



Determination of organizational factors on employee attachment to work fatigue as moderation in group nurses of hospital

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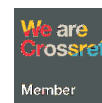
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Article

Determination of organizational factors on employee attachment to work fatigue as moderation in group nurses of hospital



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ABSTRACT

In the healthcare industry, employee engagement plays an important role in improving service quality and reducing the turnover rate of healthcare workers. Nurses who have a high level of attachment to the organization tend to be more productive, committed, and provide better services. However, various organizational factors such as interpersonal relationships, management support, transformational leadership, career development, and work environment can affect employee engagement levels. In addition, burnout is often a challenge in the industry and has the potential to moderate the relationship between organizational factors and employee engagement. This study aims to analyze the influence of organizational factors on the attachment of nurse employees in Group Hospital X with work fatigue as a moderation variable. This study uses a quantitative method with an explanatory approach. Data was collected through a questionnaire given to 222 nurses and analyzed using Moderated Regression Analysis (MRA). The results showed that only the work environment had a significant influence on employee engagement, while interpersonal relationships, management support, transformational leadership, and career development did not show a significant impact. In addition, work burnout has not been shown to moderate the relationship between organizational factors and employee engagement. Interviews with nurses revealed that although work burnout was a major challenge, intrinsic factors such as love of the profession were still the main reason they persisted. These findings provide insight for hospital management in designing more effective policies to improve the welfare of health workers.

Keywords:

Employee engagement
Work environment
Work fatigue

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Introduction

In the healthcare industry, employee engagement is an important factor that determines the effectiveness of services and the quality of patient care (Ahda & Hidayah, 2021; Mosadeghrad, 2014). Nurses who have high work attachment tend to be more productive, have better work motivation, and show a stronger commitment to the organization (Prahara & Putri, 2020; Spence Laschinger et al., 2002). On the other hand, low employee engagement can lead to an increase in turnover rates, a decrease in service quality, and cause various problems in the organization (Grabau, 2018; Listiana & Dwiantoro, 2018). Various organizational factors, such as interpersonal relationships, management support, transformational leadership, career development, and work environment, have been identified as key determinants of employee engagement (Al Marshoudi et al., 2023; Insan, 2019).

Employee engagement is a psychological condition in which employees have a high sense of enthusiasm, dedication, and involvement in their work (Handa & Gulati, 2014; Macey & Schneider,

2008). Employees who have a high level of attachment tend to be more productive, more loyal to the company, and have better job satisfaction (Koch & Steers, 1978; Stringer, 2006). Factors such as a supportive work environment, psychological well-being, and organizational fairness have been shown to increase employee engagement (Perwira et al., 2021; Wilis et al., 2023). Conversely, when employees experience high work burnout, their attachment to the organization will decrease because they feel they are not able to perform at their best (Maslach & Leiter, 2016b).

Good interpersonal relationships in the workplace greatly affect employee satisfaction and engagement (Isminarti, 2024; Pongton & Suntrayuth, 2019). Nurses who have a harmonious relationship with colleagues and superiors tend to be more committed to their work (Nurfaizi, 2022). In addition, adequate management support, both in the form of awards, positive supervision, and fair work policies, can increase nurses' attachment to their organization (Apriadi Rusman, 2024). Transformational leadership also plays an important role in building a conducive work environment and increasing employee engagement by instilling a strong organizational vision and values (Hilmawan & Yumhi, 2019).

On the other hand, clear career development and opportunities for competency improvement are also key factors in increasing nurses' work attachment (Alam et al., 2020). Nurses who are given the opportunity to develop professionally tend to have higher work motivation and are more attached to their organization (Andriani et al., 2020). In addition, a supportive work environment, both in physical and psychosocial aspects, can reduce stress and increase job satisfaction (Lestari et al., 2022). However, stressful working conditions, high workloads, and a lack of work-life balance can lead to burnout, which can ultimately reduce employee engagement (Hastutiningsih, 2018).

Work fatigue or burnout is a psychological condition experienced by employees due to excessive work pressure, which is characterized by emotional fatigue, cynicism towards work, and decreased work effectiveness (Timms et al., 2012). Work fatigue can occur due to a high workload, a less supportive work environment, and a lack of work-life balance (Wati & Aulia, 2021). Research shows that work burnout can lead to a decrease in employees' level of attachment to work, which ultimately has an impact on their performance and loyalty to the organization (Prahara & Putri, 2020).

The phenomenon of work fatigue among nurses is a major concern because it can have a negative impact on the quality of health services (Fahrepi, 2025). Nurses who experience burnout tend to experience decreased motivation, lack of job satisfaction, and increased intention to leave work. Therefore, it is important to understand how organizational factors affect employee engagement and how work fatigue can play a role as a moderation variable in the relationship (Andriani et al., 2020).

The relationship between work burnout and employee engagement has been extensively researched in various industry sectors. A study conducted by Chrysoprase & Santoso (2022) revealed that organizational fairness and excessive work demands have an effect on employee engagement (Chrysoprase & Santoso, 2022). In addition, research conducted by Agustina & Iswanto (2017) shows that social support in the workplace can be an important factor in maintaining employee engagement levels, even when they face high work pressure (Iswanto & Agustina, 2017). Thus, organizations need to pay more attention to factors that can reduce the risk of work burnout and increase employee engagement.

This research is important because of the increasing levels of stress and burnout among health workers, especially during and after the COVID-19 pandemic, which has a significant impact on the psychological well-being and attachment of nurses to their work. By understanding how organizational factors such as interpersonal relationships, management support, transformational leadership, career development, and work environment affect employee engagement, organizations can design more effective strategies to improve the well-being of healthcare workers and reduce the risk of burnout.

Several previous studies have discussed the relationship between organizational factors and employee engagement. For example, research by Hidayah (2021) found that transformational leadership has a significant impact on nurses' motivation and work engagement. Another study by Maharani & Frianto (2023) shows that a positive work environment can increase employee engagement and reduce the intention to leave the organization (Maharani & Frianto, 2023). In

addition, research by Tuhumury (2022) revealed that supervisor support plays an important role in improving job satisfaction and psychological well-being of health workers (Tuhumury, 2022). However, there are still few studies that explicitly examine the role of work fatigue as a moderating variable in the relationship between organizational factors and employee engagement in the health sector.

This study aims to analyze the influence of organizational factors, including interpersonal relationships, management support, transformational leadership, career development, and work environment on employee engagement with nurses in Group Hospital X. In addition, this study also seeks to identify the role of work fatigue as a moderation variable in the relationship. The results of this study are expected to provide strategic recommendations for hospitals in improving the welfare of health workers and maintaining nurses' work attachment to improve the quality of health services.

Methods

This study uses a quantitative approach with an explanatory research method which aims to test and explain the relationship between independent variables, namely interpersonal relationships, management support, transformational leadership, career development, and work environment, on employee attachment as a dependent variable (Hermawan, 2019). In addition, this study also considers work fatigue as a moderation variable that can strengthen or weaken the influence of independent variables on employee engagement.

The quantitative approach was chosen because this study requires the measurement of numerical data to test the relationship between variables statistically. Explanatory research is used because this research not only describes the phenomenon, but also examines the cause-and-effect relationship between organizational factors and employee engagement, as well as the role of work fatigue in moderating the relationship.

Location and Population of the Study

This research was conducted in the X Hospital Group which has several branches in West Java and South Tangerang. The selection of this location is based on the consideration that hospitals are one of the sectors with high levels of stress and work fatigue, especially for health workers such as nurses.

The population in this study is all nurses working in Group RS X in West Java and South Tangerang. Nurses were chosen as the object of research because their attachment to the organization greatly affects the quality of health services provided to patients.

Samples and Sampling Techniques

The sampling technique used in this study is purposive sampling, which is selecting respondents based on certain criteria that are relevant to the research. The sample criteria used in this study are: (1) Nurses who have worked for at least one year in Group Hospital X, because they already have experience with the hospital organizational system; (2) Nurses who work full-time, to ensure that they experience first-hand organizational factors and levels of work fatigue.

The number of samples in this study was determined using the Slovin formula (1973) with an error tolerance rate of 5%. Based on data from the human resources (HR) department of Group Hospital X, the number of nurse populations in the hospital studied is around 500 nurses. Using the Slovin formula. The number of samples used in this study is 222 nurses spread across several hospitals in Group Hospital X.

Data Collection Methods

Data were collected using a 5-point Likert scale-based questionnaire (1 = strongly disagree to 5 = strongly agree). The questionnaire was compiled based on indicators that had been validated in previous research related to interpersonal relationships, management support, transformational leadership, career development, work environment, employee engagement, and work burnout.

Questionnaires are distributed directly or through digital platforms to facilitate access for respondents who work in the shift system. In addition, informal interviews were also conducted with several nurses to support the quantitative findings obtained from the questionnaire.

Data Analysis Techniques

The collected data was analyzed using Moderated Regression Analysis (MRA) to test the effect of work fatigue moderation on the relationship between independent variables and employee engagement. MRA is used because it is able to identify the interaction between independent variables and moderation variables, so that it can be known whether work fatigue strengthens or weakens the influence of organizational factors on employee engagement (Baron & Kenny, 1986).

In addition, to ensure the quality of the research instrument, validity and reliability tests are carried out by: (1) Validity Test: Using Exploratory Factor Analysis (EFA) to see if the indicators in the questionnaire actually measure the variable in question; (2) Reliability Test: Uses Cronbach's Alpha to ensure internal consistency of the questionnaire. Cronbach's Alpha value is considered good if it is more than 0.70 (Hair, Black, Babin, Anderson, & Tatham, 2010).

Results and Discussion

Data Responden

The respondent demographics indicate that the majority of nurses in Group RS X are aged 31-40 years, with a significant proportion also in the 25-30 years category. Most respondents are female, aligning with the general trend in the nursing profession. In terms of work experience, a large portion has been employed for more than 6 years, suggesting high retention rates, while a balanced distribution is observed among those with 1-6 years of experience.

Regarding employment status, the majority of respondents are permanent employees, while a smaller proportion are on contract-based employment. Weekly working hours vary, with most respondents working 30-50 hours per week, but a notable portion exceeding 50 hours per week, which may indicate potential job strain or burnout risks.

Results of Moderated Regression Analysis

Table 1. R-Squared and Adjusted R-Squared Results

Metrics	Value
R-squared (R^2)	0.07
Adjusted R-squared	0.021

The R-squared (R^2) value of 0.070 indicates that the model explains only 7% of the variability in employee engagement, suggesting that other external factors beyond the studied organizational variables may significantly influence engagement. Meanwhile, the Adjusted R-squared value of 0.021 implies that after accounting for the number of predictors, only 2.1% of the variance in employee engagement is explained by the included factors. This low explanatory power suggests that while organizational factors and work fatigue may play a role, other unexamined influences might have a stronger impact on employee engagement in Group RS X.

Table 2. Independent Variable Coefficient

Independent Variables	Coefficient	t-value	p-value
Interpersonal Relationships	-0.1685	-0.950	0.343
Management Support	-0.0777	-0.464	0.643
Transformational Leadership	-0.0212	-0.119	0.905
Career Development	-0.0285	-0.177	0.860
Work Environment	0.3536	2.133	0.034
Work Fatigue (Moderator)	-0.1072	-0.317	0.752

The regression analysis reveals that only the work environment has a significant positive influence on employee engagement ($p = 0.034$), indicating that a better work environment leads to higher engagement among nurses at Group RS X. In contrast, other factors such as interpersonal relationships, managerial support, transformational leadership, and career development do not show a significant impact on employee engagement. Additionally, work fatigue as a moderating variable

does not have a direct effect on engagement ($p = 0.752$). This suggests that improving the work environment should be a key focus for management to enhance employee engagement.

Table 3. Interaction (Moderation) of Work Fatigue

Variable Interaction (Moderation)	Coefficien t	t-value	p-value
Interaction_Interpersonal Relationships	0.0921	1.770	0.078
Interaction_Management Support	0.0043	0.089	0.929
Interaction_Transformational Leadership	-0.0147	-0.286	0.775
Interaction_Career Development	0.0046	0.101	0.919
Interaction_Work Environment	-0.0853	-1.762	0.079

The interaction analysis shows that work fatigue tends to strengthen the relationship between interpersonal relationships and employee engagement ($p = 0.078$) and weaken the influence of the work environment on engagement ($p = 0.079$), although neither effect is statistically significant at the 0.05 level. This suggests that when nurses experience fatigue, positive interpersonal relationships might become more crucial in maintaining engagement, while the benefits of a good work environment might diminish under high exhaustion levels. However, since these effects are not statistically significant, further research is needed to confirm their impact.

Discussion

The results of the study show that of the five organizational factors analyzed, only the work environment has a significant influence on employee engagement. These findings are in line with interviews conducted with nurses at Group Hospital X, who stated that a supportive work atmosphere and solid working relationships improve their comfort at work. One of the nurses said, *"The working environment here is quite good. I feel comfortable working because I am supported by a compact team"* (Nurse 9, Hospital in West Java). However, some nurses also revealed that inadequate facilities, such as rest areas that are not comfortable enough, can be an obstacle to the welfare of health workers. *"Our resting place is not comfortable. During breaks, we often have trouble finding a place to really rest for a while"* (Nurse 4, Hospital in South Tangerang).

These results support the Job Demands-Resources (JD-R) Model theory put forward by Bakker & Demerouti (2017), which states that a good work environment is one of the job resources that can increase employee engagement and reduce the negative impact of job demands (Bakker & Demerouti, 2017). Previous studies also support these findings, such as research by Maharani & Frianto (2023), which found that a comfortable work environment and adequate supporting facilities have an important role in improving the attachment of health workers (Maharani & Frianto, 2023).

Although interpersonal relationships, management support, transformational leadership, and career development did not show a significant influence in regression analysis, interviews with nurses showed that these factors still had an emotional impact on their attachment. Some nurses feel that a good support system from management and colleagues can help them survive stressful working conditions. However, there are also nurses who reveal that financial factors are one of the main reasons they stay or consider changing workplaces. *"Salary and benefits greatly affect my attachment to the hospital. If the salary is not proportional to the workload, of course I will think about moving to another place"* (Nurse 3, Hospital in West Java). This shows that the Equity Theory theory of Adams (1965) can also be applied in the context of employee attachment, where the perception of fairness in compensation and benefits can affect labor attachment (Adams, 1965).

Work fatigue in the study was not found to have a significant effect as a moderation variable, but interviews showed that many nurses felt the impact of burnout on their motivation and performance. *"Sometimes I feel so tired that I lose motivation. But, I still persevered because this is a job I love"* (Nurse 11, Hospital in West Java). This is in line with the Burnout Theory by Maslach & Leiter (2016), which explains that work fatigue can reduce employee engagement, but intrinsic factors such as love of the profession can help maintain work motivation (Maslach & Leiter, 2016a). However, although some hospitals have implemented policies to reduce work fatigue, such as shift rotation and counseling sessions, there are still nurses who feel that the policies are not effective enough. *"I feel that hospitals need to be more serious about dealing with the issue of work fatigue, for example by*

providing better rest time or a sufficient number of medical personnel" (Nurse 5, Hospital in South Tangerang).

These findings are also in line with research by Lestari, Windarwati, & Setyawan (2022), which found that the psychological well-being of health workers is greatly influenced by the level of work fatigue and the quality of the work environment (Lestari et al., 2022). Thus, hospitals need to take further steps in ensuring a balance between the demands of work and the welfare of health workers. One of the steps that can be taken is to improve supporting facilities in hospitals, adjust the workload to an adequate number of medical personnel, and strengthen the work-family balance policy for nurses.

Overall, this study shows that the work environment is the most influential factor on nurse engagement in Group Hospital X, while other organizational factors and work fatigue have not shown a statistically significant influence. However, interviews with nurses indicated that other factors such as financial well-being, social support, and work burnout still had an impact on their attachment, although not directly detected in the quantitative analysis. Therefore, hospital policies need to consider a holistic approach that not only improves the work environment, but also improves the overall well-being of health workers.

Conclusion

The results of this study confirmed that of the five organizational factors analyzed, only the work environment had a significant influence on nurse engagement in Group Hospital X. Other factors such as interpersonal relationships, management support, transformational leadership, and career development did not show a statistically significant impact. In addition, work fatigue was not shown to be a moderation variable in this relationship. However, interviews with nurses revealed that factors of financial well-being, work-life balance, and social support still play a role in employee engagement, although not seen in the quantitative analysis.

The implication of this study is the importance of good work environment management to increase the attachment of health workers. Hospitals need to ensure that the facilities and work atmosphere support the psychological well-being of nurses, considering that a comfortable work environment is proving to be a major factor in increasing employee engagement. In addition, even though other organizational factors do not show a statistically significant influence, management still needs to consider improvements in leadership, support management, and career development aspects so that health workers can work more optimally.

From a practical perspective, hospitals are advised to improve rest facilities and improve a more flexible work system to reduce the impact of work fatigue. Mental well-being programs such as counseling or relaxation sessions can also be applied to support nurses in dealing with work stress. In addition, fair and competitive compensation policies need to be considered to increase the satisfaction and engagement of health workers with the organization.

For further research, it is recommended to explore other variables that may have a greater impact on employee engagement, such as intrinsic motivational factors, organizational culture, or coping strategies of healthcare workers in dealing with work pressure. In addition, a more in-depth qualitative research approach can be carried out to understand the psychological factors that affect employee attachment more comprehensively.

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