



The Impact Of Work Stress On Work Motivation, Employee Engagement And Turnover Intention Of Private Hospital Employees

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ABSTRACT. *The purpose of this study was to analyze the impact of work stress on work motivation, employee engagement and turnover intention in private hospitals. The population in this study were employees in private hospitals. The research sample consisted of 211 respondents. Data analysis using SEM PLS. The results showed that employee engagement had a negative effect on turnover intention, work stress had a positive effect on turnover intention. In addition, work motivation had a positive effect on employee engagement. However, the results also showed that motivation did not mediate the relationship between work stress and turnover intention. On the contrary, employee engagement was proven to be able to mediate work stress with turnover intention. The managerial implications that can be given are to create a more supportive work environment in improving internal communication, providing appropriate rewards, stress management by providing coping mechanism training, psychological consultation programs, providing monthly incentives, career development for outsourcing employees who have worked for more than 4-5 years, as well as increasing work flexibility and mentoring to reduce employee intentions to resign.*

Keywords: *Employee Engagement, Work Stress, Work Motivation, Turnover Intention*

1. INTRODUCTION

The number of private hospitals in Indonesia has increased by encouraging increasingly tight competition in the health service sector, including for Primaya Hospital, North Bekasi. Hospitals in Indonesia during 2019-2023 experienced an increase of 9.7%, namely in 2019 there were 2,877 hospitals increasing to 3,155 in 2023, including 2,636 RSU and 519 RSK (Ministry of Health, 2016). In Nuhn's research, employee turnover is an important topic for every company and hospital because it is increasing facing various challenges and complications, especially in terms of direct and indirect costs lost related to HR activities (Desiana et al., 2024). In facing this competition, it is important for hospitals to ensure high employee engagement, because employees who already have strong ties with the company tend to give the best performance and work as closely as possible in order to achieve a goal and meet the company's expectations. (Wicaksono & Rahmawati, 2020).

Employee engagement has become a strategy not only as a way of running a business but also as the greatest resource of any company. (Dinh, 2020). Employee Engagement describes a positive psychological state and creates satisfaction with people related to work and makes those people feel fully involved. (Jufri et al., 2022). The creation of emotions and relationships with other people consciously and consciously due

to Engagement.(Ardiansyah, 2020). An engaged employee will be aware of the purpose of his role in providing the best service with all his abilities, so this indicates that the employee has a strong attachment to the company and will become a good work motivation for the employee.(Janna & Paradilla, 2023). High engagement possessed by employees will create feelings of passion and love for their work, assisted by motivational encouragement in serving the community that is already involved both physically and mentally.(Amin et al., 2024;Janna & Paradilla, 2023)

Work stress is a factor that influences employee performance, where a condition or feeling experienced by employees while working causes employees to feel stressed and anxious.(Andayani & Fakhrudin, 2023).Lack of self-awareness can cause emotions and lead to stress at work.(Kurniawan & Rizki, 2022). Job stress affects emotions, idea processing, and thought processes.(Desiana et al., 2024b). According to Budiasa (2021), there are 5 indicators used to assess the level of work stress, namely: task demands, role demands, interpersonal demands, organizational structure and organizational leadership, and lack of self-awareness can cause emotions and result in stress at work.(Pramudhita et al., 2024). Work stress is a factor that influences turnover intention(Desiana et al., 2024b),where the increase in work stress experienced by employees is caused by pressure that comes from within themselves, groups, organizations or the external environment, this will give rise to a strong desire to leave work.(Ardianto & Bukhori, 2021).

High motivation drives people from outside to carry out activities without coercion, because there is support from the work environment to carry out activities as an effort to fulfill needs.(Shelemo, 2023). Leaders who implement motivation and work discipline in the company to improve the performance of their employees are very important, because employees will feel responsible for all the tasks that the company has given them, in other words when a company is able to provide good work motivation to employees, this will reduce the workload that results in work stress.(Kurniawan & Rizki, 2022).

Today, the challenge for any business is continuity, as one generation plans to retire or may experience the sudden resignation of a key employee or the loss of an employee due to death or long-term disability.(Adim et al., 2019). Turnover intention refers to an employee's intention to leave his/her current workplace, or a thoughtful and considered thought to leave the organization and is recognized as the final step in the turnover process.(Back et al., 2020). With high work stress, thenThe turnover rate has an impact, namely it will have a negative influence on the organization, such as the loss of quality human resources, increasing human resource costs starting from training costs invested in outgoing

employees to recruitment and retraining expenses as well as weak work culture values in the company.(Desiana et al., 2024b). High turnover intention can be suppressed by increasing the workforce's positive attachment to an organization and individuals, which is called Employee Engagement.(Indrawan, 2020).

In previous research it was explained that there is a positive influence on the desire to leave the organization due to work stress.(Shanti, I & Manurung, 2020). Sawir et al., (2021)another opinion is that work stress has a negative effect on employee engagement. However, previous research also states that with work pressure it can increase the tendency of employees to leave, while employee engagement can reduce this tendency, and work pressure also reduces the level of employee engagement, and this study discusses employee well-being(Desiana et al., 2024b).When viewed from previous journals, the research results show that there is a significant relationship between work motivation and employee engagement and work stress and work motivation have a negative and insignificant influence directly on employee turnover intention. Motivated employees tend to contribute to organizational productivity and maintain a high level of commitment so that customer satisfaction is created.(Cv et al., 2023; Riwi.Pdf, nd). research related to variables of work stress, work motivation, employee engagement, and turnover intention has been done by many previous researchers, however, differentiating research is combining the four variables in one model is still rarely done with the object of private hospital employees in Indonesia. This study aims to determine the impact of work stress on work motivation, employee engagement, and turnover intention in private hospital employees.

2. LITERATURE REVIEW

Employee Engagement

Employee Engagement refers to the level of employee involvement emotionally, cognitively, and physically in their work and organization, which will be an important center and needs to be considered by every company leader for the sake of the company's progress. According to(Wicaksono & Rahmawati, 2020b) defines Employee Engagement as a state of organizational members carrying out their work roles actively by working and expressing themselves in three ways: physical, cognitive and emotional. Employee Engagement has emerged as an important factor influencing organizational performance and success in the modern workplace.(Deepalakshmi et al., 2024).

Employee Engagement namely an emotional commitment that employees have to the organization and its goals, employee engagement goes beyond mere job satisfaction, encompassing a sense of deep involvement, enthusiasm, and dedication to one's work and the organization as a whole developing a model of three main components in employee engagement namely vigor: describes high energy and work enthusiasm, dedication: Indicates deep involvement with the task, which encourages full commitment to the job and absorption includes the level of full involvement in the job to the point of losing awareness of time (Wicaksono & Rahmawati, 2020b).

Work stress

Work Environment is a factor where someone can increase the quality of performance. Work stress on employees from work environment pressure so that it makes employees feel uncomfortable. According to Mangkunegara, stress is an emotional feeling that makes employees feel pressured to face work, where excessive work stress has a negative and significant effect on employee performance. (Maswar et al., 2020). According to Budiasa (2021) there are 5 indicators used to assess the level of work stress, namely: task demands, role demands, interpersonal demands, organizational structure and organizational leadership. (Pramudhita et al., 2024). According to Chandio (2013), an increase in work stress can give rise to a desire to leave the organization and involve decreasing employee performance. (Agus et al., 2019).

Work motivation

Work motivation is the drive from within to achieve goals through increasing enthusiasm and productivity in working. Motivation is a series of attitudes and values that influence a person to work harder to achieve optimal results. This is related to individual efforts to meet specific needs both personally and professionally. (Sukiyah et al., 2021). Work motivation is an internal drive or drive from within or external drive or external drive involving someone to behave in a certain way for the purpose of achieving a target. Motivation is a change in an individual's self-energy marked by the emergence of feelings and reactions to achieve goals and in the context of an organization, motivation not only functions as a drive for employees to work, but also becomes an important factor in determining employee performance. (Sherlie & Hikmah, 2020).

Maslow divides human needs into five levels, namely: physiological needs: basic needs for food, drink, and shelter, safety needs: protection from physical and psychological threats, social needs: a sense of belonging, interpersonal relationships, and interacting with others, self-esteem needs: the desire to be respected and appreciated, self-

actualization needs: developing one's potential to the maximum. In the context of the world of work, motivation not only plays a role in achieving company targets, but also helps individuals feel satisfied with their work. Good motivation will encourage employees to improve their performance, which in turn will have an impact on organizational productivity.(Sukiyah et al., 2021).

According to research conducted at PTPN X Pabrik Gula Lestari, there are several indicators that influence work motivation, including: compensation and salary: employees who feel their salary is adequate are more motivated to work harder, work environment conditions: a safe and comfortable environment also increases motivation, awards and recognition: giving awards to high-achieving employees can increase motivation and productivity. From the results of the regression analysis in the journal, it was found that work motivation has a significant influence on improving employee performance. This indicates that companies that succeed in motivating employees will find it easier to achieve operational goals and increase overall work effectiveness.(Sukiyah et al., 2021).

Turnover intention

Turnover intention namely the employee's intention to quit work from the organization where he works(Anggara et al., 2020). According to Suwandi and Indriantoro, turnover is divided into two types of behavior. Allowed turnover occurs because of better wages in other companies or organizations, leadership or administrative problems, or better companies. Unavoidable turnover occurs because of moving to another job due to marriage or career changes.(Fish, 2020). A five-year study by the Society for Human Resource Management (SHRM) in 2019 found that 58% of participants chose to resign due to the influence of management policies and managerial roles and similar findings were also found by Pfeffer and Sutton in 2006, who observed that manager and organizational policies were critical to preventing employee turnover.(Astuti & Helmi, 2021). The high number of employees who resign is influenced by stress, work fatigue and company commitment.(Li et al., 2019), besides that, because of the bad relationship between employees, which can lead to social inequality in the company environment.(Labrague et al., 2018). The importance of companies prioritizing employee welfare to prevent high turnover intentions(Desiana et al., 2024b).

HYPOTHESIS OF THE RELATIONSHIP BETWEEN VARIABLES

The relationship between work stress and turnover intention

Employees who experience work stress in a company or organization increase turnover intention figures and this is correlated with previous research where work stress

has a direct positive influence on turnover intention.(Budiastiti et al., 2016). High work stress can cause employee dissatisfaction with their work and ultimately increase the intention to leave and leave the workplace or choose to find another workplace (Desiana et al., 2024). The intention of an employee to leave a company or organization can be influenced by high work pressure, but on the other hand, if the intention to leave an employee decreases, it can be caused by the absence of work pressure.(Ardianto & Bukhori, 2021).

H1 :*Work stress* has a positive effect on turnover intention.

The Relationship between Employee Engagement and Turnover Intention

High turnover rate can have a negative effect on company performance. Employees with a willingness to have a high level of involvement are more likely to have a stronger commitment to the organization or company, thus reducing their intention to resign.(Astuti & Helmi, 2021). Perceived supervisor support also plays a role in reducing turnover intention by increasing employee engagement.(Janna & Paradilla, 2023). In addition, employee engagement has a significant mediation role in the relationship between work stress and turnover intention.(Shanti, I & Manurung, 2020). Previous research also showed that employee engagement has a significant negative impact on turnover intention.(Desiana et al., 2024b).

H2 :*Employee engagement* has a negative effect on turnover intention

The Relationship between Motivation and Turnover Intention

Work motivation is a strong desire that arises from within an individual to achieve certain goals through increasing enthusiasm and productivity in working, and in the context of an organization, motivation not only functions as an encouragement for employees to work, but also becomes a factor in determining employee performance. Low motivation causes job dissatisfaction, in turn causes high turnover intention and the more employee motivation, the employees reduce their intention to leave an organization or company.(Fish, 2020). In previous research, motivation had an indirect impact on turnover intention.(Mustafa & Ali, 2019). Both intrinsic and extrinsic motivation have a significant and negative relationship with turnover intention.(Abid et al., 2016).

H3 : Motivation has a negative effect on Turnover intention

The Relationship between Work Stress and Motivation

Chronic work stress can erode intrinsic motivation, which can reduce performance and job satisfaction. Stress can encourage employees to be more productive in their work, with challenges that cause pressure but are still within limits that can improve

performance. As stress increases, performance tends to increase until it reaches a certain point, after which performance can decline if the stress is no longer bearable.(Kurniawan & Rizki, 2022). Therefore, based on previous research, work stress has a negative effect on motivation.(Fahmi et al., 2022). In addition, work stress has a negative and significant impact on motivation due to the increase in the number of late employee attendance, many deviant behaviors in the workplace such as using work time to chat, scrolling to making consumers dissatisfied.(Yasa & Dewi, 2019).

H4 :*Work stress*negatively affects motivation

The relationship between Work stress and Employee Engagement

Stress that is not managed properly can reduce employee engagement in daily work.(Desiana et al., 2024b). Work stress has increased significantly and most of the employees have been seen to be disappointed with this trend.(Dinh, 2020). According to previous research, work stress has a negative effect on employee engagement.(Sawir et al., 2021).

H5 :*Work stress*has a negative impact on Employee Engagement.

Relationship between Employee Engagement, Work stress and Turnover intention

*Employee Engagement*has a significant role in mediating the relationship between work stress and turnover intention.(Shanti, I & Manurung, 2020).Other research also states that Employee Engagement has a significant role as a mediator between the relationship between work stress and turnover intention.(Desiana et al., 2024b). *Employee engagement*namely the mediating variable of employees prioritizing organizational interests in order to stay in the company so that high work stress is diverted by employee engagement and minimizing high turnover intentions.(Astuti et al., 2022).

H6: Employee Engagement mediates the relationship between Work stress and Turnover intention

Relationship between Motivation, Work stress and Turnover intention

Motivation and work stress have a partial influence on turnover intention so that simultaneously there is a positive influence of compensation, work motivation and work stress on turnover intention.(Anonymous, 2014). And according to other research, it also states that workload, work stress, and work motivation simultaneously have a positive influence on turnover intention.(Latansa et al., 2024). So the result is

H7: Motivation mediates the relationship between work stress and turnover intention

The Relationship between Motivation and Employee Engagement

Employee Engagement defined as the emotional commitment that employees have to the organization and its goals, going beyond mere job satisfaction and encompassing three main components: vigor, dedication, and absorption. (Wicaksono & Rahmawati, 2020b). These three components contribute to increased work motivation, because emotional and cognitive employees in work have higher enthusiasm and productivity (Sukiyah et al., 2021). Meanwhile, according to other research, it was found that strong intrinsic motivation is a key factor in increasing employee involvement in their duties and responsibilities. (Riwi.Pdf, nd). Therefore, it can be concluded that the hypothesis is

H8 : Work Motivation has a positive effect on Employee Engagement.

Relationship between Employee Engagement, Motivation and Turnover Intention

In preventing and reducing turnover intention figures or intentions to leave the company, it is necessary to instill a strong sense of bond among employees. (Wang & Wang, 2020). According to previous research, engagement acts as a mediator of motivation and turnover intention. (Karatepe & Olugbade, 2016). In line with previous research, a good correlation between motivation and engagement minimizes turnover intention so that employee engagement has a role as a bridge between employee motivation and turnover intention. (Oktavio & Laurent, 2020).

H9 : *Employee Engagement* mediating the relationship between Motivation and Turnover intention

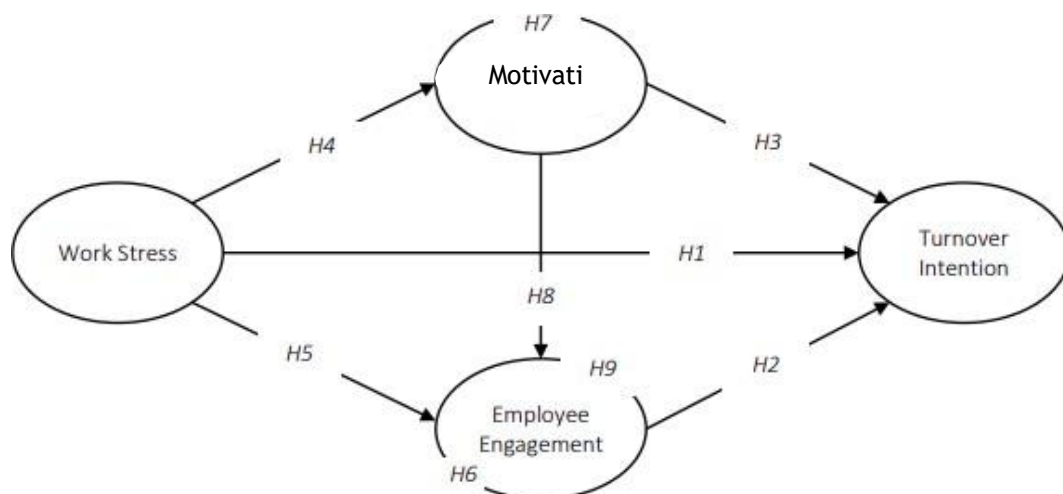


Figure 1. Research Model Framework

Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82)

3. RESEARCH METHODS

Data collection was designed using a survey method through the distribution of online questionnaires. The measurement used a Likert scale with a scale of 1-5 (1 = strongly disagree and 5 = strongly agree) to give respondents the opportunity to choose according to specific desires. Questions were adopted from Desiana et al., (2024b) & Schaufeli et al., (2006) for measuring Employee Engagement consists of 17 questions, the work stress variable is taken from Desiana et al., (2024b) & Cavanaugh et al., (2000) consists of 11 questions. For work motivation variables, it includes 12 questions from Herzberg's theory according to Hyun & Oh, (2011) and Turnover intention is taken from 4 questions (Desiana et al., 2024b); Mobley et al., 1978). So the total measurement is 44 questions contained in Appendix 3.

The population of this study is employees at Rs Primaya Bekasi Utara. Respondents from this study through simple random sampling and the sample size is based on the Krecjie and Morgan table where the number of samples is between the population of 440-460 with a sample size of 205-210 (Qhaireenizzati, 2017), and the sample was taken by considering the reserve of 211 employee samples in case there was a discrepancy in filling out the questionnaire, and the sample criteria were employees who worked at Rs Primaya Bekasi Utara with a minimum work period of 1 (one) year. The data collection technique directly began with the distribution of questionnaires to all research samples and no pre-test was carried out because with the questionnaire by the previous researcher. The study was conducted quantitatively with the Survey method, data processing or analysis with statistical software. Validity test by looking at the Kaise-Meyer-Olkin (KMO) measurement value where the results were 0.839-0.9 and > 0.5 meaning that the factor analysis was appropriate. Reliability test using Cronbach's Alpha measurement where the results were (0.865-0.937) because the closer to 1 the better (Hair J et al., 2014). Judging from all previous research questionnaires, it is stated that the questions are valid so that they are suitable for further research with 44 questions. Companies that have competence in the fields of marketing, manufacturing and innovation can make it as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).

4. RESULTS

Distribution of questionnaires to the target respondents of 211 who are employees of Rs Primaya Bekasi Utara whose work period has been more than 1 year in this company. The population sample is 72% for female employees and 28% male employees with the largest age range that filled out the questionnaire 20-30 years with a percentage of 54%, the age range of 31-40 years is around 37.9%, 41-50 years is around 7.1% and age over 50 years with 9% of respondents. The respondents have different educational backgrounds with the most being D3 / S1 which is 50.7%, D3 33.6%. High school 11.4%, and those who filled out the questionnaire were more staff around 82% while the room coordinator was only 8%. Employees of Rs Primaya Bekasi Utara who filled out the questionnaire with a marital status of married as much as 67.8%, unmarried 29.9%, and divorce status 2.9%. The percentage of employees with more medical personnel filling out the questionnaire was 65.9% and those who were not medical personnel were 34.1%. Then employees who filled out the questionnaire with an income range of less than 5 million were 9%, 5-10 million were 93.8%, 10-15 million were 3.3% and more than 15 million were 1.9%. The demographic data is in appendix 4.

With the existing demographic data, the results of the questionnaire were processed into statistical software by importing data from all indicators and variables used by performing calculations to display the results of outer loading as well as construct reliability and validity. Based on the recommendations Hair J et al., (2014) related to the measurement of construct validity is accepted and valid, because there are indicators that the majority of each variable has a loading factor of at least 0.50 where there are 2 indicators in the Employee Engagement variable that are declared invalid, the Work stress variable has 5 invalid indicators, the Work Motivation variable has 10 invalid indicators, and the Turnover intention variable has 2 invalid indicators so that only 25 total indicators are declared valid (15 indicators of the employee engagement variable, 2 indicators of work motivation, 6 indicators of work stress and 2 indicators of the turnover intention variable). Furthermore, related to the construct reliability (CR) and variable extracted (VE) / average variance extracted (AVE) tests, it can be said to be in accordance with the reliability requirements when the CR value is > 0.60 and the VE value is above 0.50 (Hair J et al., 2014). In the study at Primaya Hospital, North Bekasi, it was shown that the construct reliability value of the Employee Engagement variable (CR = 0.931; AVE = 0.510), Work stress (CR = 0.905; AVE = 0.614), Work Motivation (CR = 0.821; AVE = 0.698), Turnover intention (CR = 0.869; AVE = 0.769), until it was concluded that all

Based on the suitability test analysis, a fairly good fit model was found as seen from the SRMR of 0.093, but when viewed from the R square value of the Employee Engagement variable 0.544, it has a fairly good model because the R value is between 0.5-0.75, while the other variables have a low R value, indicating that the model is still not strong enough. The results in the path diagram are as follows

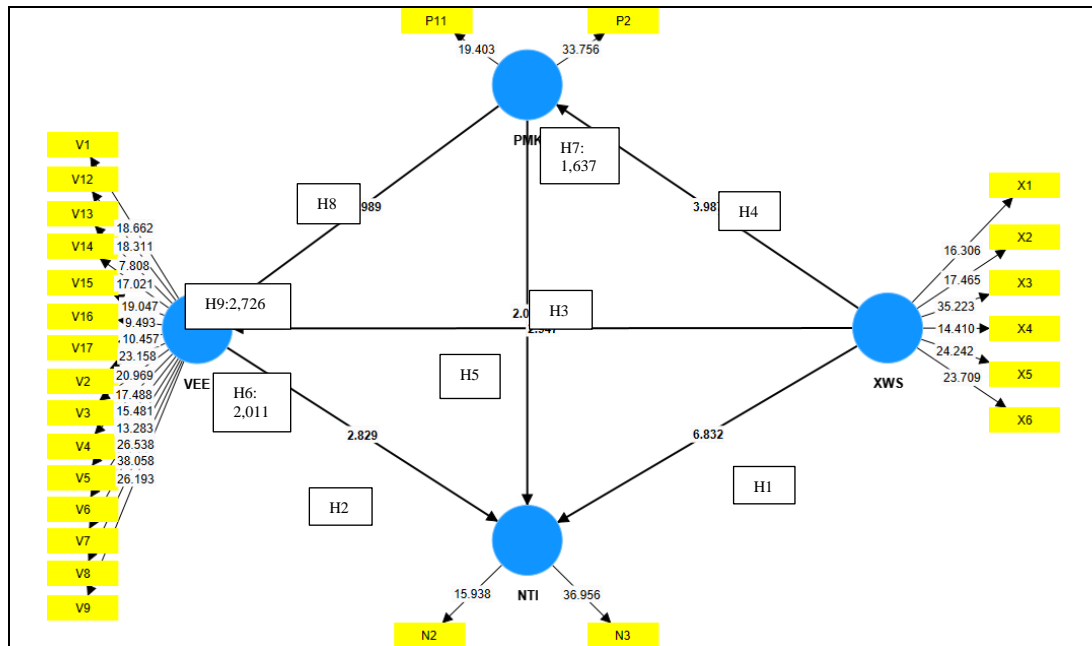


Figure 2. T-Value Path Diagram Results

Table 1. Model Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	Information
H1	<i>Work stress</i> has a positive effect on Turnover intention	6,832	Data supports the hypothesis
H2	<i>Employee Engagement</i> has a negative effect on Turnover intention	2,829	Data supports the hypothesis
H3	Work Motivation has a positive effect on Turnover Intention	2,081	Data supports the hypothesis
H4	<i>Work stress</i> has a positive effect on motivation	3,987	Data supports the hypothesis
H5	<i>Work stress</i> has a positive impact on Employee Engagement	2,947	Data supports the hypothesis
H6	<i>Employee Engagement</i> mediating the relationship between Work Stress and Turnover Intention	2,011	Data supports the hypothesis
H7	Motivation does not mediate the relationship between Work Stress and Turnover Intention significantly	1,637	Data does not support the hypothesis
H8	Work Motivation has a very positive influence on Employee Engagement	14,989	Data supports the hypothesis
H9	<i>Employee Engagement</i> mediating the relationship between Work Motivation and Turnover Intention	2,726	Data supports the hypothesis

Source: Smart PLS 4 2025 Processed Data

From the hypothesis test table above, it is found that the T-value of all indicators and variables is quite good because the T-value is above 1.96. However, there is 1 hypothesis that is not supported by not mediating between variables, namely H7 where the T-value is below 1.96. This information can be seen in Appendix 5. Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).

5. DISCUSSION

Based on the results of the study, it was found that work stress has a positive effect on turnover intention. This means that the higher the level of employee work stress, the greater the possibility that employees intend to leave their jobs or organizations. In other words, when work pressure increases for employees at Rs Primaya Bekasi Utara, employees tend to feel uncomfortable, less motivated, and look for job opportunities elsewhere. When viewed from the demographic results, female employees with an age range of 20-30 years, are married, and have an education level of D4/S1 and an income range of between 5-10 million if given excessive work pressure such as workload and feel that it is not in accordance with expectations, then they have the potential to look for other alternatives such as looking for another company to reduce the level of stress experienced. Based on Budiasa's theory, the level of work stress can be seen from the increasing demands of tasks and roles but may not be balanced with the personal demands experienced by employees of Rs Primaya Bekasi Utara (Pramudhita et al., 2024). This is in line with previous research which shows that work stress is a factor that can increase the desire of employees to resign or move to another organization or another workplace in line with previous research where there is employee dissatisfaction so that they choose to resign. (Budiastiti et al., 2016; Desiana et al., 2024b).

Employee engagement has a negative effect on turnover intention where the higher the employee engagement or employees with great commitment, the employee's intention to leave the organization decreases. Employees who feel emotionally, cognitively, and physically involved in their work are more committed to the organization or company. At Primaya Hospital, North Bekasi, every month, a kaizen activity is held which is mandatory for all coordinators or room representatives, so this involves the coordinator with staff to create an idea for the progress of the room they have or for the progress of the unit. This activity is one of the activities that involves employees at Primaya, North Bekasi in

thinking and making employees more engaged. The employees who filled out this questionnaire were 211, all of whom had worked for more than 1 year, so it is known that employees who have worked for more than 1 year have a sense of commitment at this hospital to provide a positive impact that makes the hospital progress and makes employees think again about resigning because they feel comfortable. This is in line with previous research where the support of the supervisor that is felt also plays a role in reducing turnover intention by increasing employee engagement and employees with high engagement accompanied by strong commitment reduce the intention to resign (Astuti & Helmi, 2021; Janna & Paradilla, 2023).

Work motivation has a positive effect on turnover intention where the higher the work motivation, the greater the possibility that the employee intends to leave (turnover) from the job or organization where the employee works. Highly motivated employees may also have higher expectations of their work and when these expectations are not met, employees can feel disappointed and eventually intend to leave the company. In this case at Primaya Hospital, North Bekasi, when viewed in terms of income, only 3.3% have income above 10 million, while the highest average income is in the range of 5-10 million and this is with the position of coordinator or staff. Between staff and coordinators in terms of basic salary, there is no significant difference. When an employee of this hospital has given an idea or demand for fulfillment of responsibility to the company, the company or superior should provide a proper award, but in this case, the lack of appreciation or lack of recognition from the supervisor so that the high motivation possessed by hospital employees will increase the intention of hospital employees to look for other companies or hospitals. This is different from previous studies where both intrinsic and extrinsic motivation have had a significant and negative relationship with turnover intention (Abid et al., 2016; Fish, 2020). However, this second study could not significantly prove that high work motivation can increase employee turnover.

Work stress has a positive effect on motivation, meaning that high work stress in employees makes employees continue to explore the workplace with high motivation. Employees at the Primaya Hospital, North Bekasi have great responsibilities, with a total of 448 employees divided between medical and non-medical workers, while the number of patients per day at this hospital can reach approximately 1000 per day when data collection is carried out from medical records. With the number of workers still minimal compared to the number of patient arrivals per day, it was found that the workload increased, resulting in fatigue which caused stress at work, but because of the large tasks

and responsibilities towards employees, employees of this hospital still have high motivation to complete their work because it could still be influenced by external factors, namely families who still support employee work. This does not agree with previous research where work stress is negatively and significantly related to motivation due to the increase in the number of late employee attendance, the number of deviant behaviors in the workplace, namely using work time to chat, scrolling to make consumers dissatisfied (Fahmi et al., 2022; Yasa & Dewi, 2019). However, these two studies do not prove that high work stress can reduce the level of employee desire to leave.

Work stress has a positive effect on employee engagement where employees who have high levels of stress can be more involved in their work and responsibilities and even more intense with company activities as explained previously. An example is the activity of creating ideas per month which becomes a routine activity and is given the opportunity to win for 3 winners of the kaizen activity. This is different from previous research where increased stress reduces employee motivation to engage with the company (Dinh, 2020; Sawir et al., 2021). However, high work stress can increase employee engagement with the company because too much work stress can also cause employee fatigue.

Employee engagement as a bridge variable or mediating the effect of work stress on employee turnover intention where increased work stress in the hospital can reduce employee intentions to leave if employees already have high engagement. When viewed from the demographic results of the number of employees over 1 year who fill a number of 211 and reach 47% of the total employees, and seen from the results of HRD data where the number of employees who resigned in early 2025 has not been there, and the number of employees who are still in this hospital and the work period of more than 2 years is above 200 employees, this indicates that the employees of Primaya Hospital, North Bekasi have experienced a good attachment to their work and the hospital. With this, of course, it can help the company where employees who have good attachment can increase work motivation to reduce the turnover intention rate in the company, this is in accordance with previous research where Employee Engagement has a significant role that mediates between the relationship between work stress and turnover intention (Astuti et al., 2022; Desiana et al., 2024b; Shanti, I & Manurung, 2020).

Work motivation does not have an effect as a mediating variable connecting work stress with turnover intention. This means that employees can leave an organization or company due to work stress without motivational support. Based on the results of research in this hospital and the results of the questionnaire where there is no significant difference

in salary when viewed from the basic salary between coordinators and staff but only the difference in position allowances but the workload is different. From this it is found that it is not through work stress that is mediated by work motivation to turnover, but it could be from the salary factor but further research is needed. However, the results of this study are in accordance with previous research(Cv et al., 2023), namely there is no influence and no significance of work stress on turnover intention through employee work motivation. The theory of motivation as a mediator of work stress and turnover intention in other journals has not been found much, but from other journals it is more directed towards job satisfaction mediating work stress and turnover intention.(Putra & Mujiati, 2019).

Work motivation has a positive influence on employee engagement, which means that the higher a person's work motivation, the higher their level of involvement or commitment to their work and organization. Based on questionnaire data, it was found that 65.9% of medical personnel have higher work motivation and are committed to their duties and responsibilities, this indicates that employees at this hospital have experienced a good attachment to the Primaya Bekasi Utara Hospital. This study is in line with previous research where employees still have high motivation such as working on unfinished work and it is time indicating that employees still have an attachment to their work(Riwi.Pdf, nd; Sukiyah et al., 2021; Wicaksono & Rahmawati, 2020b).

*Employee engagement*mediate work motivation with turnover intention. This means that with great involvement in work motivation, it will help reduce employees' desire to leave the company. Based on the results of indirect PLS engagement with motivation and turnover intention, it was found that negative mediation means that if work stress is high, it can reduce work motivation until finally the desire to leave arises. However, when viewed from the results of demographic data from the characteristics of gender, marital status and income at the Primaya Hospital, North Bekasi, it was found that younger employees with a percentage of 54% were more easily influenced by intrinsic motivation, namely being given the opportunity to learn and develop themselves, while for employees at this hospital who are over 30 years old may be more influenced by job stability, thus indicating that there is a good attachment in line with high motivation can reduce turnover intention figures. This study is in line with previous research where employee engagement has the capability to mediate the relationship between motivation and turnover intention (Karatepe & Olugbade, 2016; Wang & Wang, 2020).Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al.

2019 : 28)

6. CONCLUSION

Based on this study, employee engagement has a negative effect on turnover intention, while work stress has a positive effect on turnover intention. This can be strengthened by creating a strategy in employees where employee involvement can be carried out at the Primaya Hospital, North Bekasi for all positions from staff to the board of directors in solving problems in the hospital and all employees can also be asked to participate or create positive monthly routine activities that can be evaluated and given rewards or recognition so that work stress is balanced with the activities carried out and can reduce the number of intentions to leave the company. These activities can also help increase work motivation so that the work motivation studied is appropriate, namely having a positive effect on employee engagement, but cannot mediate the relationship between work stress and turnover intention.

The limitations of this study are that it was studied in only one hospital, namely the Primaya Hospital in North Bekasi, so it may not be generalized to the healthcare industry in general and using quantitative methods that have not captured the emotional and psychological factors that influence employee engagement and turnover intention. And the variables used are still limited and have not considered external factors such as economic conditions, labor regulations and other organizational policies that can affect the results of the study. So it is recommended to be able to find out the influence in depth related to turnover intention, work motivation, employee engagement, work stress, it is necessary to add other variables such as social support and job satisfaction or employee welfare. And it needs to be done with a qualitative approach method so that it is more in-depth to know the influence of employee engagement, work stress on work motivation on turnover intention.

The findings of this study for the management in this hospital have implications where the management team in management needs to create a more supportive work environment in improving internal communication, providing appropriate rewards and ensuring employees feel appreciated and supported in their work. Furthermore, a stress management program can be created with coping mechanism training, holding a periodic psychological consultation program to provide psychological support for employees who experience high work pressure.

In addition, to be able to increase employee motivation at Primaya Hospital, North Bekasi, management can provide performance-based incentives given per month, provide career development opportunities especially for employees who are not yet permanent employees or outsourcing employees who have worked for more than 4-5 years and ensure an optimal or conducive work environment to increase employee motivation. In addition, this hospital also needs to consider employee retention policies such as improving welfare, work flexibility, and mentoring programs to reduce employee intentions to move to other places. With the strategies that have been provided and implemented, it is hoped that the work environment will be healthier and more productive so that it can increase employee involvement to reduce the long-term turnover intention rate

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