



JOB PERFORMANCE, WORK ENGAGEMENT AND NURSES' INTENT TO STAY IN PRIVATE HOSPITALS

Mini Joy R. Dela Cruz, RN

Panabo City, Philippines

Abstract : This study aimed to determine the levels of job performance, work engagement, and intent to stay among nurses in private hospitals in Davao del Norte. Grounded in Cowden and Cummings' (2012) theoretical model, a descriptive-predictive research design was utilized, involving 130 purposively selected staff nurses. Data were collected using structured survey questionnaires: the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2016) for job performance (Cronbach's $\alpha = 0.82$), the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2006) for work engagement ($\alpha = 0.80$), and the Intention to Stay Instrument (ISI) by Kumar and Govindarajo (2014) for intent to stay ($\alpha = 0.95$; I-CVI/S-CVI = 1.00). Respondents were mostly aged 22–30, female, single, and had over five years of hospital experience. Among job performance indicators, task performance had the highest mean ($M = 4.48$, $SD = 0.43$), while contextual performance was the lowest ($M = 4.06$, $SD = 0.47$). Within work engagement, dedication ranked highest ($M = 4.40$, $SD = 0.60$) and absorption lowest ($M = 3.70$, $SD = 0.61$). Overall, nurses reported a high intent to stay ($M = 3.90$, $SD = 0.55$). Significant relationships were found among job performance, engagement, and intent to stay. However, demographic variables—age, sex, marital status, and years of experience—did not show significant associations with intent to stay, except for years of experience, which had a significant negative association ($p < 0.05$), indicating that more experienced nurses were less inclined to remain, possibly due to burnout or limited growth opportunities. Job performance indicators—task performance, contextual performance, and counterproductive work behavior—were not significant predictors of intent to stay. In contrast, work engagement components, specifically vigor ($p = 0.00$) and absorption ($p = 0.04$), positively and significantly predicted nurses' intent to stay. In light of these findings, it is recommended that healthcare institutions strengthen organizational support systems, adopt empowering leadership styles, and enhance workplace engagement strategies. Further studies are encouraged to explore other research designs and influencing factors such as leadership styles, communication, and personal well-being to understand better and address nurses' retention in private hospitals.

Keywords: Job performance, work engagement, nurses' intent to stay, social science, descriptive-predictive, Davao del Norte, Philippines.

INTRODUCTION

Nurses' intent to stay in their current roles is vital for healthcare system stability, influencing workforce retention, patient outcomes, and organizational sustainability (Jackson, 2022). A strong intent to stay ensures care continuity, reduces hiring costs, and supports a skilled workforce. However, maintaining this intent is challenging in private hospitals due to varying work demands and organizational support (BowenXue et al., 2024). Global turnover rates remain high—15.6% in China, 36.6% in Jordan, and up to 46.7% in the U.S.—raising concerns among administrators (Alhadidi et al., 2023; Wu et al., 2024). High turnover impacts patient safety and staff morale, while better job performance is expected from nurses with strong professional commitment and supportive work conditions (Al Badi et al., 2023). Enhancing job satisfaction and creating a valuing work environment can help reduce turnover and increase retention (Slåtten et al., 2022; Duignan et al., 2024). In the Philippines, the nursing sector struggles with migration, burnout, and low engagement, heightening turnover intent (Bisnar & Pegarro, 2020; Falguera et al., 2022). Even though job satisfaction is key to retention (Felizardo & Faller, 2024), conflicting results in public hospitals (Guillermo et al., 2024) highlight the need to examine how job performance and engagement influence nurses' intent to stay in private hospitals.

NEED OF THE STUDY

Nurses comprise the largest segment of the healthcare workforce (Nigussie Bolado et al., 2023), yet staff shortages and high turnover pose significant challenges (Randa & Phale, 2023). Although hospitals have implemented various strategies to retain nurses (Bisnar & Pegarro, 2020), studies on job satisfaction have produced inconsistent results (Sapar & Oducado, 2021). While job performance and work engagement have been widely explored, few studies have examined their influence on nurses' intent to stay, especially within the local context. This study addressed that gap by investigating how these factors affect nurses' intent to stay.

THEORETICAL FRAMEWORK

Cowden & Cummings' (2012) theoretical model of clinical nurses' intentions to remain in their current roles served as the theoretical foundation of this research. They discovered that evidence-based retention strategies were required because of the high nursing turnover rate and global nursing shortage. A contextual understanding of clinical nurses' desire to stay and how leadership affected that intention aided in the development of effective retention strategies on a worldwide scale. Theoretical models had to be assessed to validate the findings of earlier studies and find reliable patterns in the evolution of behavioral intentions. The complex, testable model was created to build upon previous models by considering nurses' emotional and cognitive responses to their work and how these affected their intent to stay. To reflect nurses' emotional reactions to their workplaces, the model integrated the concepts of moral pain, job contentment, job satisfaction, and willingness to stay.

The model was highly relevant for the current study as it offered a well-structured theoretical framework that could be statistically tested. It provided insights into the factors influencing clinical nurses' desire to stay in their current roles by considering both affective and cognitive factors affecting behavioral intentions. Additionally, a greater understanding of the elements that influenced nurses' intention to stay aided in formulating targeted strategies that could have raised retention rates and the number of nurses keen to work in the health sector. Therefore, the proposed model had the potential to guide the implementation of effective nurse retention strategies that benefited both healthcare professionals and the broader healthcare system.

RESEARCH METHODOLOGY

This study employed a quantitative descriptive-predictive methodology. The descriptive component characterized nurses' job performance and work engagement levels, in addition to the demographic profile of nurse respondents, while the predictive aspect forecasted strategies that enhance nurses' intent to stay in their current organizations. By combining these approaches, the study provided a clear understanding of existing conditions and data-driven insights for improving nurse retention.

Population and Sample

The participants of this study were staff nurses working in private hospitals in Davao del Norte. Using G*Power to determine the minimum sample size required for nonparametric regression with a medium effect size ($f^2 = 0.15$), an alpha level of 0.05, a power of 0.95, and three predictors, the calculated minimum sample size was 119. To strengthen the validity of the findings and account for potential non-responses, a total of 130 nurses were selected to participate. The study employed purposive sampling, a non-randomized technique, allowing the researchers to select participants based on predefined criteria for their study (Bisht, 2024; Memon et al., 2024). Eligible participants were required to be (1) licensed or registered nurses, (2) employed full-time in the private hospitals within Davao del Norte, (3) have continuous work experience in their current hospitals, (4) and have willingness to participate in the study.

Measure

This study employed a structured survey questionnaire of four parts to gather data from respondents. The first part collected demographic details such as age, sex, marital status, and years of experience. The second part measured nurses' job performance using the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2016), an 18-item tool with a Cronbach alpha of 0.82, divided into three subscales: task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). The third part assessed nurses' work engagement across vigor, dedication, and absorption using the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2006), with a Cronbach alpha of 0.80. Both instruments used a 5-point Likert scale, from 1 (never) to 5 (always). The fourth part measured nurses' intent to stay using the Intention to Stay Instrument (ISI) by Kumar & Govindarajo (2014), with a Cronbach alpha of 0.95 and I-CVI/S-CVI of 1.00, confirming its strong reliability and content validity. This section included 21 factors such as career advancement, training, work conditions, location, and safety, rated using the same 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Author permissions were secured before using the adopted tools. The rating scales used in the survey provided clear interpretations: for response frequency (e.g., "always" to "never") and for mean scores ranging from 1.00–5.00, categorized as very low to very high, to interpret the level of job performance, engagement, and intent to stay—ensuring a standardized and meaningful analysis of the data.

Ethical Considerations

The study strictly adhered to ethical standards and sought to generate insights to enhance job performance and engagement among nurses, informing effective workplace policies and retention strategies. It offered social value by examining the relationship between nurses' demographic profiles, job performance, work engagement, and their intent to stay, with findings disseminated to stakeholders who stood to benefit most. Participation was entirely voluntary, with respondents free to withdraw at any point without penalty; any data from those who opted out were excluded. The questionnaire invited participants to reflect on personal experiences, with assurances that all data would be used solely for research purposes. Privacy and confidentiality were rigorously protected in compliance with Republic Act 10173, or the "Data Privacy Act of 2012." No identifiable information was included in any publication, and respondents could remain anonymous. Data were accessible only to the researchers, stored securely, and retained for five years before being permanently destroyed to ensure continued confidentiality—printed records will be shredded and digital files deleted.

Procedures

Before data collection commenced, the researcher secured formal approval from the program chair, underwent expert validation of the survey tool, obtained ethical clearance and institutional permissions, distributed the finalized questionnaires to qualified staff nurses during scheduled sessions, and ultimately analyzed the collected data to draw conclusions and formulate recommendations.

Statistical tools

The following statistical tools were used to analyze the data gathered. Frequency and Percentage were used to determine the demographic profile of the respondents when grouped according to age, sex, marital status, and years of experience in the nursing

profession. Mean and Standard Deviation were used to statistically analyze the gathered data on the respondents' level of job performance, work engagement, and intention to stay. Assumptions of Parametric Tests such as Randomization, normality, outliers, and linearity were not met; therefore, non-parametric counterparts were used. Spearman's Rank Correlation was used to analyze the association between job performance, work engagement, and the respondents' intent to stay. It was an alternative to Pearson's correlation, as it was less sensitive to linearity assumptions (McClenaghan, 2024). Kernel Regression was used to determine if job performance and work engagement significantly influenced the respondents' intent to stay by assessing their interaction with a dependent variable (Singh, 2024).

RESULTS AND DISCUSSION

1. What is the demographic profile of the respondents when grouped according to sex, age, marital status, and years of experience?

Table 1. Demographic profile of the respondents

Demographic Profile		Frequency (n=130)	Percent (%)
Age:	22 - 30 years old	62	47.70
	31 - 40 years old	54	41.50
	41 - 50 years old	9	6.90
	51 - 60 years old	5	3.80
	> 60 years old	0	0.00
	Total	130	100
Sex:	Male	20	15.40
	Female	110	84.60
	Total	130	100
Marital Status	Married	55	42.30
	Single	75	57.70
	Total	130	100
Years of Experience	< 6 months	18	13.80
	6 months - 1 year	6	4.60
	1 - 2 years	39	30.00
	3 - 5 years	24	18.50
	> 5 years	43	33.10
	Total	130	100

Table 1 presents the demographic profile of 130 staff nurses. The data show that most were aged 22-30 years (62 or 47.70%), the majority were female, comprising 110 or 84.60% of the total respondents, and a larger portion were single (75 or 57.70%). In terms of experience, the highest percentage of respondents (43 or 33.10%) had more than 5 years of work experience. Most respondents reflect a balanced mix of Millennials and Gen Z females, capable of adapting to evolving healthcare demands.

2. What is the level of job performance among the respondents in terms of task performance, contextual performance, and counterproductive work behavior (CWB)?

Table 2. Level of job performance among respondents

Indicators	N	Mean	Std. Deviation	Interpretation
Task Performance	130	4.48	0.43	Very High
Contextual Performance	130	4.06	0.47	High
Counterproductive Work Behavior (CWB)	130	4.31	0.69	Very High
Overall	130	4.28	0.53	Very High

Legend: 4.21 – 5.00-Very High; 3.41 – 4.20-High; 2.61 – 3.40-Moderate; 1.81 – 2.60-Low; 1.00 – 1.80-Very Low.

The data reveal that nurses in private hospitals exhibit very high overall job performance (M = 4.28, SD = 0.53), with task performance rated highest (M = 4.48), indicating strong fulfillment of core duties, while contextual performance, though high (M

= 4.06), suggests room for improvement in supportive behaviors beyond formal tasks; counterproductive work behavior was notably low, reflecting professionalism and a positive work environment—especially among Millennial and Gen Z nurses, who value meaningful work, recognition, and growth opportunities—further supported by research linking leadership, feedback, and organizational culture to enhanced nurse performance and reduced negative behaviors (Tan & Chin, 2023; Daba et al., 2024; Harris et al., 2023).

3. What is the level of work engagement among the respondents in terms of vigor, dedication, and absorption?

Table 3. Level of work engagement among respondents

Indicators	N	Mean	Std. Deviation	Interpretation
Vigor	130	4.00	0.51	High
Dedication	130	4.40	0.60	Very High
Absorption	130	3.70	0.61	High
Overall	130	4.03	0.57	High

Legend: 4.21 – 5.00-Very High; 3.41 – 4.20-High; 2.61 – 3.40-Moderate; 1.81 – 2.60-Low; 1.00 – 1.80-Very Low.

Table 3 shows that nurses in private hospitals exhibit a high level of work engagement, with dedication scoring the highest ($M = 4.40$) and absorption the lowest ($M = 3.70$), though still classified as high. While a lower absorption score suggests that nurses may be distracted or lack the necessary support to stay fully engaged, dedication shows a strong sense of professional pride and enthusiasm. Hospitals should address this by enhancing scheduling, reducing disruptions, and implementing time management techniques to boost employee engagement and lower burnout. Studies affirm that work engagement is critical for performance and retention, with factors like a supportive environment, mentoring, and access to resources boosting vigor and absorption (Al-Ahmari & Kattan, 2024; Jaya & Ariyanto, 2021; Alharbi et al., 2023; Whitehead et al., 2021; Bakker & Demerouti, 2021). Strengthening these areas may improve job satisfaction, efficiency, and overall quality of care.

4. What is the level of intention to stay among the respondents?

Table 4. Level of intention to stay among respondents

Indicators	N	Mean	Std. Deviation	Interpretation
Intent to Stay	130	3.90	0.55	High

Legend: 4.21 – 5.00-Very High; 3.41 – 4.20-High; 2.61 – 3.40-Moderate; 1.81 – 2.60-Low; 1.00 – 1.80-Very Low.

Table 4 illustrates that nurses in private hospitals have a high intention to stay, with a mean score of 3.90 ($SD = 0.55$), indicating a generally positive and consistent trend in retention outlook. It aligns with Pressley and Garside's (2023) review, which found that job satisfaction and organizational commitment are key factors influencing nurses' decisions to stay. Similarly, Loft and Jensen (2020) highlighted elements such as supportive management, work-life balance, collegial relationships, and specialization as crucial to nursing retention. Al Yahyaei et al. (2022) emphasized the importance of organizational characteristics and the broader work environment in enhancing intent to stay. Moreover, it is further supported by Li et al. (2020) and Al Zamel et al. (2020), who identified organizational support, job control, and job satisfaction as significant contributors to nurses' retention.

5. Is there a significant relationship between demographic profile, job performance, and work engagement toward the respondents' intent to stay?

Table 5. Relationship of demographic profile, job performance and work engagement to nurses' intent to stay

Indicators	Correlation Coefficient	Sig. (2-tailed)	Remarks	Decision
Demographic Profile				
Age	0.233	0.076	Not Significant	Accept H ₀₁
Sex	0.129	0.330	Not Significant	Accept H ₀₁
Marital Status	0.072	0.589	Not Significant	Accept H ₀₁
Years of Experience	-0.002	0.986	Not Significant	Accept H ₀₁
Job Performance				
Task Performance	0.393**	0.001	Significant	Reject H ₀₁
Contextual Performance	0.404**	0.000	Significant	Reject H ₀₁
Counterproductive Work Behavior (CWB)	-0.13	0.140	Not Significant	Accept H ₀₁
Work Engagement				
Vigor Indicator	0.515**	0.000	Significant	Reject H ₀₁
Dedication	0.560**	0.000	Significant	Reject H ₀₁
Absorption	0.460**	0.000	Significant	Reject H ₀₁

Table 5 reveals that while demographic variables such as age, sex, marital status, and years of experience do not significantly affect nurses' intent to stay, job performance—specifically task and contextual performance—shows a moderate, positive, and significant relationship with retention, indicating that well-performing nurses are more likely to remain. In contrast, counterproductive work behavior negatively correlates with intent to stay, but the relationship is insignificant. All work engagement indicators—vigor, dedication, and absorption—are significantly and positively associated with intent to stay, suggesting that engaged nurses are more inclined to remain in their roles. Supporting studies (Daba et al., 2024; Cho & Kim, 2022) emphasize the role of performance recognition and personal traits like grit in improving commitment and job satisfaction. Furthermore, job resources, recognition, and a meaningful work environment significantly impact engagement and retention (Bellamkonda et al., 2020; Sánchez-Cardona et al., 2021; Wahyanto et al., 2019; Shayrine & Venugopal, 2024), underscoring the need for supportive, engaging workplaces to foster innovation and long-term commitment.

6. Do the demographic profile, job performance, and work engagement significantly influence the respondents' intent to stay?

Table 6. Demographic profile, job performance, and work engagement as predictors of nurses' intent to stay

Intent to stay		Observed estimate	Bootstrap Std. Error	z	p> z	Decision
Mean Effect	Intent to stay	3.93	0.04	89.49	0.00	-
	Age	0.04	0.05	0.83	0.41	Accept H ₀₂
	Sex	0.11	0.09	1.26	0.21	Accept H ₀₂
	Marital Status	0.05	0.08	0.72	0.47	Accept H ₀₂
	Years of Experience	-0.07	0.03	-2.02	0.04	Reject H ₀₂
	Task Performance	0.09	0.13	0.70	0.48	Accept H ₀₂
	Contextual performance	-0.02	0.13	-0.13	0.90	Accept H ₀₂
	Counterproductive Work Behavior (CWB)	-0.09	0.07	-1.47	0.14	Accept H ₀₂
	Vigor	0.31	0.09	3.16	0.00	Reject H ₀₂
	Dedication	0.13	0.11	1.21	0.23	Accept H ₀₂
	Absorption	0.23	0.11	2.09	0.04	Reject H ₀₂

Table 6 highlights that among the demographic variables, only years of experience significantly influence nurses' intent to stay ($p < 0.05$), with a negative association suggesting that more experienced nurses are less likely to remain—possibly due to burnout,

lack of growth opportunities, or pursuit of better compensation and work-life balance. Job performance indicators were not significant predictors, including task performance, contextual performance, and counterproductive work behavior. However, work engagement components—vigor ($p = 0.00$) and absorption ($p = 0.04$)—significantly and positively influence intent to stay, indicating that nurses who feel energetic and deeply involved in their work are more likely to remain. These findings align with studies by Wei et al. (2023), Lee and Shin (2020), and Jaya and Ariyanto (2021), which associate work engagement with job satisfaction, perceived care quality, and retention. Conversely, they contrast with Alkorashy and Alanazi (2023), who found stronger engagement among older, more experienced nurses with committee involvement.

CONCLUSION AND RECOMMENDATION

Conclusion

The nursing workforce in private hospitals in Davao del Norte comprises Generation Z and Millennial female nurses. This presents both opportunities and challenges in maintaining a motivated, high-performing staff. While these nurses demonstrate strong job performance and high work engagement, there is room to improve teamwork and deep focus on tasks. Although overall intent to stay is high, experienced nurses are more likely to leave, possibly due to burnout and limited career advancement. To address this, private hospitals must implement support systems that manage stress and promote career growth. Enhancing work engagement—by minimizing distractions, recognizing contributions, and fostering purpose—will be essential in retaining Gen Z and Millennial nurses in Davao del Norte's healthcare system.

Recommendation

The study results led to numerous recommendations to improve nurses' job performance, work engagement, and intentions to stay in private hospitals. Healthcare institutions should provide structured support programs, guarantee sufficient staffing, provide access to nurses to learn new skills, and encourage responsive supervision to create a supporting work environment. Regular feedback between nurses and management can address workplace issues and improve engagement. Nurse managers should adopt empowering leadership styles to boost vigor and dedication. Future research should involve larger samples and longer durations using standardized tools and explore additional factors such as leadership, communication, compensation, and well-being. Moreover, qualitative approaches, like phenomenology, are encouraged to understand nurses' lived experiences and reasons for staying despite opportunities abroad.

Acknowledgment

The researcher expresses gratitude and appreciation to mentors, panelists, statistician, grammarian, family, colleagues, and participants for their guidance, support, motivation, and encouragement throughout the academic journey, and above all, to the Almighty Father, the supreme source of wisdom, knowledge, and strength. All the glory belongs to Him alone!

REFERENCES

- Adella, A., Antonio, F., & Massie, R. G. (2024). The nexus of nurse work-life balance on performance: A case in private hospital. *International Journal of Public Health Science (IJPHS)*, 13(2), 611. <https://doi.org/10.11591/ijphs.v13i2.23381>
- Ahlstedt, C. (2020). Registered Nurses' Work Motivation and Intention to Stay at the Workplace. portal.org/smash/get/diva2:1839793/FULLTEXT01.pdf
- Ahmed Mohamed Ebrahim, S., & Mahmoud eldeep, N. (2020). Workplace ostracism and counterproductive work behavior among nurses. *Egyptian Journal of Health Care*, 11(3), 641-649. <https://doi.org/10.21608/ejhc.2020.166531>
- Al Badi, F. M., Cherian, J., Farouk, S., & Al Nahyan, M. (2023). Work engagement and job performance among nurses in the public healthcare sector in the United Arab Emirates. *Journal of Asia Business Studies*, 17(5), 1019-1041. <https://doi.org/10.1108/jabs-06-2022-0216>
- Al Mamari, H., & Groves, P. S. (2023). Work engagement among Acute Care Nurses: A qualitative study. *Nursing Research and Practice*, 2023, 1-13. <https://doi.org/10.1155/2023/2749596>
- Al Maqbali, M. (2024). Job satisfaction, work engagement and psychological distress among nurses: A mediated moderation model. *Journal of Workplace Behavioral Health*, 1-16. <https://doi.org/10.1080/15555240.2024.2391891>
- Al Yahyaie, A., Hewison, A., Efstathiou, N., & Carrick-Sen, D. (2022). Nurses' intention to stay in the work environment in Acute Healthcare: A systematic review. *Journal of Research in Nursing*, 27(4), 374-397. <https://doi.org/10.1177/17449871221080731>
- Al Zamel, L. G., Lim Abdullah, K., Chan, C. M., & Piaw, C. Y. (2020). Factors influencing nurses' intention to leave and intention to stay: An integrative review. *Home Health Care Management & Practice*, 32(4), 218-228. <https://doi.org/10.1177/1084822320931363>
- Al-Ahmari, K. A., & Kattan, W. M. (2024). Cultivating work engagement and its related factors in Saudi nurses: A cross-sectional study. *The Open Nursing Journal*, 18(1). <https://doi.org/10.2174/0118744346312308240905052110>
- Alhadidi, E., Khrais, H., Khalifeh, A. H., Ramzy, H., & Nashwan, A. J. (2023). The Effect of Work Motivation and Work Engagement on Intention to Stay among Jordanian Nurses. <https://doi.org/10.21203/rs.3.rs-2455035/v1>
- Alkorashy, H., & Alanazi, M. (2023). Personal and job-related factors influencing the work engagement of Hospital Nurses: A cross-sectional study from Saudi Arabia. *Healthcare*, 11(4), 572. <https://doi.org/10.3390/healthcare11040572>
- Aminuddin, A., Musrah, A. S., Wijayanti, L. A., Utama, Y. A., & Suprpto. (2023). Commitment and job satisfaction with nurse job performance. *Journal Of Nursing Practice*, 7(1), 209-215. <https://doi.org/10.30994/jnp.v7i1.342>
- Ariga, F. A., Purba, J. M., & Nasution, M. L. (2020). The relationship of emotional intelligence, workplace culture, and nurse performance in a private hospital in Medan Indonesia. *Belitung Nursing Journal*, 6(3), 73-76. <https://doi.org/10.33546/bnj.1063>
- Atiya Gaber Atiya, M. (2021). Construction of contextual variables and nurses' performance model. *Egyptian Journal of Health Care*, 12(4), 961-982. <https://doi.org/10.21608/ejhc.2021.205482>
- Aungsuroch, Y., Gunawan, J., Juanamasta, I. G., & Montayre, J. (2024). Updating factors influencing nurse work engagement in the hospital settings: A systematic review. *Journal of Healthcare Leadership*, Volume 16, 157176. <https://doi.org/10.2147/jhl.s451056>

- Baez, Benjamin. "Confidentiality in Qualitative Research: Reflections on Secrets, Power and Agency." *Qualitative Research* 2, no. 1 (2002): 35–58. <https://doi.org/10.1177/1468794102002001638>.
- Bayoumy, S. A. (2019). Relationship between job characteristics and work engagement among nursing staff. *International Journal of Nursing Didactics*, 09(01), 24-29. <https://doi.org/10.15520/ijnd.v9i01.2406>
- Bell, M., & Sheridan, A. (2020). How organisational commitment influences nurses' intention to stay in nursing throughout their career. *International Journal of Nursing Studies Advances*, 2, 100007. <https://doi.org/10.1016/j.ijnsa.2020.100007>
- Bellamkonda, N., Santhanam, N., & Pattusamy, M. (2020). Goal clarity, trust in management and intention to stay: The mediating role of work engagement. *South Asian Journal of Human Resources Management*, 8(1), 9-28. <https://doi.org/10.1177/2322093720965322>
- Bisht, Dr. R. (2024, July 14). What is purposive sampling? methods, techniques, and examples. *Researcher.Life*. <https://researcher.life/blog/article/what-is-purposive-sampling-methods-techniques-and-examples/>
- Bisnar, J. C., & Pegarro, K. G. (2020). Nurse turnover: Implication on Health Care Delivery. *JPAIR Multidisciplinary Research*, 34(1), 1–22. <https://doi.org/10.7719/jpair.v34i1.626>
- Blanco-Donoso, L. M., Moreno-Jiménez, J., Amutio, A., Dos Santos, M. J., & Garrosa, E. (2021). Overwhelmed by emotional job demands in high vigor days! Its detrimental effects on daily recovery from work among health-care workers. *The Journal of Psychology*, 155(2), 210-237. <https://doi.org/10.1080/00223980.2020.1870910>
- BowenXue, Feng, Y., Zhao, Y., Li, X., Yang, Y., Zhang, J., Zhang, Y., Hu, Z., & Luo, H. (2024). Decent work, work engagement, and turnover intention among registered nurses: A cross-sectional study. *BMC Nursing*, 23(1). <https://doi.org/10.1186/s12912-023-01662-6>
- Campbell, C. M., & Patrician, P. A. (2020). Generational preferences in the nursing work environment: A dimensional concept analysis. *Journal of Nursing Management*, 28(4), 927-937. <https://doi.org/10.1111/jonm.13024>
- Chee, J. D. (2015). Pearson's Product-Moment Correlation: Sample Analysis.
- Cho, H.-K., & Kim, B. (2022). Effect of nurses' grit on nursing job performance and the double mediating effect of job satisfaction and Organizational Commitment. *Healthcare*, 10(2), 396. <https://doi.org/10.3390/healthcare10020396>
- Cowden, T. L., & Cummings, G. G. (2012). Nursing theory and concept development: A theoretical model of clinical nurses' intentions to stay in their current positions. *Journal of Advanced Nursing*, 68(7), 1646–1657. <https://doi.org/10.1111/j.1365-2648.2011.05927.x>
- Da Silva, A. G., Cabrera, E. M., Gazetta, C. E., Sodré, P. C., Castro, J. R., Cordioli Junior, J. R., Cordioli, D. F., & Lourenção, L. G. (2019). Engagement in primary health care nurses: A cross-sectional study in a Brazilian city. *Public Health Nursing*, 37(2), 169-177. <https://doi.org/10.1111/phn.12694>
- Daba, L., Beza, L., Kefyalew, M., Teshager, T., Wondimneh, F., Bidiru, A., & Ketema, I. (2024). Job performance and associated factors among nurses working in adult emergency departments at selected Public Hospitals in Ethiopia: A facility-based cross-sectional study. *BMC Nursing*, 23(1). <https://doi.org/10.1186/s12912-024-01979-w>
- Diab, G.H, M. A. E. Nagar (2019). Work Engagement of Staff Nurses and its Relation to Psychological Work Stress. *IOSR Journal of Nursing and Health Science (IOSR-JNHS)* e-ISSN: 2320–1959.p- ISSN: 2320–1940 Volume 8, Issue 2 Ser. IV. (Mar. - Apr .2019), PP 72-84. 10.9790/1959-0802047284
- Duignan, M., Drennan, J., & Mc Carthy, V. J. (2024). Work characteristics, job satisfaction and intention to leave: A cross sectional survey of advanced nurse practitioners. *Contemporary Nurse*, 60(4), 382–394. <https://doi.org/10.1080/10376178.2024.2327353>
- Elliethey, N. S., Aly Abou Hashish, E., & Ahmed Mohamed Elbassal, N. (2024). Work ethics and its relationship with workplace ostracism and counterproductive work behaviours among nurses: A structural equation model. *BMC Nursing*, 23(1). <https://doi.org/10.1186/s12912-024-01785-4>
- Enea, M., Maniscalco, L., de Vries, N., Boone, A., Lavreysen, O., Baranski, K., Miceli, S., Savatteri, A., Mazzucco, W., Fruscione, S., Kowalska, M., de Winter, P., Szemik, S., Godderis, L., & Matrangola, D. (2024). Exploring the reasons behind nurses' intentions to leave their hospital or profession: A cross-sectional survey. *International Journal of Nursing Studies Advances*, 7, 100232. <https://doi.org/10.1016/j.ijnsa.2024.100232>
- Falguera, C. C., Labrague, L. J., De Los Santos, J. A., Firmo, C. N., & Tsaras, K. (2022). Predictive roles of organizational and personal factors in work engagement among nurses. *Frontiers of Nursing*, 9(4), 379-387. <https://doi.org/10.2478/fon-2022-0048>
- Falguera, C. C., Labrague, L. J., Firmo, C. N., De los Santos, J. A. A., & Tsaras, K. (2022). Relationship of work engagement with nurse-work and patient outcomes among nurses in central Philippines. *Acta Medica Philippina*. <https://doi.org/10.47895/amp.vi0.4426>
- Felizardo, K., & Faller, E. (2024). Perceived Work-Life Balance, Job Satisfaction and Retention among Nurses in Selected Primary Government Hospitals in Cavite. *International Journal of Research Publication and Reviews*, 5(9), 1640–1647.
- Flores, A. (2023). Addressing Counterproductive Work Behaviors in a Behavioral Health Organization. Güçlü Nergiz, H., & Unsai-Akbiyik, B. S. (2024). Job crafting, Task Performance, and employability: The role of work engagement. *Sage Open*, 14(3). <https://doi.org/10.1177/21582440241271125>
- Guillermo, E. G., Janairo, M. P., Villaflores, C. M., Delano, J. J. E., Recto, M. T., Almajo, J. J., & Gonzales, A. M. (2024). Job Satisfaction and Intention to Stay among Health Workers in Selected Government Hospitals in Occidental Mindoro, 3(1).
- Habib, N., Awan, S. H., Naveed, S., & Shoaib Akhtar, C. (2020). Effectiveness of interpersonal leadership for engagement and task performance of nurses. *Sage Open*, 10(2). <https://doi.org/10.1177/2158244020924429>
- Hamama-Raz, Y., Ben-Ezra, M., Bibi, H., Swarka, M., Gelernter, R., & Abu-Kishk, I. (2022). Vigor among health-care professionals at the workplace: The role of intra- and inter-personal resources. *Psychology, Health & Medicine*, 28(10), 2964-2976. <https://doi.org/10.1080/13548506.2022.2159454>
- Heath, C. (2023, February 5). Descriptive research: Design, methods, examples, and faqs. *Descriptive Research: Design, Methods, Examples, and FAQs*. <https://dovetail.com/research/descriptive-research/>

- Hetzel-Riggin, M. D., Swords, B. A., Tuang, H. L., Deck, J. M., & Spurgeon, N. S. (2019). Work engagement and resiliency impact the relationship between nursing stress and burnout. *Psychological Reports*, 123(5), 1835-1853. <https://doi.org/10.1177/0033294119876076>
- Jackson, J., Maben, J., & Anderson, J. E. (2022). What are nurses' roles in modern healthcare? A qualitative interview study using interpretive description. *Journal of Research in Nursing*, 27(6), 504–516. <https://doi.org/10.1177/17449871211070981>
- Jaya, L. H., & Ariyanto, E. (2021). The effect of vigor, dedication and absorption on the employee performance of PT Garuda Indonesia Cargo. *European Journal of Business and Management Research*, 6(4), 311–316. <https://doi.org/10.24018/ejbmr.2021.6.4.1006>
- Kim, E., Kim, H., & Lee, T. (2024). How are new nurses satisfied with their jobs? From the work value perspective of generations Y and Z nurses. *BMC Nursing*, 23(1). <https://doi.org/10.1186/s12912-024-01928-7>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Lerner, D., de Vet, H. C., & van der Beek, A. J. (2016). Individual work performance questionnaire--American-english version. *PsycTESTS Dataset*. <https://doi.org/10.1037/t64239-000>
- Kumar, D. M., & Govindarajo, N. S. (2014). Instrument development "intention to stay instrument" (ISI). *Asian Social Science*, 10(12). <https://doi.org/10.5539/ass.v10n12p149>
- Lee, J. Y., & Shin, J. H. (2020). Why do they stay? intention to stay among registered nurses in nursing homes. *International Journal of Environmental Research and Public Health*, 17(22), 8485. <https://doi.org/10.3390/ijerph17228485>
- Li X, Zhang Y, Yan D, Wen F, Zhang Y. Nurses' intention to stay: The impact of perceived organizational support, job control and job satisfaction. *J Adv Nurs*. 2020 May;76(5):1141-1150. doi: 10.1111/jan.14305. Epub 2020 Mar 2. PMID: 31957044.
- Loft, M. I., & Jensen, C. S. (2020). What makes experienced nurses stay in their position? A qualitative interview study. *Journal of Nursing Management*. <https://doi.org/10.1111/jonm.13082>
- Luft, J. A., Jeong, S., Idsardi, R., & Gardner, G. (2022). Literature reviews, theoretical frameworks, and Conceptual Frameworks: An introduction for new biology education researchers. *CBE—Life Sciences Education*, 21(3). <https://doi.org/10.1187/cbe.21-05-0134>
- Lyu, X.-C., Huang, S.-S., Ye, X.-M., Zhang, L.-Y., Zhang, P., & Wang, Y.-J. (2022). What Influences Newly Graduated Registered Nurses' Intention to Leave the Nursing Profession? An Integrative Review. <https://doi.org/10.21203/rs.3.rs-2078921/v1>
- Maqbool, M., Lyu, B., Ullah, S., Khan, M. T., Abeden, A. Z., & Kukreti, M. (2024). Abusive supervisor triggers counterproductive work behaviors in nursing staff: Role of psychological contract breach and Islamic work ethics. *Leadership & Organization Development Journal*, 45(3), 461-477. <https://doi.org/10.1108/lodj-06-2023-0295>
- McClenaghan, E. (2024, May 8). Spearman rank correlation. *Technology Networks*. <https://www.technologynetworks.com/tn/articles/spearman-rank-correlation-385744>
- Memon, M. A., Thurasamy, R., Ting, H., & Cheah, J. (2024). Purposive sampling: A review and guidelines for quantitative research. *Journal of Applied Structural Equation Modeling*, 9(1), 1-23. [https://doi.org/10.47263/jasem.9\(1\)01](https://doi.org/10.47263/jasem.9(1)01)
- Möttus, R., Wood, D., Condon, D. M., Back, M., Baumert, A., Costantini, G., Epskamp, S., Greiff, S., Johnson, W., Lukaszewski, A., Murray, A. L., Revelle, W., Wright, A. G. C., Yarkoni, T., Ziegler, M., & Zimmermann, J. (2020). Descriptive, Predictive and Explanatory Personality Research: Different Goals, Different Approaches, but a Shared Need to Move beyond the Big Five Traits. <https://doi.org/10.31234/osf.io/hvk5p>
- Mulisa, D., Tolossa, T., Oluma Ayana, A., Regasa, M. T., Bayisa, L., Abera, T., Mosisa, A., Wakuma, B., Etafa, W., Tsegaye, R., Fetensa, G., Turi, E., Diriba, D. C., Besho, M., & Mosisa, G. (2022). Nurses are leaving the nursing profession: A finding from the willingness of the nurses to stay in the nursing profession among nurses working in selected public hospitals of Wollega Zones, Oromia, Ethiopia. *SAGE Open Medicine*, 10. <https://doi.org/10.1177/20503121221081755>
- Nigussie Bolado, G., Ayalew, T. L., Atinafu Ataro, B., & Hussein, A. (2023). The magnitude of turnover intention and associated factors among nurses working at governmental hospitals in southern Ethiopia: A mixed-method study. *Nursing: Research and Reviews*, Volume 13, 13–29. <https://doi.org/10.2147/nrr.s404623>
- Nini, M. (2019, December 30). Job performance: Why task and contextual performance matter from an evidence-based management perspective: CQ Net - management skills for everyone. CQ Net - Management skills for everyone! Performance matters/1258#:~:text=Contextual%20performance%20captures%20this%20ability,equally%20important%20as%20as%20performance.
- Nissanholtz Gannot, R., Hamama Raz, Y., Stein, I., & Hochwald, O. (2021). Secondary traumatic stress and vigor among neonatal intensive care unit personnel. *Advances in Neonatal Care*, 22(3), E86-E93. <https://doi.org/10.1097/anc.0000000000000924>
- Pressley, C., & Garside, J. (2023). Safeguarding the retention of nurses: A systematic review on determinants of Nurse's intentions to stay. *Nursing Open*, 10(5), 2842–2858. <https://doi.org/10.1002/nop2.1588>
- Rahmawati, E., Agustina, H. R., & Yudianto, K. (2023). Factors contributed to the development of work engagement among nurses in the hospital: Narrative review. *Journal of Nursing Care*, 5(3). <https://doi.org/10.24198/jnc.v5i3.42210>
- Randa, M. B., & Phale, J. M. (2023). The effects of high nurses' turnover on patient care: Perspectives of Unit Managers in Critical Care Units. *International Journal of Africa Nursing Sciences*, 19, 100580. <https://doi.org/10.1016/j.ijans.2023.100580>
- Sabetsarvestani R, Geçkil E, Hadian Shirazi Z. Dedication in nursing: A concept analysis. *Nurse Midwifery Stud* 2022;11:62-70. https://doi.org/10.4103/nms.nms_52_21
- Sánchez-Cardona, I., Vera, M., & Marrero-Centeno, J. (2021). Job resources and employees' intention to stay: The mediating role of meaningful work and work engagement. *Journal of Management & Organization*, 29(5), 930-946. <https://doi.org/10.1017/jmo.2021.10>
- Sapar, L. C., & Oducado, R. M. (2021). Revisiting job satisfaction and intention to stay: A cross-sectional study among hospital nurses in the Philippines. *Nurse Media Journal of Nursing*, 11(2), 133–143. <https://doi.org/10.14710/nmjn.v11i2.36557>
- Sayed, S., Ahmed, A., Bakr, M., & Sherief, N. (2019). Work engagement in nursing: A concept analysis. *Menoufia Nursing Journal*, 4(1), 13-18. <https://doi.org/10.21608/menj.2019.118478>
- Shayrine, H., & Venugopal, P. (2024). The impact of talent recognition on the intention to stay in work context: Empirical overview. *Revista de Gestão Social e Ambiental*, 18(1), e04948. <https://doi.org/10.24857/rgsa.v18n1-093>

- Singh, R. K. (2024, February 20). Kernel regression (5 min). Medium. <https://medium.com/@ju.rabikumarsingh/kernel-regression-5-min-49fdc43cf63d>
- Slåtten, T., Lien, G., & Mutonyi, B. R. (2022). Precursors and outcomes of work engagement among nursing professionals—a cross-sectional study. *BMC Health Services Research*, 22(1). <https://doi.org/10.1186/s12913-021-07405-0>
- Sumande, D. V., & Ruiz, F. B. (2020). Evaluation of staff nurses performance in level III private hospitals in region IV-A basis for continuing professional development program. *Enfermería Clínica*, 30, 42-47. <https://doi.org/10.1016/j.enfcli.2019.09.034>
- Supriadi., Mintarti, S., Paminto, A., Hidayati, T., & Palutturi, S. (2020). The relationship between job characteristics and transformational leadership on organization and altruism commitments and its effects on nurses' satisfaction and performance in private hospitals of Samarinda city. *South Asian Research Journal of Humanities and Social Sciences*, 02(02), 106-112. <https://doi.org/10.36346/sarjhss.2020.v02i02.001>
- Tan, S. H., & Chin, G. F. (2023). Generational effect on nurses' work values, engagement, and satisfaction in an acute hospital. *BMC Nursing*, 22(1). <https://doi.org/10.1186/s12912-023-01256-2>
- Torabinia, M., Mahmoudi, S., Dolatshahi, M., & Abyaz, M. R. (2017). Measuring engagement in nurses: The Psychometric Properties of the Persian version of Utrecht work engagement scale. *Medical Journal of the Islamic Republic Of Iran* 31(1), 83–89. <https://doi.org/10.18869/mjiri.31.15>
- Wahyanto, T., Damayanti, N. A., Supriyanto, S., & Hartini, S. (2019). Effect of happiness at work on employee engagement and intention to stay of hospital employees. *Indian Journal of Public Health Research & Development*, 10(12), 2017. <https://doi.org/10.37506/v10/i12/2019/ijphrd/192170>
- Waltz, L. A., Muñoz, L., Weber Johnson, H., & Rodriguez, T. (2020). Exploring job satisfaction and workplace engagement in millennial nurses. *Journal of Nursing Management*, 28(3), 673-681. <https://doi.org/10.1111/jonm.12981>
- Wei, H., Horsley, L., Cao, Y., Haddad, L. M., Hall, K. C., Robinson, R., Powers, M., & Anderson, D. G. (2023). The associations among nurse work engagement, job satisfaction, quality of care, and intent to leave: A national survey in the United States. *International Journal of Nursing Sciences*, 10(4), 476–484. <https://doi.org/10.1016/j.ijnss.2023.09.010>
- Wu, F., Lao, Y., Feng, Y., Zhu, J., Zhang, Y., & Li, L. (2024). Worldwide prevalence and associated factors of nursing staff turnover: A systematic review and meta-analysis. *Nursing Open*, 11(1). <https://doi.org/10.1002/nop2.2097>
- Yao, J. J. (2021). Predictors of counterproductive workplace behaviors of nurses. *Asia Pacific Journal of Health Management*, 16(2), 39-44. <https://doi.org/10.24083/apjhm.v16i2.489>
- Ziedelis, A. (2018). Perceived calling and work engagement among nurses. *Western Journal of Nursing Research*, 41(6), 816-833. <https://doi.org/10.1177/0193945918767631>

