

Research Article

# The Effect of Work Motivation and Quality of Work Life on Intention to Stay with Strengthening Organizational Commitment as a Mediation Variable

(Study of BLUD Employees at the Madiun City Regional General Hospital)

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**Abstract:** This study aims to determine and analyze the influence of work motivation and Quality of Work Life on Intention to Stay, mediated by organizational commitment. The population in this study consisted of 162 employees of the Public Service Agency (BLUD) at the Madiun City Regional General Hospital. The sampling technique used was proportional random sampling to ensure representative data. Data were collected through structured questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software version 4.0. The results indicate that work motivation has a positive and significant effect on organizational commitment, while quality of work life also significantly enhances organizational commitment. Furthermore, organizational commitment significantly influences intention to stay. In addition, work motivation and quality of work life directly increase employees' intention to stay. The mediation analysis shows that organizational commitment partially mediates the effect of work motivation and quality of work life on intention to stay. These findings highlight the importance of strengthening organizational commitment through improved motivation and quality of work life to retain employees in public healthcare institutions.

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## 1. Introduction

Human resources (HR) are a strategic asset that determines an organization's success, as they serve as the primary driver of all operational activities. In an increasingly competitive and dynamic labor market, organizations face the challenge of retaining qualified employees. Low employee retention (intention to stay) has the potential to lead to high employee turnover rates, ultimately increasing recruitment and training costs, and decreasing organizational performance.

Intention to stay is defined as an employee's attitude and desire to remain with an organization despite the availability of more attractive job opportunities (Kemie & Purba, 2019). Azzuhairi et al. (2022) emphasize that intention to stay reflects an employee's level of loyalty



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and commitment to the organization. Therefore, understanding the factors influencing intention to stay is crucial for organizations to maintain sustainable performance.

The Madiun City Regional General Hospital (RSUD), a healthcare institution owned by the Madiun City Government, had a total of 671 employees in 2024, consisting of civil servants (PNS and PPPK) and non-civil servants (City Government Honorary and Regional Public Service Agency (BLUD) employees). The staff composition included 46 medical personnel, 261 paramedics, 111 other healthcare workers, and 253 general staff (RSUD Kota Madiun Personnel Data, 2025).

Based on Madiun City Hospital personnel data for the 2022–2025 period, 31 employees left the organization with a fluctuating pattern, namely 14 people (0.020%) in 2022, 7 people (0.010%) in 2023, 3 people (0.004%) in 2024, and 8 people (0.011%) in 2025. Although quantitatively relatively small compared to the total number of employees, this condition still has the potential to affect the stability and performance of the organization. Work motivation is one factor suspected of influencing intention to stay, as high motivation boosts employee productivity, work quality, and commitment. Azzuhairi et al. (2022) found that work motivation had a positive and significant effect on intention to stay, but Kemie (2023) found a different result, stating that work motivation had no significant effect on intention to stay, indicating inconsistencies in empirical findings.

In addition to work motivation, quality of work life (QWL) is also an important determinant in shaping intention to stay. Quality of work life reflects the extent to which an organization is able to provide a work environment that supports competency development, participation, well-being, and fair compensation. When quality of work life aligns with employee expectations, a comfortable work environment is created, encouraging employees to remain with the organization (Hermawati & Mas, 2018). This finding is supported by research by Chaerani et al. (2025) and Trimurni et al. (2021), which found that quality of work life has a positive effect on intention to stay.

## **2. Literature Review**

### **Work motivation (X1)**

Work motivation is a process that stimulates, directs, and maintains or nurtures human behavior so that it is goal-directed. According to Robbins (2006), organizational commitment is a state in which an employee sides with an organization and its goals, and intends to maintain membership in the organization. Employees with high work motivation will have a high commitment to the organization. Motivated employees tend to feel more valuable, involved, and have a strong bond with the organization, because they feel meaningful and useful, both personally and organizationally. Research by Sofianti & Susanto (2024) and Rahmadianti et al. (2020) shows that work motivation has a significant effect on organizational commitment.

According to Herzberg (2013), motivation is the desire to do a job to achieve a goal. According to Samsudin (2015), "motivation is a process that influences or encourages an individual or work group from outside so that they are willing to carry out something that has been determined." According to Sunyoto (2015), "work motivation is a condition that encourages an individual's desire to carry out certain activities to achieve their desires."

### **Quality of Work Life (X2)**

Quality of Work Life (QWL) can be described as the impact of human and organizational effectiveness combined with an emphasis on participation in problem-solving and decision-making. The goal of a QWL program is to transform and improve the work climate so that the effective relationship between people, technology, and the organization makes the work experience more engaging and the end result meets expectations (Luthan, 2006).

Walton (1973) defines QWL as an employee's perception of the workplace atmosphere and experiences.

Hermawati & Mas (2016) state that QWL is an objective condition and organizational practice, or an employee's perception and reaction to the physical and psychological conditions of the workplace. This condition allows employees to work safely, satisfactorily, and have the opportunity to grow and develop as whole people.

### **Intention to Stay (Y)**

According to Mowday (1984), intention to stay is an employee's desire to remain with the company. Indicators include employees who have no plans to leave their position, are not actively seeking new employment, and will remain with the company even if similar offers are available elsewhere.

Intention to stay can be defined as an employee's tendency or intention to remain in a job voluntarily, according to their choice (Siahaan, 2014). Meanwhile, according to Widayawati et al. (2013), intention to stay is defined as an employee's desire to remain with the company long-term, indicating their commitment to the company and their willingness to remain.

### **Komitmen Organisasi (Z)**

Steers in Yuwalliatin (2006) defines organizational commitment as a sense of identification, involvement, and loyalty expressed by an employee towards an organization. According to Allen & Meyer (1990), organizational commitment can be interpreted as an individual's emotional attachment, identification, and involvement with the organization, as well as the desire to remain a member of the organization.

Allen & Meyer (1990) stated that there are three indicators of organizational commitment, namely: affective commitment, continuance commitment, and normative commitment. Employee commitment to an organization is also determined by several factors. Sopiah & Sangadji (2018) identified three factors that influence employee commitment to an organization:

- 1) Personal characteristics, including tenure in the organization, and the varying needs and desires of each employee.
- 2) Job characteristics, such as task identity and opportunities to interact with coworkers.
- 3) Work experience, such as the organization's past reliability and how other employees express and discuss their feelings about the organization.

## **3. Method**

According to Robbins (2006), organizational commitment is a state in which an employee identifies with an organization and its goals and intends to maintain membership in the organization. Employees with high work motivation will have a high level of commitment to the organization. Motivated employees tend to feel more valued, engaged, and have a strong bond with the organization, as they perceive it as meaningful and beneficial, both personally and for the organization. Research by Sofianti & Susanto (2024) and Rahmadiani et al. (2020) shows that work motivation significantly influences organizational commitment.

Research conducted by Trimurni et al. (2021), Sudigdo (2024), and Chaerani et al. (2025) indicates that organizational commitment has a positive and significant effect on employee intention to stay. However, several studies, such as those by Azura et al. (2023) and Saraswati (2023), indicate that organizational commitment has no effect on employee intention to stay.

In this study, a conceptual framework serves as the basis for explaining how work motivation and quality of work life will influence the intention to stay of employees at Madiun City Hospital through the mediation of organizational commitment. The background or reason for this study was conducted to determine the intention to stay of employees at Madiun City Hospital who have BLUD status. The conceptual framework and formulation of research hypotheses are presented as follows:

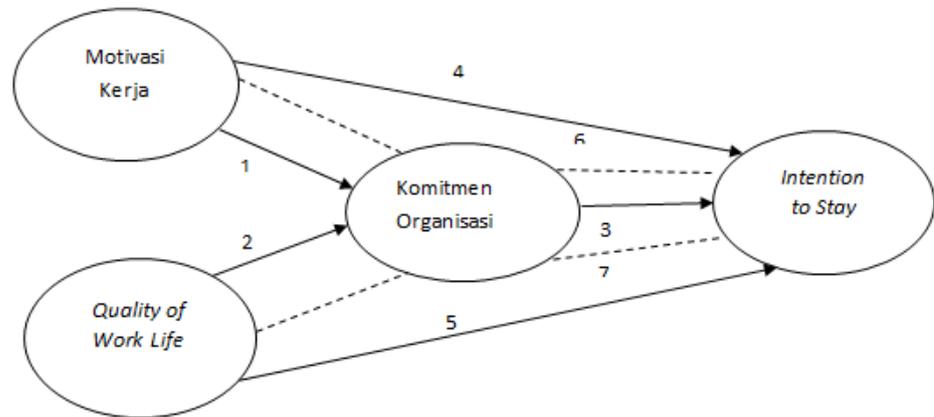


Figure 1. Concetual Framework.

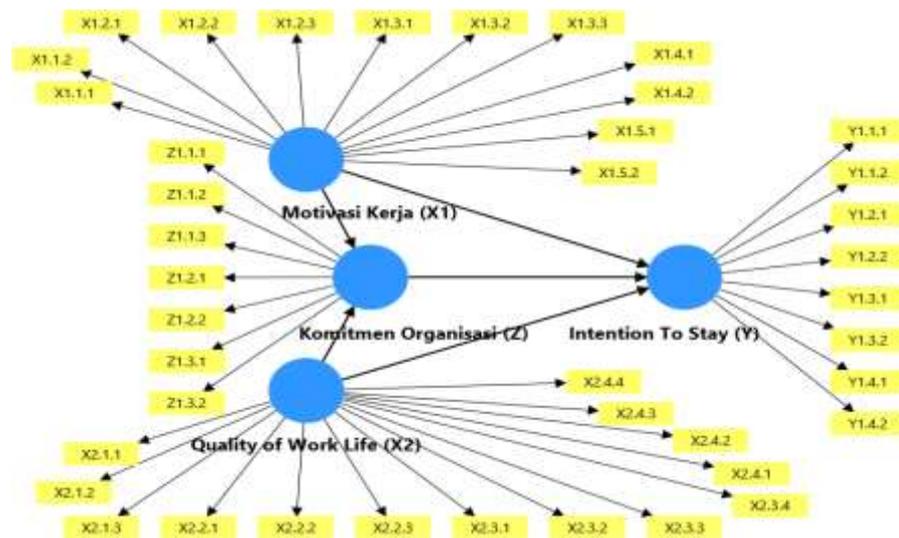


Figure 2. Research Structural Model.

**Hypotheses:**

- H1:** Work motivation has a positive and significant influence on organizational commitment.
- H2:** Quality of work life has a positive and significant influence on organizational commitment.
- H3:** Organizational commitment has a positive and significant effect on intention to stay.
- H4:** Work motivation has a positive and significant effect on intention to stay.
- H5:** Quality of work life has a positive and significant effect on intention to stay.
- H6:** Organizational commitment is able to mediate the influence of work motivation on intention to stay.
- H7:** Organizational commitment is able to mediate the influence of quality of work life on intention to stay.

## 4. Results and Discussion

### Result

This study used a questionnaire as an instrument. Therefore, before distributing the questionnaire to all respondents, it was first piloted on 30 respondents. The data from the questionnaires completed by these 30 respondents were then tested using validity and reliability tests to ensure that the questionnaire, which would be used as a research instrument, was valid and reliable in measuring the research variables.

This study involved 114 respondents, all of whom were patients at the ENT Clinic at Linggajati Regional Hospital, Kuningan Regency. Based on the data collected in this study, the following is a description of the respondents' characteristics, including age, gender, highest level of education, occupation, and frequency of visits. The results of the analysis of respondent characteristics are described as follows:

**Table 1.** Respondent Characteristics Based on Age.

Age	Frequency	Prosentase (%)
≤ 26 Years	9	5,56
26 - 35 Years	82	50,62
36 – 45 Years	48	29,63
46 – 55 Years	23	14,19
<b>Jumlah</b>	<b>162</b>	<b>100</b>

Source: Processed primary data (2025)

Based on Table 5.1, it can be seen that the majority of respondents are in the 26-35 age group, amounting to 50.62% of the total respondents. The second largest age group is the 35-45 age group, amounting to 29.63%, while the smallest group is those aged 26 and under, with a proportion of 5.56%..

**Table 2.** Respondent Characteristics Based on Gender.

Gender	Frequency	Prosentase (%)
Male	89	54,94
Female	73	45,06
<b>Amount</b>	<b>162</b>	<b>100</b>

Source: Processed primary data (2025)

Based on the table above, the distribution of respondents' gender shows that the number of male respondents is greater than female respondents, male respondents are 54.94% while female respondents are 45.06%.

**Table 3.** Respondent Characteristics Based on Education.

Education	Frequency	Percentage (%)
SMP	1	0,62
SMA	71	43,82
D3	27	16,67
D4/S1	62	38,27
S2	1	0,62
<b>Amount</b>	<b>162</b>	<b>100</b>

Source: Processed primary data (2025)

The table above shows that respondents' educational level was dominated by high school graduates, accounting for 43.82% of the total. Diploma or Bachelor's degrees were second, at 38.27%. Respondents with junior high school and postgraduate degrees (S2) had the smallest proportions, with one respondent each, or 0.62%.

**Table 4.** Respondent Characteristics Based on Length of Service.

Length of Service (Years)	Frequency	Percentage (%)
< 1 Years	3	1,85
1-5 Years	48	29,63
6-10 Years	80	49,38
> 10 Years	31	19,14
<b>Amount</b>	<b>162</b>	<b>100</b>

Source: Processed primary data (2025)

The table above shows that the group of employees with 6-10 years of service has the largest proportion, at 49.38%. Meanwhile, the second largest group is employees with 1-5 years of service, with a percentage of 29.63%. The group of respondents with less than 1 year of service has the smallest proportion, at 1.85%, or 3 people out of the total respondents.

**Table 5.** Outer Loading.

Item	<i>Intention to Stay (Y)</i>	Organizational Commitment (Z)	Work motivation (X1)	<i>Quality of Work Life (X2)</i>
<b>X1.1.1</b>			<b>0.878</b>	
<b>X1.1.2</b>			<b>0.829</b>	
<b>X1.2.1</b>			<b>0.821</b>	
<b>X1.2.2</b>			<b>0.716</b>	
<b>X1.2.3</b>			<b>0.797</b>	
<b>X1.3.1</b>			<b>0.810</b>	
<b>X1.3.2</b>			<b>0.845</b>	
<b>X1.3.3</b>			<b>0.824</b>	
<b>X1.4.1</b>			<b>0.642</b>	
<b>X1.4.2</b>			<b>0.824</b>	

Item	<i>Intention to Stay (Y)</i>	Organizational Commitment (Z)	Work motivation (X1)	<i>Quality of Work Life (X2)</i>
X1.5.1			<b>0.783</b>	
X1.5.2			<b>0.720</b>	
X2.1.1				<b>0.765</b>
X2.1.2				<b>0.829</b>
X2.1.3				<b>0.808</b>
X2.2.1				<b>0.908</b>
X2.2.2				<b>0.830</b>
X2.2.3				<b>0.874</b>
X2.3.1				<b>0.829</b>
X2.3.2				<b>0.725</b>
X2.3.3				<b>0.824</b>
X2.3.4				<b>0.901</b>
X2.4.1				<b>0.817</b>
X2.4.2				<b>0.695</b>
X2.4.3				<b>0.880</b>
X2.4.4				<b>0.906</b>
Y1.1.1	<b>0.894</b>			
Y1.1.2	<b>0.884</b>			
Y1.2.1	<b>0.873</b>			
Y1.2.2	<b>0.857</b>			
Y1.3.1	<b>0.896</b>			
Y1.3.2	<b>0.901</b>			
Y1.4.1	<b>0.879</b>			
Y1.4.2	<b>0.782</b>			
Z1.1.1		<b>0.899</b>		
Z1.1.2		<b>0.934</b>		
Z1.1.3		<b>0.942</b>		
Z1.2.1		<b>0.849</b>		
Z1.2.2		<b>0.870</b>		
Z1.3.1		<b>0.844</b>		
Z1.3.2		<b>0.921</b>		

Source: Processed primary data (2025)

The outer loading results show that all indicators (items) used to measure the variables Intention to Stay (Y), Organizational Commitment (Z), Work Motivation (X1), and Quality of Work Life (X2) are valid and reliable because most of the values are far above the recommended threshold of 0.70, or very close to 0.70. In other words, these items successfully measure the constructs that should be measured.

**Table 6.** Cronbach's Alpha and Composite Reliability

Variabel	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Result</i>
<b><i>Intention to Stay (Y)</i></b>	<b>0.954</b>	<b>0.957</b>	<b>0.962</b>	<b><i>Reliable</i></b>
<b><i>Organizational commitment (Z)</i></b>	<b>0.958</b>	<b>0.959</b>	<b>0.966</b>	<b><i>Reliable</i></b>
<b><i>Work motivation (X1)</i></b>	<b>0.946</b>	<b>0.949</b>	<b>0.953</b>	<b><i>Reliable</i></b>
<b><i>Quality of Work Life (X2)</i></b>	<b>0.965</b>	<b>0.967</b>	<b>0.969</b>	<b><i>Reliable</i></b>

Source: Processed primary data (2025)

The table presents the results of the reliability test at the latent variable level. The results of Cronbach's Alpha (CA), Composite Reliability (rho\_A and rho\_C) show that all latent variables (Intention to Stay (Y), Organizational Commitment (Z), Work Motivation (X1), and Quality of Work Life (X2)) have met the required criteria. For reliability, the rho\_C value for all variables is above the threshold of 0.70, even above 0.95, indicating that all constructs have excellent internal consistency in measuring what they are supposed to measure.

**Table 7.** Average Variance Extracted (AVE).

Variabel	<i>Average variance extracted (AVE)</i>
<b><i>Intention to Stay (Y)</i></b>	<b>0.759</b>
<b><i>Organizational commitment (Z)</i></b>	<b>0.801</b>
<b><i>Work motivation (X1)</i></b>	<b>0.629</b>
<b><i>Quality of Work Life (X2)</i></b>	<b>0.689</b>

Source: Processed primary data (2025)

The table presents the results of the convergent validity test for each latent variable through the Average Variance Extracted (AVE) value. In principle, the AVE value must be greater than the threshold of 0.50 to indicate that the indicators in a latent variable have good convergent validity, meaning that the average variance explained by the indicators is greater than the variance of measurement error. Based on the table, all variables, Intention to Stay (Y) with 0.759, Organizational Commitment (Z) with 0.801, Work Motivation (X1) with 0.629, and Quality of Work Life (X2) with 0.689, have AVE values well above 0.50. This confirms that each latent variable is successfully explained strongly by its indicators and has met the strict convergent validity criteria.

**Table 8.** Collinearity Statistics (VIF) Inner Model.

Path	VIF
<b><i>Organizational commitment (Z) -&gt; Intention to Stay (Y)</i></b>	<b>9.964</b>
<b><i>Work motivation (X1) -&gt; Intention to Stay (Y)</i></b>	<b>8.085</b>
<b><i>Work motivation (X1) -&gt; Organizational commitment (Z)</i></b>	<b>7.610</b>
<b><i>Quality of Work Life (X2) -&gt; Intention to Stay (Y)</i></b>	<b>9.881</b>
<b><i>Quality of Work Life (X2) -&gt; Organizational commitment (Z)</i></b>	<b>7.610</b>

Source: Processed primary data (2025)

Based on the table, all VIF values for the tested relationships (which reflect the relationship between independent variables, including the mediation effect) are below 10, with the highest values being 9.964 (Z --> Y) and 9.881 (X2 --> Y). This indicates that there is no significant multicollinearity problem in the model, so all independent variables can be used simultaneously in the regression analysis to predict the dependent variable.

**Table 8.** Coefficient of Determination (R2).

Variabel	R-square	R-square adjusted
<b>Intention to Stay (Y)</b>	<b>0.929</b>	<b>0.927</b>
<b>Organizational commitment (Z)</b>	<b>0.909</b>	<b>0.908</b>

Source: Processed primary data (2025)

The Determination Coefficient Table (R2 and R-square adjusted) shows how much variation in the dependent variable can be explained by the independent variables and mediating variables in the model. The R2 value for Intention to Stay (Y) is 0.929, which means that 92.9% of the variation in Intention to Stay can be explained by the independent variables in the model (namely Work Motivation, Quality of Work Life, and Organizational Commitment). Meanwhile, the R2 value for Organizational Commitment (Z) is 0.909, indicating that 90.9% of the variation in Organizational Commitment can be explained by the independent variables (Work Motivation and Quality of Work Life). Based on general criteria, this very high R2 value (above 0.67 is categorized as substantial) indicates that the predictive power of the structural model is very strong.

**Table 8.** Effect Size (f2).

Path	f-square
<b>Organizational Commitment (Z) -&gt; Intention to Stay (Y)</b>	<b>0.380</b>
<b>Work Motivation (X1) -&gt; Intention to Stay (Y)</b>	<b>0.070</b>
<b>Work Motivation (X1) -&gt; Organizational Commitment (Z)</b>	<b>0.062</b>
<b>Quality of Work Life (X2) -&gt; Intention to Stay (Y)</b>	<b>0.057</b>
<b>Quality of Work Life (X2) -&gt; Organizational Commitment (Z)</b>	<b>0.824</b>

Source: Processed primary data (2025)

Cohen's criteria for the interpretation of  $f^2$  are: 0.02 (small), 0.15 (medium), and 0.35 (large). Based on the table, there are two influences with a large impact category: first, the influence of Organizational Commitment (Z) on Intention to Stay (Y) with  $f^2 = 0.380$ , and second, the influence of Quality of Work Life (X2) on Organizational Commitment (Z) with  $f^2 = 0.824$ . Other influences, such as from Work Motivation (X1) and Quality of Work Life (X2) on Intention to Stay (Y) and Organizational Commitment (Z), are in the small impact category (between 0.057 to 0.070). This concludes that Organizational Commitment is a very dominant predictor for Intention to Stay, and Quality of Work Life is a very dominant predictor for Organizational Commitment.

**Table 10.** Hypothesis Test.

Hypothesis	Path	T statistics		Conclusion
		( O/STDE V )	P values	
H1	Work Motivation (X1) -> Organizational Commitment (Z)	3.164	0.002	Accepted
H2	Quality of Work Life (X2) -> Organizational Commitment (Z)	11.613	0.000	Accepted
H3	Organizational Commitment (Z) - > Intention to Stay (Y)	7.877	0.000	Accepted
H4	Work Motivation (X1) -> Intention to Stay (Y)	3.873	0.000	Accepted
H5	Quality of Work Life (X2) -> Intention to Stay (Y)	3.359	0.001	Accepted
H6	Work Motivation (X1) -> Organizational Commitment (Z) - > Intention to Stay (Y)	2.756	0.006	Accepted
H7	Quality of Work Life (X2) -> Organizational Commitment (Z) - > Intention to Stay (Y)	7.246	0.000	Accepted

Source: Processed primary data (2025)

## Discussion

There are 7 hypotheses tested, the following are the results of the research data test:

### ***The Influence of Work Motivation on Organizational Commitment***

Based on descriptive analysis, it is known that the Work Motivation variable (X1) is in the "Sufficient/Medium" category with an average value of 3.23. This indicates that BLUD employees at Madiun City Hospital have moderate work motivation. Organizational Commitment (Z) is in the "High/Good" category with an average value of 3.65, indicating that BLUD employees at Madiun City Hospital have a high commitment to the organization. BLUD employees at Madiun City Hospital have a high level of Sustainability Commitment, primarily due to need.

The results of the hypothesis test indicate that Work Motivation has a positive and significant effect on Organizational Commitment, meaning (H1) is accepted, with a P value of 0.002. This indicates that BLUD employees' work motivation at Madiun City Hospital significantly increases organizational commitment. Although the level of employee work motivation is moderate, it makes a significant contribution to increasing employee organizational commitment.

### ***The Influence of Quality of Work Life on Organizational Commitment***

The Quality of Work Life (X2) variable is descriptively categorized as "Sufficient/Moderate" with an average score of 3.38. This indicates that the Quality of Work Life (QoL) of BLUD employees at Madiun City Hospital is moderate. The results of the hypothesis test indicate that Quality of Work Life has a positive and significant effect on Organizational Commitment (H2 is accepted, P-value = 0.000). With a very high path coefficient (original sample: 0.756) and a very small P-value, this indicates that Quality of Work Life is the most dominant and powerful predictor in shaping employee organizational commitment. When employees are satisfied with the work environment,

reward system, and growth opportunities, their bond with the organization strengthens dramatically.

Thus, Quality of Work Life is not only about the physical aspects of work, but also about creating optimal psychological and social conditions, which cumulatively encourage employees to form strong affective, sustainable, and normative bonds with the organization.

### ***The Influence of Organizational Commitment on Intention to Stay***

Based on descriptive analysis, the Organizational Commitment and Intention to Stay variables were in the high category. Organizational Commitment (Z) was categorized as "High/Good" with an average value of 3.65, and Intention to Stay (Y) was categorized as "High/Good" with an average value of 3.50. The results of the hypothesis test indicate that Organizational Commitment has a positive and significant effect on Intention to Stay (H3 is accepted, P-value = 0.000). This finding is theoretically sound, as employees with high levels of affective (wanting to stay), continuance (need to stay), and normative (obligation to stay) commitment will demonstrate a strong intention to remain working at Madiun City Hospital.

Overall, Organizational Commitment serves as a buffer against Turnover Intention and is also a direct predictor of Intention to Stay. A high level of commitment ensures that employees, regardless of the specific reason (whether out of love, need, or obligation), have made a stable decision to maintain their membership. Organizations that successfully build and maintain these three components of commitment will have a loyal and stable workforce, which is directly reflected through high Intention to Stay figures and contributes to the long-term success of the organization.

### ***The Influence of Work Motivation on Intention to Stay***

In this study, the results of the hypothesis test indicate that work motivation has a positive and significant effect on intention to stay (H4 is accepted, P-value = 0.000). Although the path coefficient is relatively small (original sample: 0.201), the high level of significance indicates that efforts to increase work motivation will impact employees' decisions to remain with the organization. Employees who feel their motivation is fulfilled (through achievement, responsibility, and other factors) are less likely to look for other jobs.

Thus, work motivation functions as a primary predictor of intention to stay through two mechanisms: creating job satisfaction and building rational trust. Herzberg's motivating factors directly trigger satisfaction and emotional attachment. Organizations that continuously manage motivational factors will create an environment where employees are not only able to stay but also want to stay, which is manifested in high levels of intention to stay.

### ***Influence Quality Work of Life to Intention to Stay***

The results of the hypothesis test indicate that Quality of Work Life has a positive and significant effect on Intention to Stay (H5 is accepted, P value = 0.001). This means that when Madiun City Hospital is able to provide a good work environment, an adequate reward system, and development opportunities (indicator X2), employees' intention to leave will decrease and their intention to stay will increase.

### ***The Influence of Work Motivation on Intention to Stay Mediated by Organizational Commitment***

The bootstrapping test results show that the indirect path (X1 --> Z --> Y) is significant (P value = 0.006), and the direct path (X1 --> Y) is also significant (P value = 0.000). Thus, Organizational Commitment (Z) partially mediates the effect of Work Motivation (X1) on Intention to Stay (Y) (H6 is accepted). This means that the mediating role of organizational commitment is able to mediate the effect of work motivation on Intention to Stay. The mediating role of organizational commitment does not eliminate the direct effect of Work Motivation on Intention to Stay, but rather strengthens it.

Overall, this mediation model depicts a holistic and multilevel mechanism in predicting Intention to Stay. Organizational Commitment is a very powerful proximal (closest) factor influenced by the distal (more distant) factor of Work Motivation.

Organizations that invest in Work Motivation will reap the benefits not only of better performance but also of building a strong Organizational Commitment.

### ***The Influence of Quality of Work Life on Intention to Stay Mediated by Organizational Commitment***

Based on the bootstrapping test, the results of the mediation test with the indirect path (X2 --> Z --> Y) were highly significant (P-value = 0.000), and the direct path (X2 --> Y) was also significant (P-value = 0.001). Thus, Organizational Commitment (Z) was able to partially mediate the effect of Quality of Work Life (X2) on Intention to Stay (Y) (H7 was accepted). This indicates that the impact of Quality of Work Life is very effective in achieving Intention to Stay when Organizational Commitment acts as a strong mediator.

Collectively, the mediation model (X2 --> Z --> Y) confirms that improving QWL should be a primary management strategy for increasing retention. Improving QWL not only directly impacts intention to stay, but more importantly, it works effectively by building a solid psychological foundation in the form of Organizational Commitment.

## **5. Conclusion**

Based on the results of data analysis and hypothesis testing, the following conclusions were drawn from this study:

- 1). Work motivation can increase the organizational commitment of BLUD employees at Madiun City Hospital. Supporting factors include striving to achieve good performance, and providing development programs that bring positive benefits in completing work.
- 2). Quality of work life can increase the organizational commitment of BLUD employees at Madiun City Hospital. This influence proved to be the most dominant. Supporting factors include the opportunity to contribute creative ideas in carrying out work, a comfortable workspace, harmonious working relationships with coworkers, and good working relationships with superiors.
- 3). Organizational commitment can increase the intention to stay of BLUD employees at Madiun City Hospital. Supporting factors include pride in being part of the organization, considering working for the organization a necessity, remaining with the organization out of personal awareness and pride in being part of the organization.
- 4). Work motivation can increase the intention to stay of BLUD employees at Madiun City Hospital. The supporting items are trying to work hard to achieve good performance, and the development program provided brings good benefits in completing the work.
- 5). Quality of work life can increase the intention to stay of BLUD employees at Madiun City Hospital. Supporting factors include being given the opportunity to contribute creative ideas in carrying out their work, a comfortable workspace, harmonious working relationships with coworkers, and good working relationships with superiors.
- 6). Organizational commitment can partially mediate the effect of work motivation on intention to stay. The mediating role of organizational commitment does not eliminate the direct effect of work motivation on intention to stay, but rather strengthens it.
- 7). Organizational commitment can partially mediate the effect of quality of work life on intention to stay. This indicates that the impact of Quality of Work Life is very effective in achieving Intention to Stay when Organizational Commitment acts as a strong intermediary.

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