and dependent (turnover intention) variables. The underlying assumptions associated with multiple regression analysis were evaluated, and no significant violations were noted. The regression model was statistically significant, $F(2, 71) = 61.704$, $p < .001$, $R^2 = .635$, in predicting turnover intention. Both independent variables, employee engagement ($p = .023$) and job satisfaction ($p = <.001$), were statistically significant predictors of employee turnover intention in healthcare organizations. Additionally, both independent variables' slopes were negative, indicating a decrease in turnover intention for each unit increase in the independent variables. Based on the inferential results, the null hypothesis of no statistically significant relationship between employee engagement, job satisfaction, and turnover intention in hospital healthcare organizations was rejected. Therefore, I accepted the alternative hypothesis.

Theoretical Conversation on Findings

The theoretical framework used in the study was Herzberg et al.'s (1959) two-factor theory, also known as the two-factor theory of motivation or the motivational hygiene theory. The study's findings indicated that the relationship between employee

engagement and job satisfaction is a statistically significant predictor of turnover intention, $F(2, 71) = 61.704$, $p < .001$, $R^2 = .635$. The results align with Herzberg et al.'s (1959) two-factor theory, which posits that motivators lead to job satisfaction, while hygiene factors influence job dissatisfaction (Herzberg et al., 1959). Furthermore, Herzberg et al. noted that the opposite of job satisfaction is not dissatisfaction but no satisfaction, highlighting that both sets of factors independently affect employee attitudes. The significant relationship between engagement and job satisfaction supports Herzberg's assertion that the presence of motivators leads to greater employee retention. Hygiene factors, such as job security and working conditions, may represent employees' psychological safety and availability, while motivational factors such as meaningful work and growth opportunities may represent psychological meaningfulness. According to Kahn (1990), the three psychological conditions (safety, availability, and meaningfulness) influence how people engage or disengage in the workplace.

The findings show increased employee engagement and job satisfaction, which can reduce turnover intention. The findings align with prior research that demonstrated the positive association between engagement and job satisfaction (Al Maqbali, 2024; Quek et al., 2021) and the influence the constructs have as predictors of turnover intention (Zhang et al., 2020). The association between the constructs may be because job satisfaction involves cultivating a supportive work environment for employees and promoting motivation, commitment, and enthusiasm for work-related tasks and the organization. The relationship between employee engagement and job satisfaction reinforces Herzberg's argument that addressing hygiene and motivational factors is

crucial for employee retention and organizational performance. Employees who are highly engaged and satisfied with their jobs are more likely to stay in the organization, reducing turnover. On the other hand, low engagement and dissatisfaction can lead to higher turnover rates.

Applications to Professional Practice

The purpose of the quantitative correlational study was to examine the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. The study's findings supported rejecting the null hypothesis because a statistically significant relationship exists between the variables. Healthcare leaders could find the study's findings applicable to their organization, specifically within nursing units. Based on the findings, employee engagement and job satisfaction have a significant negative relationship with turnover intention, contributing to an increase turnover when employee engagement or job satisfaction decreases. Healthcare leaders should examine ways to increase employee engagement and job satisfaction levels to reduce turnover intention, and consequently actual turnover.

Implications for Social Change

The quantitative correlational study provides healthcare leaders with valuable information for developing strategies to reduce turnover. Implications for positive social change include understanding factors influencing turnover intention, such as employee engagement and job satisfaction. The study's findings contain quantitative evidence supporting the statistical significance of employee engagement and job satisfaction in influencing turnover intention in healthcare organizations. Healthcare leaders may use the

findings to positively influence employees' decision to leave the organization, ultimately reducing actual turnover. Leaders focusing on reducing turnover intentions provide employees with opportunities for high job satisfaction, development, growth, promotion, high autonomy, clear goals, or low job stress (Hur, 2022). Engaged and satisfied employees are invested in the organization, which can contribute to higher productivity and better performance and increase the quality of patient care to benefit patients, local communities, and society.

Recommendations for Action

The quantitative correlational study's findings indicate a statistically significant relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. Additionally, findings show a negative relationship between employee engagement and turnover intention, as well as between job satisfaction and turnover intention. Thus, as employee engagement and job satisfaction increase, turnover intention decreases.

Healthcare leaders may use the findings to understand potential causes of organizational turnover. A recommendation for action includes leaders focusing on identifying factors that influence employee engagement and job satisfaction to reduce turnover. Leaders can support, motivate, and reinforce employees' sense of belonging to increase engagement. Additionally, leaders can address factors that motivate employees and cause dissatisfaction to increase job satisfaction, creating an environment of excitement and optimal work conditions with adequate human and material resources that reflect the increased work demands.

I plan to share the findings of the study with senior nursing leaders within the partnered healthcare organization in a virtual or in-person setting. Additionally, the study will be published in Scholarworks, a searchable publication of Walden University research, the ProQuest database, and business or healthcare scholarly journals interested in the research topic.

Recommendations for Further Research

The quantitative correlational study examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. A correlational design examines associations at a single point in time. A recommendation for further research could be conducting a longitudinal study to examine changes in engagement and satisfaction over time and determine how those changes affect turnover intention. The longitudinal design may offer stronger insights into the relationship and potential causal patterns. Another recommendation for further research could be to study a different population and geographic location. The study targeted hospital nurses within a large healthcare organization in the Pacific Northwest of the United States. Researchers can include other healthcare workers and geographic locations to help healthcare leaders understand factors influencing turnover intention in non-clinical healthcare workers.

Reflections

The doctoral journey has been an exciting but stressful experience. One of the exciting parts of the journey was the opportunity to challenge myself to do things I thought I could not do. The long nights, extensive readings, and scholarly writing were all part of the process. Another exciting area was the research topic. Finding a topic that

one is passionate about makes the process enjoyable and somewhat easier. The stressful part of the process was finding a partnered organization and an adequate sample to complete the study. Both may set researchers back in the process if not achieved.

I began the study with the preconceived idea that employee engagement and job satisfaction may negatively influence turnover intention. The study's findings supported the idea by establishing a negative statistically significant relationship between the independent and dependent variables. Employee engagement and job satisfaction were statistically significant variables in predicting turnover intention. Although the findings supported my preconceived idea, the research offered deeper insights into how employee engagement and job satisfaction may influence turnover intention in healthcare organizations.

Conclusion

The quantitative correlational study examined the relationship between employee engagement, job satisfaction, and turnover intention in healthcare organizations. I conducted a multiple regression analysis to address the research question. The regression model was statistically significant in predicting turnover intention. Employee engagement and job satisfaction were statistically significant in predicting turnover intention. Additionally, both independent variables' slopes were negative, indicating a decrease in turnover intention for each unit increase in the independent variables. The study's findings will help healthcare leaders understand how employee engagement and job satisfaction may influence employees' decision to leave or stay in the organization. Implications for positive social change include reducing turnover to increase

productivity, performance, and quality of patient care by providing opportunities for development, growth, promotion, high autonomy, clear goals, or low job stress. Therefore, healthcare organizations with engaged and satisfied employees can create meaningful impact within their facilities and across the broader health system and community.

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Appendix A: Permission to Use UWES-9

Schaufeli, W.B. (Wilmar) Inbox - Gmail 2 Yesterday at 4:59 AM
Re: Permission to use the Utrecht Work Engagement Scale (UWES)
To: Nadiel Arocho Saez,
Resent-From: Nadiel Arocho Saez

Dear Nadiel,

Thank you very much for your interest in my work.
You may use the UWES free of charge, but only for non-commercial, academic research. In case of commercial use, we should draft a contract.
Please visit my website (address below) from which the UWES can be downloaded, as well as all my publications on the subject.
Good luck with your research.

With kind regards,

Wilmar Schaufeli

Wilmar B. Schaufeli, PhD | Professor emeritus of Work and Organizational Psychology | *Social, Health & Organizational Psychology* | Utrecht University |P.O. Box 80.140, 3508 TC Utrecht, The Netherlands |Phone: (31) 6514 75784 | Site: www.wilmarschaufeli.nl |citations|

Van: Nadiel Arocho Saez <nadiel.arochosaez@waldenu.edu>
Datum: vrijdag, 9 augustus 2024 om 02:45
Aan: Schaufeli, W.B. (Wilmar) <w.schaufeli@uu.nl>
Onderwerp: Permission to use the Utrecht Work Engagement Scale (UWES)

Dear Dr. Schaufeli,

My name is Nadiel Arocho-Saez. I am a doctoral student in the Doctor of Business Administration program at Walden University. The purpose of this email is to express interest in using the Utrecht Work Engagement Scale (UWES) for my doctoral study. I would like to use the UWES instrument to examine engagement among hospital nurses in healthcare organizations. The instrument will be used solely for research purposes as part of my doctoral study and will not be used commercially. The instrument will be properly cited and referenced to its seminal work. Please feel free to reach out for any questions. Again, thanks in advance for the opportunity.

Than you,
Nadiel Arocho-Saez

Appendix B: Work and Well-Being Survey (UWES)

Work & Well-being Survey (UWES) ©

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy
2. _____ At my job, I feel strong and vigorous
3. _____ I am enthusiastic about my job
4. _____ My job inspires me
5. _____ When I get up in the morning, I feel like going to work
6. _____ I feel happy when I am working intensely
7. _____ I am proud of the work that I do
8. _____ I am immersed in my work
9. _____ I get carried away when I'm working

Appendix C: Permission to Use TIS-6

roodtg8@gmail.com
RE: Permission to use Turnover Intention Scale (TIS-6)
To: Nadiel Arocho Saez,
Resent-From: Nadiel Arocho Saez

Inbox - Gmail 2 August 9, 2024 at 7:20 AM

Dear Nadiel

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. The TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes (but only for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the SA Journal of Human Resource Management (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18, then it indicates a desire to stay. If the scores are above 18, it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 6 X 5). No item scores need to be reflected (reverse scored) for the TIS-6. Please note that there are items that need to be reverse scored for the TIS-15 (indicated by an R after the item number).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade12) tertiary school qualification tend to understand the items better and consequently an uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Gert

Prof Dr Gert Roodt

From: Nadiel Arocho Saez <nadiel.arochosaez@waldenu.edu>
Sent: Friday, 09 August 2024 02:22
To: roodtg8@gmail.com
Subject: Permission to use Turnover Intention Scale (TIS-6)

Dear Dr. Roodt,

My name is Nadiel Arocho-Saez. I am a doctoral student in the Doctor of Business Administration program at Walden University. The purpose of this email is to express interest in using the Turnover Intention Scale (TIS-6) for my doctoral study. I would like to use the TIS-6 instrument to examine turnover intention among hospital nurses in healthcare organizations. The instrument will be used solely for research purposes as part of my doctoral study and will not be used commercially. The instrument will be properly cited and referenced to its seminal work. Please feel free to reach out for any questions. Again, thanks in advance for the opportunity.

Than you,
Nadiel Arocho-Saez

Appendix D: Turnover Intention Scale (TIS-6)

TURNOVER INTENTION SCALE (TIS)

The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	**Never**	1-------2-------3-------4-------5	**Always**
2	How frequently do you scan the newspapers in search of alternative job opportunities?	**Never**	1-------2-------3-------4-------5	**All the time**
3	How satisfying is your job in fulfilling your personal needs?	**Very satisfying**	1-------2-------3-------4-------5	**Totally dissatisfying**
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	**Never**	1-------2-------3-------4-------5	**Always**
5	How often are your personal values at work compromised?	**Never**	1-------2-------3-------4-------5	**Always**
6	How often do you dream about getting another job that will better suit your personal needs?	**Never**	1-------2-------3-------4-------5	**Always**
7	How likely are you to accept another job at the same compensation level should it be offered to you?	**Highly unlikely**	1-------2-------3-------4-------5	**Highly likely**
8	How often do you look forward to another day at work?	**Always**	1-------2-------3-------4-------5	**Never**
9	How often do you think about starting your own business?	**Never**	1-------2-------3-------4-------5	**Always**
10R	To what extent do responsibilities prevent you from quitting your job?	**To no extent**	1-------2-------3-------4-------5	**To a very large extent**
11R	To what extent do the benefits associated with your current job prevent you from quitting your job?	**To no extent**	1-------2-------3-------4-------5	**To a very large extent**
12	How frequently are you emotionally agitated when arriving home after work?	**Never**	1-------2-------3-------4-------5	**All of the time**
13	To what extent does your current job have a negative effect on your personal well-being?	**To no extent**	1-------2-------3-------4-------5	**To a very large extent**
14R	To what extent does the "fear of the unknown", prevent you from quitting?	**To no extent**	1-------2-------3-------4-------5	**To a very large extent**
15	How frequently do you scan the internet in search of alternative job opportunities?	**Never**	1-------2-------3-------4-------5	**All of the time**