

The Effect Of Quality Of Work Life And Work Load On Employees' Intention To Stay Through Affective Commitment And Job Satisfaction As Mediation At Bhayangkara Level Iii Hospital Kendari

Abidin^{1*}, Nasrul², Sinarwaty³, Nofal Nur⁴

¹Doctoral Program in Management Science, Halu Oleo University

^{2,3,4}Lecturer, Postgraduate Program Halu Oleo University, Kendari, Indonesia

***Corresponding author:**

Email ID: abidin@gmail.com

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ABSTRACT

This study aimed to test and analyze the impact of quality of work life and workload on affective commitment, job satisfaction, and intention to stay, as well as to test and analyze the mediation effect of affective commitment and job satisfaction to see their role in influencing the quality of work life and workload on intention to stay. This study was conducted with employees of the Public Service Agency of the Bhayangkara Level III Hospital in Kendari, where the population of this study was all employees of the hospital's public service agency, totaling 203 employees. The respondent selection technique in this study was saturated sampling, using the entire population as research respondents. The data collection process used in this study was a questionnaire. Furthermore, the collected data were analyzed using descriptive analysis and partial least squares (PLS) statistical analysis with SmartPLS Ver. 4. The results of this study indicate that quality of work life has a positive and significant influence on affective commitment, job satisfaction, and intention to stay owned by employees. Workload had a negative and significant effect on affective commitment. Workload has a negative and significant effect on job satisfaction. Furthermore, workload was found to be insignificant for intention to stay. In the mediation test, affective commitment partially mediated the effect of quality of work life on intention to stay. Job satisfaction partially mediated the effect of quality of work life on intention to stay. Affective commitment fully mediated the effect of workload on intention to stay. Finally, job satisfaction was found to fully mediate the effect of workload on the intention to stay. The implications of this study provide a development of the existing literature on changes in the intention to stay owned by employees in an organization.

Keywords: Quality of Work Life, Workload, Affective Commitment, Job Satisfaction, Intention

1. INTRODUCTION

In the current era of globalization, hospitals are required to provide comprehensive and quality health services. The quality of these services is greatly influenced by the quality of human resources (HR) they have. Therefore, maintaining and improving the quality of HR is important, not only through increasing competence, but also by creating a conducive work atmosphere. One way to retain health workers is to improve the quality of work life (QWL), provide appropriate workloads, strengthen affective commitment, and create job satisfaction, all of which contribute to increasing intention to stay (Agus & Selvaraj, 2020; Kecici et al., 2022). Intention to stay is the tendency of employees to continue working in an organization, which is important in ensuring the continuity of hospital services (Naim & Lenkla, 2016; Noor et al., 2020). Low intention to stay can trigger turnover which has an impact on high costs and workforce instability (Waldman et al., 2004; Toly, 2001).

Theoretically, there are several important predictors of intention to stay, namely QWL, workload, affective commitment, and job satisfaction (Heyes et al., 2006; Agus & Selvaraj, 2020). QWL is related to employees' perceptions of their physical and mental well-being while working (Casio, 2018), and studies have shown that QWL has a positive and significant effect on intention to stay (Lindfelt et al., 2021; Kassem & Ahmed, 2021; Alzamel et al., 2020; Salahat & Al-Hamdan, 2022; Erturk, 2022). However, there are also findings that show different results, such as from Sheehan et al. (2019). Meanwhile, excessive workload can increase work stress and reduce the intention to stay in the organization, especially in the hospital work environment which requires health workers to work under high pressure (Kecici et al., 2022; Omar et al., 2020; Shahzad et al., 2020; Praja et al., 2024).

Affective commitment as a form of emotional attachment also plays a role in retaining employees. Employees with high commitment tend to stay, even when facing less than ideal work situations (Lantican, 2021; Alzamel et al., 2020; Kecici et al., 2022; Pramudya & Schmuck, 2022). However, several other studies have shown that commitment does not always have a significant effect on intention to stay (Sobaih & Hasanein, 2022; Sencherey et al., 2022). The last important aspect is job satisfaction, which reflects employees' affective reactions to their work (Kim et al., 2017; Yao & Huang, 2018). Research shows that job satisfaction has a positive and significant relationship with intention to stay (Azzuhairi et al., 2022; Praja et al., 2024; Salahat & Al-Hamdan, 2022; Poku et al., 2022; Ghahramanian et al., 2024), although Kammeyer-Mueller et al. (2020) found that the relationship was not always significant. Thus, QWL, workload, affective commitment, and job satisfaction are important variables that hospitals need to pay attention to in an effort to increase the intention to stay of their health workers.

Quality of work life and workload are important factors that influence employee affective commitment and job satisfaction. Several studies have shown that workload is negatively related to job satisfaction, where increasing workload can decrease job satisfaction (Jermisittiparsert et al., 2021; Janib et al., 2021; Anees et al., 2021; Lando et al., 2023; Praja et al., 2024). However, Novianti and Roz (2020) found that despite high workload, job satisfaction remained high. Meanwhile, quality of work life has a positive relationship with job satisfaction, where good quality of work life can increase employee satisfaction (Erturk, 2022; Hammond et al., 2023; Eliyana & Emur, 2020; Rai & Verma, 2023; Ogunola, 2022), although Saini et al. (2024) reported a positive but insignificant relationship.

The relationship between quality of work life and workload on affective commitment is also crucial for organizations, especially hospitals. Good quality of work life can increase employees' affective commitment (Agus & Selvaraj, 2020; Rai & Verma, 2022; Aruldoss et al., 2020), although some studies have found otherwise that quality of work life has no significant effect on affective commitment (Alzamel et al., 2020; Nanjundeswaraswamy et al., 2020). Workload also has varying effects, with findings showing a significant negative effect on affective commitment (Janib et al., 2021; Aladwan et al., 2021), but some have not found a significant effect (Ekmekci et al., 2021).

This phenomenon is important to be studied further, especially in hospital organizations such as the Bhayangkara Level III Hospital Kendari, which serves both police officers and the general public. Data shows a low turnover rate, reflecting a stable intention to stay, but high workload conditions, especially for contract workers and nurses, as well as an imbalance in workload distribution and lack of employee involvement in decision making, can affect their job satisfaction and affective commitment. Therefore, this study aims to examine the effect of quality of work life and workload on employee intention to stay through affective commitment and job satisfaction as mediating variables at the Bhayangkara Level III Hospital Kendari.

2. LITERATUR REVIEW

Intention To Stay

Intention to stay is the employee's intention to stay in the organization where they work even though they are offered better rewards in other organizations. Intention to stay is caused by several reasons, including pride in the organization, good management, appropriate rewards, a sense of solidarity and mutual respect (Kemie and Pubra, 2019). Intention refers to the greatest determination that a person will hold before real action. There are many definitions of intention to stay. According to Johanim et. al., (2012), intention to stay refers to the employee's intention to stay with the current employer in the long term. Meanwhile, Coombs (2009) states that intention to stay is the employee's willingness to work with the current employer. Price and Mueller (1981), state that intention to stay talks about continuing membership in the current organization. The concept of intention to stay is the opposite of the desire to leave. Whenever an employee does not intend to stay in the current organization, this intention is always followed by turnover behavior (Irvine & Evans, 1995). Meanwhile, Nurul and Hafizal (2010) stated that intention to leave refers to when an employee who harbors the intention to leave the organization, to look for another job while providing an estimated time before they leave the current organization. Thus, organizations must take immediate action especially to improve their resource management practices before the employee decides to leave the organization. Intention to stay has been defined by many experts, one of which is Igbaria & Greenhaus (1992) who stated that intention to stay is the willingness of employees to continue working in the organization. Meanwhile, Aboobaker (2020) explained that intention to stay refers to the conscious and deliberate willingness of employees to stay with the organization and therefore the likelihood that they will stay in their current jobs. Furthermore, Siahn (2014) explained that intention to stay is related to the tendency or intention of employees to continue working in their jobs voluntarily according to their own choices. In general, the definition related to intention to stay includes a person's desire to remain in the organization to continue their work. In current conditions, workers are moving more often, therefore organizations need to make some efforts to retain quality workers.

Quality Of Work Life

The concept of quality of work life began in the late 1960s (Rose, et al., 2006), but the term Quality of Work Life (QWL) was widely introduced and conceptualized in the early 1970s (Sundaray-Sahoo and Tripathy, 2013). During that time, quality of work life focused on the quality of the relationship between employees and the work environment and highlighted the

human dimension of work (Tabassum, 2012). Quality of work life has been defined as the employee's perception of their job, especially in terms of satisfaction with their needs and mental health (Sajjad and Abbasi, 2014). Quality of work life gained more attention when a large company initiated the first Quality of Work Life program that allowed employees to play an active role in work reform (Bagtasos, 2011), renewed attention to the quality of employee work life has occurred in the last two decades due to the increasing demands of the business environment, family structures, and high turnover (Huang, et al., 2007). Quality of work life is part of the quality movement and is related to employee development and well-being (Narehan et al., 2014). Lee et al., (2013) emphasized that high quality of work life can foster happy, flexible, loyal, motivated, and productive employees. Quality of work life is basically a multidimensional concept that represents a mechanism that regulates the relationship between individuals and their work (Maqableh et al., 2021). Kerce and Booth-Kewley (1993) explain quality of work life as a matter of values and standards that are highly dependent on a person's cultural context. Yousuf (1996) defines quality of work life as a general phrase that encompasses a person's feelings about every dimension of work including economic rewards, benefits, security, working conditions, organizational and interpersonal relationships, and intrinsic measures.

Workload

According to Wickens & Tsang (2015), workload is essentially a comparison between the amount of time and energy that a person must devote to completing a task with the amount of time and energy that the person actually has. If in this case we consider time as a resource, then it can be seen that the workload is excessive because demand exceeds supply. Tasks with high workloads may require more resources than are currently available, resulting in decreased performance in carrying out the task. However, according to Cain (2007), workload is a multidimensional term, so it is impossible to reach a single conclusion regarding the exact definition. Janib et al., (2021) describe workload as the effort expended on various tasks. In addition to fulfilling official obligations, this can also include but is not limited to the pursuit of work-related goals, either directly or indirectly. According to Rajan (2018) the amount of work that employees have to do is a major factor in determining how productive they are and how long they stay in an organization. If an employee's workload is too low, it can cause them to become lazy and waste time on unproductive activities. However, if the workload is excessive, the employee is more likely to experience fatigue, distraction, negative emotions, and eventually choose to leave the company for a less burdensome alternative if available (employee turnover) (Herminingsih & Kurniasih, 2018). Nur Nabilah (2017) stated that workload is the amount of time employees devote physically and mentally to completing their tasks in order to meet job requirements. Similarly, Xiaoming et al. (2014) illustrate that high workloads that exceed human potential will damage employee attention, causing worry, frustration, and poor physical and emotional control. Employees who have a heavy workload tend to be dissatisfied with their jobs. Workload means a number of tasks assigned to employees, the tasks given must be completed based on the time given. (Dasgupta, 2013). Excessive workload can be too heavy if the time and resources given to employees are insufficient to complete their work (Leung & Chang, 2002).

Organizational Commitment

Organizational commitment is generally known through the contribution of Allen and Meyer (1990), where in its conceptualization, organizational commitment is defined as a psychological relationship between members of an organization and their organization that makes individuals voluntarily stay together, rather than leaving the organization (Allen & Meyer, 1996). The concept of organizational commitment has experienced three eras since the 1960s (Cohen, 2007). The first era is based on Becker's (1960) conceptualization which roots commitment in the side-bet theory. According to Becker, employees are bound to the organization because of their continued involvement in a consistent line of activity or consistent behavior, which refers to the accumulation of investment that employees fear will be lost after leaving the organization (Becker, 1960). Furthermore, the second conceptualization of commitment is based on the perspective of psychological attachment to the organization (Cohen, 2007). Porter, et al (1974) views commitment as a psychological bond between individuals and organizations that is characterized by attitudes, not behavioral intentions. Meyer and Allen (1984) first distinguished affective commitment from continuance commitment when they examined previously developed commitment concepts and instruments, including Becker's side-bet commitment and Porter and colleagues' attitudinal commitment. Later, an additional component, normative commitment, was added to Allen and Meyer's (1990) conceptualization of commitment.

Affective Commitment

Traditionally, commitment is an optimistic assessment of the organization and its goals (Sheldon, 1971). Similarly, Buchaman (1974) asserted that the concept of commitment is a psychological relationship between employees and the organization itself. Employee commitment largely depends on three aspects, namely a strong ambition of employees to be part of the organization, belief in the goals of the organization, and a tendency to make great efforts in the organization (Porter, Steers & Mowday, 1982). Bateman and Strasser (1984) explained the same definition for employee commitment as a natural view in various aspects that include the maximum level of dedication among workers to their organization, a strong desire and purpose to be part of the organization, similarity of values and willingness of employees to place significance on multi-aspects. Affective commitment has been defined in various literature reviews as individuals who feel closer to the

organization not only emotionally but also involved with the organization, and its vision and mission statements (Meyer, Becker & Vandenberghe, 2004). Employees who have affective commitment show enthusiasm for the organization, and feel satisfied working for it (Allen, 2011). Affective commitment is a psychological state characterized by an employee having an emotional connection or attachment to the organization. Psychological conditions here refer to employees' internal perceptions of their work environment. Psychological conditions are also referred to as psychological climate (Parker, et al., 2003). Various factors contribute to this psychological climate including autonomy, leadership, procedural justice, employee development, and praise for a job well done.

Job Satisfaction

Employees who are satisfied with their jobs are the main drivers of a healthy and productive company. Therefore, in recent decades, job satisfaction has become the most widely studied parameter in work-life research (Gull et al. 2020). The level of satisfaction or dissatisfaction of an individual with their job. Job satisfaction can be considered as an overall feeling towards the job or as a combination of attitudes towards certain aspects of the job (Spector 1997). Similarly, Newstrom (2002) defines job satisfaction as a series of good or bad feelings that employees experience when viewing their jobs. According to Locke (1969), job satisfaction is a happy emotion experienced by individuals who feel that their jobs fulfill or facilitate the fulfillment of their work values. This definition emphasizes the fact that job satisfaction is unique to each individual. According to Siriattakul, Jermstittiparsert, and Abdurrahman (2019), job satisfaction is the extent to which the actual rewards given to employees meet their expectations. In line with that, Tett and Meyer (1993) stated that job satisfaction is a person's affective attachment to work that is seen either as a whole or with regard to certain aspects. Job satisfaction can be considered as an affective reaction to work and is an indicator that employees have a positive work attitude (Zhang & Li 2020). Zakariya (2020) also defines job satisfaction in terms of feelings, where job satisfaction is a sense of fulfillment and gratification experienced by employees through their work.

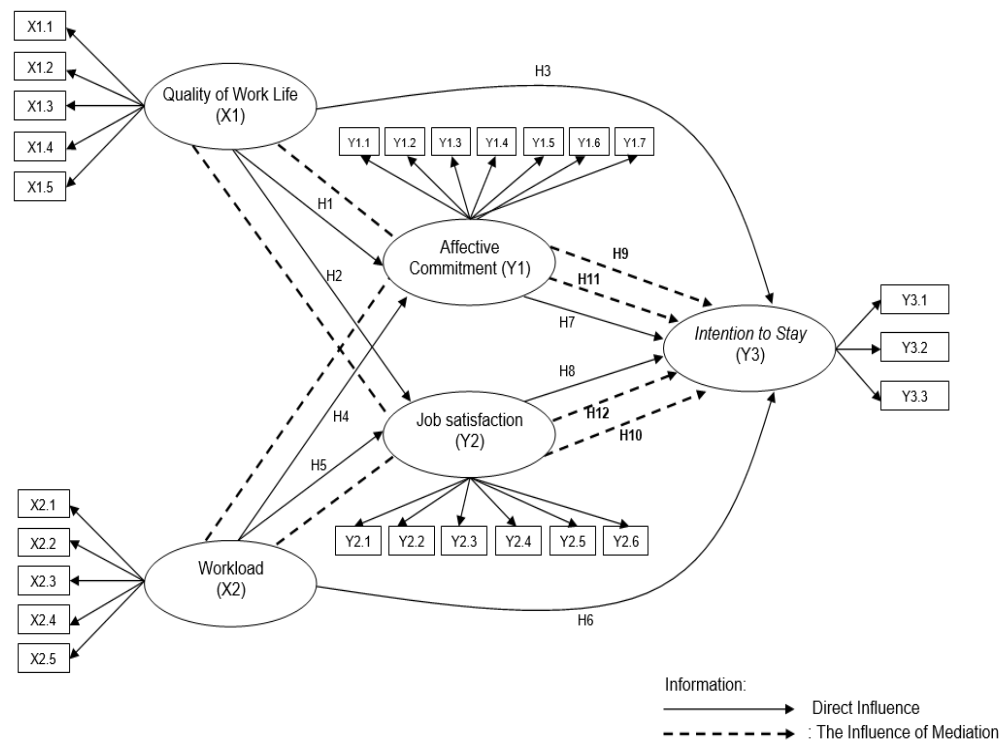


Figure 1 Conceptual Framework

Research Hypothesis

- H1: Quality of work life has a positive and significant effect on employee affective commitment.
 H2: Quality of work life has a positive and significant effect on employee job satisfaction.
 H3: Quality of work life has a positive and significant effect on employee intention to stay
 H4: Workload has a negative and significant effect on employee affective commitment.
 H5: Workload has a negative and significant effect on employee job satisfaction

H6: Workload has a negative and significant effect on employee intention to stay

H7: Affective commitment has a positive and significant effect on employee intention to stay

H8: Job satisfaction has a positive and significant effect on employee intention to stay

H9: Effective commitment mediates the influence of quality of work life on employee intention to stay.

H10: Job satisfaction mediates the influence of quality of work life on employee intention to stay

H11: Affective commitment mediates the influence of workload on employee intention to stay.

H12: Job satisfaction mediates the influence of workload on employee intention to stay

3. RESEARCH METHODS

This research will be conducted in the scope of Bhayangkara Level III Hospital Kendari. The population in this study will be conducted in the scope of Bhayangkara Level III Hospital Kendari by taking all employees of the public service agency as the research population with a total of 203 employees. In this study, the determination of the number of respondents was carried out using the census technique, namely taking the entire population as research respondents with the consideration that the population is limited and the researcher's ability to collect data on the entire population, so that this study will use respondents with a total of 203 employees of the public service agency at Bhayangkara Level III Hospital Kendari. Meanwhile, the research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis.

Operational Definition Of Variables

Quality of Work Life (X1), is the level at which employees view that working conditions at the Bhayangkara Level III Hospital in Kendari are beneficial where the organization pays attention to the welfare and prosperity of employees as a whole, both in terms of the work environment, stress levels, rewards, development, and adequate social support. This variable will be measured with 5 (five) indicators adopted from Nayak, et al., (2018) consisting of 1) work environment, 2) work stress, 3) compensation and rewards, 4) professional development, and 5) social support.

Workload (X2), is the employee's perception regarding the amount of work they must complete within a specified time to meet job requirements.

Affective Commitment (Y1), is the employee's perception regarding the emotional attachment that is inherent in him/her related to his/her involvement in the Kendari Level III Bhayangkara Hospital.

Job Satisfaction (Y2), is the employee's perception of the overall feeling they feel about the work they do, both in terms of salary, working conditions, coworkers, supervision, their work, and the promotion opportunities provided. The job satisfaction variable in this study was measured by 6 (six) indicators adopted from Luthans (2006) consisting of 1) Salary, 2) Working conditions, 3) coworkers, 4) supervision, 5) the work itself, and 6) promotion opportunities.

Intention To Stay (Y3), is the perception of employees at the Bhayangkara Level III Hospital, Kendari regarding the intention and willingness of employees to remain part of the hospital and maintain their current jobs.

4. RESEARCH RESULT

Discriminant Validity

Another method can be done by comparing the Square root of Average Variance Extracted (AVE) value of each latent variable with the correlation between other latent variables in the model. The provision is if the AVE of the latent variable is greater than the correlation with all other latent variables, then it is said to have good discriminant validity, where a good discriminant validity value must be greater than 0.50. The results of the cross loading and AVE analysis can be displayed in table 1.

Table 1 AVE, AVE Root and Correlation Between Variables

Variables	AVE	AVE Root	Latent Variable Correlation				
			Workload	Intention To Stay	Job satisfaction	Affective Commitment	Quality of Work Life
Workload	0.708	0.841	1.000	0.372	0.473	0.427	0.696
Intention To Stay	0.810	0.900	0.372	1.000	0.771	0.764	0.701

Job Satisfaction	0.612	0.782	0.473	0.771	1.000	0.708	0.781
Affective Commitment	0.628	0.793	0.427	0.764	0.708	1.000	0.743
Quality of Work Life	0.656	0.810	0.696	0.701	0.781	0.743	1.000

Source: Processed primary data, 2025

The test results in the table above show that each latent construct has good discriminant validity because all correlation values between constructs are lower than the value of the AVE root of each latent construct. In addition, the AVE root value obtained from each variable is greater than the correlation of the related latent variable with other latent variables and is still above 0.50 (tolerance limit). Based on this, it can be concluded that all existing constructs are valid and meet the requirements of discriminant validity and can be used for further testing.

R-Squared (R^2)

R-Squared is a measurement that shows how much variation in endogenous latent variables can be explained by exogenous latent variables. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables (X) on endogenous latent variables (Y) whether they have a substantive influence or not. An R-Square value of 0.70 indicates a model at a strong level, 0.50 indicates a model at a moderate level, and 0.25 indicates a model at a weak level (Ghozali, 2012). The results of the R-square analysis are shown in table 2.

Table 2 R-Square Values

Variable	R-square
Intention To Stay	0.680
Job Satisfaction	0.634
Affective Commitment	0.568

Source: Processed primary data, 2024

$$Q^2 = 1 - (1 - 0.680) * (1 - 0.634) * (1 - 0.568) \rightarrow Q^2 = 0.949$$

Based on the calculation results $Q^2 = 0.949$ or 94.9%. This can be interpreted that the variability of the Intention to stay construct can be explained by Quality of work life, Workload, Affective commitment, and Job satisfaction by 94.9%, while the remaining 5.1% is explained by other variables outside the model. Based on this, the resulting model can answer the relationship between variables in this study. Thus, the resulting model is classified as a "Fit" model because it is greater than 0.90.

Hypothesis Testing

The results of the analysis that has been done with PLS, then the hypothesis proposed to answer the research question can be tested by comparing the p-value with alpha 5% or 0.05 which is the amount of the tolerable error rate. The results of the analysis of the magnitude of the influence coefficient between the latent variables in question, both direct and indirect influences, along with the total effect and p-value can be seen in table 1. Table 2. Results of the analysis of the direct path coefficient and indirect influence and P-Value.

Table 3 Hypothesis Testing

Research Hypothesis	Path Coefficient	t-statistik	p-value	Info
H1 Quality of Work Life → Affective Commitment	0.865	16.640	0.000	Accepted
H2 Quality of Work Life → Job satisfaction	0.892	19.700	0.000	Accepted
H3 Quality of Work Life → Intention to Stay	0.209	2.226	0.026	Accepted
H4 Workload → Affective Commitment	-0.175	2.887	0.004	Accepted

H5	Workload	→	Job satisfaction	-0.148	2.564	0.011	Accepted
H6	Workload	→	Intention to Stay	-0.107	1.840	0.066	Rejected
H7	Affective Commitment	→	Intention to Stay	0.311	3.164	0.002	Accepted
H8	Job satisfaction	→	Intention to Stay	0.425	4.616	0.000	Accepted

Source: Processed primary data, 2024

Testing the Effect of Mediation

Based on the results of testing conducted on indirect influences using the SmartPLS Version 4 analysis tool, the following results were found.

Table 4 Testing the Effect of Mediation

Research Variables			Koefisien Indirect	p-value	Koefisien Direct	The Nature of Mediation
Independen	Mediation	Dependent				
Quality of Work Life	Affective Commitment	<i>Intention to Stay</i>	0.269	0.002	0.209	Partial Mediation
Quality of Work Life	Job Satisfaction	<i>Intention to Stay</i>	0.379	0.000	0.209	Partial Mediation
Workload	Affective Commitment	<i>Intention to Stay</i>	-0.054	0.036	-0.107	Full Mediation
Workload	Job Satisfaction	<i>Intention to Stay</i>	-0.063	0.041	-0.107	Full Mediation

Source: Processed primary data, 2025

5. DISCUSSION

Quality Of Work Life Towards Affective Commitment

The results of the study indicate that the quality of work life (QWL) has a positive and significant effect on the affective commitment of employees at the Bhayangkara Level III Hospital in Kendari. This finding indicates that the higher the employee's perception of the quality of work life, the higher their emotional attachment, sense of pride, and sense of belonging to the organization. A good quality of work life is reflected through a comfortable work environment, low levels of stress, a fair reward system, support for professional development, and positive social relationships, which ultimately give rise to employees' desire to remain in the organization and carry out their duties wholeheartedly. These results support the Social Exchange theory (Blau, 1964) which states that employees will respond to the organization's good treatment with emotional commitment, as well as the Side-bet theory (Becker, 1960) which emphasizes that emotional attachment will make employees reluctant to leave the organization. In addition, this finding is also in line with the concept of Sirgy et al. (2001) and Walton (1973) which states that the fulfillment of work needs creates a sense of confidence, comfort, and appreciation that supports increased commitment. Based on the path coefficient value of 0.865, the relationship between QWL and affective commitment is classified as very strong. The professional development aspect is the dominant indicator of the cause of employee emotional attachment, while the reward aspect still needs to be improved. This study also found that work stress and rewards have not optimally contributed to QWL. Work environment factors, social support, and development opportunities are the main aspects in shaping QWL perceptions, while affective commitment is indicated by a sense of pride, feeling the organization as a family, and the desire to spend a career in the hospital. This study is also consistent with previous studies, such as by Agus & Selvaraj (2020) in the health sector, Rai & Verma (2022) in the banking sector, Aruldoss et al. (2020) in the transportation sector, and Alzamel et al. (2020) in the hospital sector, all of which show that good quality of work life contributes significantly to increasing affective commitment and employees' desire to stay in the organization.

Quality Of Work Life On Job Satisfaction

The results of the study indicate that the quality of work life has a positive and significant effect on employee job satisfaction at the Public Service Agency of the Bhayangkara Level III Hospital in Kendari. This finding indicates that the better the quality of work life that is felt, such as a comfortable work environment, low work stress, fair rewards, and adequate professional development, the level of employee job satisfaction will also increase. Employees who feel that their life at work is as expected tend to be more satisfied, motivated, and perform better. This is in line with Herzberg's two-factor theory

which states that job satisfaction is influenced by intrinsic and extrinsic factors, as well as the theory of justice which states that the perception of justice in input-output relationships will affect job satisfaction. In addition, this finding is also supported by Danna and Griffin (1999) and Sirgy et al. (2001) who emphasize that good quality of work life will create positive experiences in the workplace, which leads to increased job satisfaction. The path coefficient value of 0.892 indicates a strong relationship between quality of work life and job satisfaction. Empirically, professional development, work environment, and social support are dominant aspects in improving the quality of work life, while salary, work itself, and promotion opportunities are the main factors in creating job satisfaction. Solid social support, ideal working hours, and both financial and non-financial rewards also strengthen this relationship. However, there are still a number of respondents who feel that the quality of work life is not as expected, so hospitals need to continue to evaluate and improve, especially in terms of work pressure, reward systems, and the balance between workload and compensation. This study also confirms previous findings such as from Rai and Verma (2022) in the banking context, Aruldoss et al. (2020) in the transportation sector, Salahat and Al-Hamdan (2022) in hospitals, and Erturk (2022) in elementary school teachers, who generally concluded that good quality of work life contributes to increased job satisfaction and reduced intention to leave the organization.

Quality Of Work Life On Intention To Stay

Based on the results of the analysis of the influence of quality of work life on the intention to stay of employees at the Public Service Agency of Bhayangkara Level III Hospital Kendari, it was found that quality of work life has a positive and significant influence, indicating that the better the quality of work life felt by employees, the higher their desire to stay in the organization. This includes aspects such as a supportive work environment, low stress levels, rewards, professional development, and strong social support in the workplace. This finding is in line with the Social Exchange Theory, which states that the relationship between employees and organizations is reciprocal, where good treatment from the organization will be reciprocated with employee loyalty (Blau, 1964). This finding is also supported by Mosadeghrad (2013), Casio (2013), and Mya et al. (1999) who emphasize the importance of quality of work life in increasing employee comfort and involvement which ultimately has an impact on the intention to stay in the organization. However, the correlation value between the two variables is only 0.209, indicating a weak relationship. This shows that although the quality of work life is quite good, there are still other factors that influence the low intention to stay, such as unstable work status, relatively young employee age, and the need to explore other jobs. Based on the characteristics of the respondents, most employees have a length of service and education that is in accordance with their duties, which also supports positive perceptions of the quality of work life and intention to stay. In general, the hospital has provided conducive facilities and work environment, provided social support, and opportunities for self-development through training and workshops, all of which contribute to increasing the intention to stay in the job. However, there are still some respondents who expressed dissatisfaction with the quality of work life, which can have an impact on increasing the potential for turnover. Therefore, hospitals need to optimize aspects that are still lacking, especially in terms of appreciation and recognition of employee performance. In addition, dominant aspects such as professional development, work environment, and social support must be maintained and improved, including training that focuses on improving employee mental and psychological well-being. The results of this study are also consistent with the findings of Agus & Selvaraj (2020), Kassem & Ahmed (2021), Alzamel et al. (2020), and Salahat & Al-Hamdan (2022) which show that good quality of work life in the healthcare sector plays an important role in reducing turnover intentions and increasing employee retention. Thus, optimizing the quality of work life is an important strategy for Bhayangkara Kendari Hospital in maintaining a quality and loyal workforce.

Workload On Affective Commitment

The results of the analysis show that workload has a negative and significant effect on employee affective commitment. This finding indicates that the higher the perceived workload, the lower the level of emotional (affective) commitment of employees to the organization. Excessive workload can cause physical and emotional exhaustion which ultimately reduces employees' emotional attachment to their workplace. This condition is consistent with the psychological contract theory (Rousseau, 1990), which explains that violations of work expectations, such as overload, can damage the emotional relationship between employees and the organization. In addition, this finding is also in accordance with the burnout theory (Maslach & Leiter, 1997) and the opinion of Lee and Ashforth (1996), which states that high workload contributes to emotional exhaustion and decreased affective commitment. Statistically, the correlation coefficient between workload and affective commitment of -0.175 indicates a weak but significant relationship. This implies that although workload affects affective commitment, its impact tends to be gradual and cumulative, emerging over time due to ongoing pressure. From an empirical perspective, the majority of employees stated that the workload they faced was still within reasonable limits and did not directly interfere with the implementation of their duties. However, fatigue is still felt, especially after working hours. Several aspects such as insufficient rest time and excessive multitasking, especially for nurses, are important concerns because they have the potential to significantly increase the workload and have an impact on affective commitment. Respondent characteristics also influence these results. The majority of employees are of productive age and highly educated (Diploma, Bachelor, Profession), so they tend to be prepared to face high workloads. However, less than optimal emotional maturity can cause workloads to continue to have a negative impact on their emotional attachment to the organization. These results are in line with previous studies by Kecici et al. (2022) High workload reduces affective commitment and increases

the potential for turnover. Shahzad et al. (2020). Organizational commitment is influenced by workload. Zhanabazar & Jibjiddorj (2022) Mental workload has an impact on fatigue and organizational commitment. Ekmecki et al. (2021) Workload in nurses affects burnout and decreased commitment.

Workload On Job Satisfaction

The results of the study indicate that workload has a negative and significant effect on job satisfaction of employees of the Public Service Agency of Bhayangkara Level III Hospital, Kendari. Excessive workload causes physical and emotional fatigue, thus reducing job satisfaction. This is in line with the Job Demand-Resource Model and the Theory of Justice, which emphasizes that an imbalance between job demands and compensation can reduce job satisfaction. The correlation value of -0.148 indicates a weak but significant negative relationship. This can be explained because most employees, especially medical personnel, have had adequate training and receive compensation such as basic salary, service fees, and overtime allowances. However, new employees or those working in high-load units are more susceptible to decreased job satisfaction. Some employees also complained that the workload was not commensurate with the compensation, especially when they had to handle patients and administrative tasks at the same time. Therefore, hospital management needs to pay attention to fair division of labor, provision of supporting facilities, and a clear career system to increase job satisfaction. This finding is supported by previous studies (Kececi et al., 2022; Janib et al., 2022; Jermstipparsert et al., 2021) which show that excessive workload has a negative impact on job satisfaction. Thus, good workload management is essential to create a healthy and productive work environment.

Workload On Intention To Stay

Based on the results of the analysis, it was found that workload did not have a significant effect on the intention to stay of employees of the Public Service Agency of the Bhayangkara Level III Hospital in Kendari. This shows that even though employees face a fairly high workload, this condition does not encourage them to leave the organization. The existing workload is still considered reasonable and can be managed by employees, as indicated by their ability to carry out their duties, get enough rest time, and have space to convey complaints to their superiors. This finding reflects that the work system and division of tasks in the hospital are still within the limits of employee tolerance. In this context, Job Demand-Resource Theory explains that workload does not necessarily reduce the intention to stay as long as there are supporting resources and employees have a high level of satisfaction and commitment. In addition, the strong desire of employees to continue working, get a decent income, and feel suited to their field of work are important factors that make workload not affect the intention to leave the organization. These results are in line with the findings of Lantican (2021) in the context of the hospitality industry, which concluded that workload does not have a significant effect on the intention to leave, because it is considered part of the job responsibilities. However, this finding is contrary to the research of Kececi et al. (2022) in the university environment, as well as Omar et al. (2020) and Shahzad et al. (2020) in the insurance and banking sectors, which stated that high workload contributed to a decrease in intention to stay and an increase in the desire to leave the organization. Thus, it can be concluded that in the context of Bhayangkara Hospital, the existing workload is still within reasonable limits and is not the main factor influencing employees' decisions to stay.

Affective Commitment Towards Intention To Stay

The results of the study indicate that affective commitment has a positive and significant influence on the intention to stay of employees of the Public Service Agency of the Bhayangkara Level III Hospital, Kendari. Employees who have a strong emotional attachment to the organization tend to feel proud, have a sense of ownership, and are reluctant to leave the organization, so they choose to stay. This finding is in line with the Social Exchange theory (Blau, 1964) and Equity Theory which state that employees who feel treated fairly and receive emotional support from the organization will respond with commitment and loyalty. High affective commitment is reflected in the feelings of employees who consider the organization as family and feel that organizational problems are also their personal problems (Meyer & Allen, 1991; Becker, 1992). Although the correlation between affective commitment and intention to stay is moderate (31.1%), this is also influenced by the normative and ongoing commitments held by employees. The factors of length of service and placement according to competence also play a role in strengthening employee engagement. Therefore, Bhayangkara Hospital needs to increase employee pride through excellent service, attractive compensation, and harmonious working relationships to strengthen affective commitment and keep employees staying. This finding also supports the results of previous studies by Agus and Selvaraj (2020), Azzuhairi et al. (2022), Sarpong et al. (2021), and Alzamel et al. (2020) which show the importance of affective commitment in retaining employees in the organization.

6. JOB SATISFACTION TOWARDS INTENTION TO STAY

Based on the results of the analysis, job satisfaction is proven to have a positive and significant influence on the intention to stay of employees at the Public Service Agency of the Bhayangkara Level III Hospital, Kendari. Job satisfaction felt by employees, both in terms of compensation, working conditions, relationships with colleagues and superiors, and promotion opportunities, encourages a strong desire to remain in the organization. This is in accordance with the Prospect Theory which states that satisfied employees tend to avoid the risk of uncertainty by maintaining the jobs they already have (Kahneman &

Tversky, 1979). In addition, the Equity theory also explains that fair treatment and satisfaction will increase employee intentions to stay, while dissatisfaction triggers the intention to leave the organization (Adams, 1965). This finding is also in line with the research of Mobley, Griffeth, and Meglino (1979) which shows that high job satisfaction reduces turnover rates, and Denton (2000) which confirms the relationship between job satisfaction and employee dedication. Mowday et al. (1982) also emphasized that job satisfaction is an important variable in increasing the intention to stay. Empirically, Bhayangkara Hospital employees are generally satisfied with compensation, working conditions, and resource support that facilitate the implementation of tasks, thus triggering the desire to stay. Respondent characteristics, such as length of service and age, which are mostly young, also influence the level of satisfaction and intention to stay. Although the correlation between job satisfaction and intention to stay is moderate (42.5%), aspects of compensation, working conditions, relationships between colleagues, and supervision are the main factors that need to be continuously improved by the organization to maintain employee loyalty. This study also confirms the findings of Kecici et al. (2022), Azzuhairi et al. (2022), Salahat and Al-Hamdan (2022), Erturk (2022), and Poku et al. (2022) which show that job satisfaction is an important predictor in increasing employee desire to stay in the organization. Therefore, Bhayangkara Hospital needs to continue to create a conducive work environment, provide fair compensation, and open up career development opportunities to increase employee job satisfaction and intention to stay..

7. MEDIATION OF AFFECTIVE COMMITMENT ON QUALITY OF WORK LIFE ON INTENTION TO STAY

Based on the results of the analysis, it was found that affective commitment mediated the influence of quality of work life on intention to stay in employees of the Public Service Agency of Bhayangkara Level III Hospital Kendari. This shows that when employees feel the quality of work life that meets expectations, they will form a strong emotional attachment to the organization, thereby increasing the intention to continue working there. Employees who have high affective commitment feel proud, emotionally attached, and have a sense of ownership of the organization, which ultimately supports the organization's efforts to create ideal working conditions and makes employees reluctant to move. Empirically, employees give positive assessments of aspects of quality of work life such as work environment, work stress, rewards, professional development, and social support, as well as on aspects of affective commitment and intention to stay, which indicate emotional attachment and desire to stay in their jobs. Hypothesis testing shows that quality of work life has a direct and indirect positive effect on intention to stay through affective commitment, where the mediation of affective commitment is partial with a stronger indirect effect than direct effect. These findings indicate that good quality of work life can create employee loyalty and emotional commitment, so it is important for organizations to continue to pay attention to and improve these aspects, including transparent communication and an inclusive work climate in order to retain a competent workforce. These findings also confirm the Social Exchange theory which explains that reciprocal relationships between organizations and employees affect loyalty, as well as the organizational justice theory which states that fair treatment increases emotional attachment and employee retention intentions. In addition, these results are in line with research by Agus and Selvaraj (2020) which found that commitment is an important mediator between quality of work life and intention to stay, as well as research by Alzamel et al. (2020) which states that improving quality of work life and organizational commitment can reduce turnover in health organizations.

Mediation Of Job Satisfaction On Quality Of Work Life On Intention To Stay

Based on the results of the analysis, it was found that job satisfaction mediated the influence of quality of work life on the intention to stay of employees of the Public Service Agency of the Bhayangkara Level III Hospital, Kendari. This shows that job satisfaction is an important factor that allows employees to feel and accept the quality of work life provided by the organization, resulting in a strong intention to stay in the organization. Good quality of work life, including improving the work environment, balance of work conditions, and social support, can create a high sense of satisfaction in employees and strengthen their attachment to work and the organization. Empirically, the variables of quality of work life, job satisfaction, and intention to stay received positive assessments from employees, indicating that optimizing the quality of work life can increase satisfaction that leads to employee loyalty and desire to stay. Hypothesis testing shows a positive and significant direct and indirect effect of quality of work life on intention to stay through job satisfaction, with partial mediation where the indirect effect through job satisfaction is more dominant. This finding confirms the importance of organizational attention to job satisfaction as a reflection of the fulfillment of employee expectations, which then encourages loyalty and the desire to stay in the organization. Theoretically, these results are in line with the Expectancy Theory which states that the fulfillment of employee expectations through the quality of work life increases satisfaction and retention intentions, as well as the Social Exchange Theory which explains that employees feel obliged to repay the organization's kindness through loyalty and job satisfaction. This study also supports the findings of Salahat and Al-Hamdan (2022) which show the mediating role of job satisfaction in reducing turnover among nurses in Jordan, as well as the findings of Erturk (2022) which emphasizes that job satisfaction is important in reducing turnover intentions through improving the quality of work life perceived by employees.

Mediation Of Affective Commitment On Workload On Intention To Stay

The results of the analysis show that affective commitment negatively mediates the effect of workload on employee intention to stay at Bhayangkara Level III Hospital, Kendari. This finding indicates that affective commitment plays an important role

in reducing the negative impact of workload on employee intention to stay in the organization. Despite the high workload, employees who have a strong emotional attachment to the organization tend to accept tasks happily and maintain their intention to stay. Empirically, employees assess the existing workload as still reasonable and bearable, and have good affective commitment, such as a sense of pride and strong emotional attachment to the organization, which ultimately supports their intention to stay. Hypothesis testing shows that the direct effect of workload on intention to stay is not significant, while the indirect effect through affective commitment is significant and negative, so that affective commitment acts as a full mediator. This means that the higher the workload felt, the lower the affective commitment, which then lowers the employee's intention to stay. Therefore, Bhayangkara Hospital needs to pay attention to and strengthen employee emotional attachment in order to overcome workload pressure. This finding is in accordance with Burnout Theory which states that high workload can weaken emotional attachment and increase employees' desire to look for other jobs. This study also strengthens the findings of Kecici et al. (2022), Shahzad et al. (2020), and Azzuhairi et al. (2022) which state that workload has a negative effect on affective commitment, which then reduces employees' intention to stay.

Mediation Of Job Satisfaction On Workload On Intention To Stay

The results of the analysis show that job satisfaction negatively mediates the effect of workload on employee intention to stay at the Public Service Agency of Bhayangkara Level III Hospital, Kendari. This means that high workload causes a decrease in job satisfaction, which then reduces employee intention to stay in the organization. Empirically, employees assess workload, job satisfaction, and intention to stay as being in the good category, where the workload is still felt to be reasonable and job satisfaction towards various aspects such as salary, working conditions, and promotion opportunities is also optimal. The test shows that the direct effect of workload on intention to stay is not significant, but the indirect effect through job satisfaction is significant and negative, so that job satisfaction acts as a full mediator. This indicates that high workload does not directly encourage employees to leave the organization, but if the workload decreases job satisfaction, then employees tend to have the intention to leave. Therefore, Bhayangkara Hospital needs to maintain employee job satisfaction so that it remains stable even though the workload increases, so that the intention to stay can be maintained. This finding is in accordance with the Job Demand-Resource Model which states that excessive workload without adequate support decreases job satisfaction and increases the risk of turnover. This study also confirms the results of previous studies by Kecici et al. (2022) and Praja et al. (2024) who showed that job satisfaction mediates the relationship between workload and intention to stay, where increasing workload tends to decrease employee job satisfaction and intention to stay.

8. CONCLUSION

Based on the results of the analysis, testing and discussion that have been described previously, the findings of this study can be concluded as follows: Quality of work life has a positive and significant effect on the affective commitment of employees at Bhayangkara Kendari Hospital. This finding shows that the better the level of work quality felt by employees, the better the emotional attachment through affective commitment they have to their organization. Quality of work life has a positive and significant effect on job satisfaction of employees at Bhayangkara Kendari Hospital. This finding means that the good quality of work life provided by the hospital through the creation of a good level of welfare for employees has an impact on increasing the satisfaction felt by employees towards their work. Quality of work life has a positive and significant effect on the intention to stay of employees at Bhayangkara Kendari Hospital. This finding shows that employees who feel the increasingly good quality of work life provided by the hospital will have a stronger intention to stay towards their organization. Workload has a negative and significant effect on the affective commitment of employees at Bhayangkara Kendari Hospital. This finding shows that excessive workload pressure given to employees can cause a decrease in the level of affective commitment that employees have towards their organization. Workload has a negative and significant effect on employee job satisfaction at Bhayangkara Kendari Hospital. This finding can be interpreted that the increasing workload pressure given to employees can cause a decrease in the level of job satisfaction felt by employees in the organization. Workload does not have a significant effect on the intention to stay of employees at Bhayangkara Kendari Hospital. This finding shows that changes in the workload faced by employees in the hospital cannot directly affect changes in employee intention to stay. Affective commitment has a positive and significant effect on the intention to stay of employees at Bhayangkara Kendari Hospital. This finding means that the better the level of affective commitment that employees have towards their organization, the more it will encourage an increase in employee intention to stay towards their organization. Job satisfaction has a positive and significant effect on the intention to stay of employees at Bhayangkara Kendari Hospital. This finding can be interpreted that employees who feel a higher level of satisfaction with the work they do will cause the level of employee intention to stay to be better. Affective commitment plays a role in mediating the influence of the quality of work life on the intention to stay of employees at Bhayangkara Kendari Hospital, where the nature of this variable mediation is partial mediation. This can be interpreted that the quality of work life can directly affect the intention to stay, and the influence can be stronger when the quality of work life can increase the affective commitment of employees first. Job satisfaction plays a role in mediating the influence of the quality of work life on the intention to stay of employees at Bhayangkara Kendari Hospital, where the nature of the mediation is partial mediation. This can be interpreted that the better the quality of work life provided by the organization that can produce a high level of job satisfaction will have a good impact on increasing the intention to stay of employees. Affective commitment plays a role in mediating the influence of workload

on the intention to stay of employees at Bhayangkara Kendari Hospital, where the nature of the mediation is full mediation. This finding can be interpreted that the higher the level of workload given to employees can cause a decrease in the affective commitment of employees and ultimately can cause a decrease in the intention to stay of employees. Job satisfaction plays a role in mediating the influence of workload on the intention to stay of employees at Bhayangkara Kendari Hospital. This finding can be interpreted that a high workload can cause a decrease in the level of employee job satisfaction so that it can affect the decrease in the intention to stay of employees. In this study, workload was not found to have an influence on the intention to stay, so further research can consider other variables such as work stress or work fatigue as the impact caused by workload in influencing employees' intention to stay.

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