




The Effect of Psychological Contract on Turnover Intention Mediating by Employee Engagement

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Abstract. This study examines the effect of career development, job content, social atmosphere, financial reward, life and work balance on turnover intention and the effect of mediation by employee engagement in the relationship between career development, job content, social atmosphere, financial reward, life and work balance on turnover intention. The study was taken place at a Public Hospital Nurse in the City of Surakarta, taken with purposive sampling technique. The criterion for respondents in this study were the nurses who working in hospitals with a minimum of one year work period in their field. This study was obtained through questionnaires with a total of 167 data processed. This study uses a structural equation model (Structural Equation Model). The results of the study can be concluded that career development, job content and social atmosphere have a negative influence on turnover intention and are mediated by employee involvement, while financial rewards and work and life balance are not affect turnover intention and are not mediated by employee engagement. This study has several limitations which include the number of samples, the object of observation that is focused on nurses and the observation area around the Surakarta Residency. So that in future studies are expected to complete the limitations of this study.

Keywords: Psychological Contracts · Employee Engagement · Turnover Intention

1 Introduction

The desire to choose to quit the job voluntarily or not voluntarily or change the place of work to a new one according to employee choice is called turnover intention (Mobley, 1982). Turnover Intention needs to be investigated because it is often taken into consideration when someone feels they don't want to be part of their work, the literature study Kim & Young (2017) [21] said that turnover intention is able to predict the likelihood of someone leaving work in the near future. According to national survey data, the annual turnover rate in the health industry reaches 23% of the total employee turnover rate and 50% of them are nurses (Elizabeth, 2011) [15]. Attachment is considered as an attempt by someone to clarify their existence through participation that can be conceptualized as thinking that is positively related to work characterized by enthusiasm, dedication,

and absorption (Schaufeli, Bakker, & Van Rhenen, 2009). Therefore attachment is able to influence employee turn over intention.

Besides being able to influence the occurrence of turnover intention, attachment is also related to the fulfillment of psychological contracts supported by research results from Van den Heuvel, Freese, Schalk, & van Assen (2017) [33] which reveal that the attachment and fulfillment of psychological contracts is positively related to attitudes towards change and negatively related turnover intention. Turnover intention is strongly supported as the best choice for detecting the fulfillment of psychological contracts by the leadership, when someone intends to leave the workplace, this moment becomes important because turnover intention concerns the critical role of nursing work and the impact of psychological well-being of nurses in achieving better quality of patient care Pahlevan & Sharif (2018). Psychological contracts have elements that can be linked to self-image in the form of career development, job content, social atmosphere, financial rewards and the balance between work and life DeVos & Maganck (2009) that employees expect.

This study replicates the research conducted by (Sheehan, Tham, Holland, & Cooper, 2019) [31] entitled Psychological contract fulfillment, engagement and nurse professional turnover intention. This study will take the location of studies at the General Hospital in Surakarta residency with different grades in order to represent the overall population of the General Hospital in Surakarta based on data from the Ministry of Health in 2019. The General Hospital was chosen for another reason the burden of nurses is estimated to be greater than nurses in Special Hospitals because of various service offerings (Elizabeth 2011) [15]. The targeted research sample is nurses at the General Hospital in Surakarta who have a heavy workload, responsibility for one's life and follow irregular working hours with a shift system (Anafarta, 2011) [2] and routine work intensity.

2 Literature Review

In understanding the work behavior of an employee the most influential thing is conceptual thinking related to Social Exchange Theory. Social Exchange Theory has the aim to understand employee relations with their leaders both positively or negatively (Blau, 1964). The form of interaction that arises starts from the employee's expectations of the leadership, if the interaction is ignored it can be a reason for the occurrence of turnover intention (Chenevert et al. 2016). Unfulfilled expectations will affect psychological well-being and quality of performance (Pahlevan et al. 2018).

Attachment from employees is considered to have an important role in achieving balance in mutual expectations. Employee engagement is likened to employee self-investment in Rich's cognitive, behavioral and emotional work (Sheehan et al., 2019) [31]. The relationship of behavior and cognitive in general that leads to balance one of which can be explained in Shaw & Contanzo's theory of cognitive dissonance (Guerrero et al., 2017) [18]. In general, cognitive dissonance theory explains the psychological discomfort of employees when they encounter opposition between one's ideas and behavior or can be called psychologically inconsistent. So when dealing with psychological discomfort a person will tend to avoid situations that can increase dissonance.

2.1 Career Development and Turnover Intention

Psychological contract is defined as an effort that needs to be done by employees as an effort to maintain relationships within the organization, there is a lot of evidence about the influence of psychological contract elements on various kinds of results related to work. Employees evaluate the fulfillment or violation of psychological contract elements through inducements received from promises made by previous companies (De Vos & Maganck, 2009). Career development is the first element of the psychological contract expected by employees. Career development is the route in managing knowledge, effort, freedom, and evolution to move towards a firm and personal future (Ali Z Bashir & Mehreen, 2019) [4]. Research (DeVos & Maganck 2009) suggests that nurses need to develop their careers to feel more competent. Based on these arguments, the following hypothesis is formulated:

H1a: Career Development negatively influences Turnover Intention.

2.2 Job Content and Turnover Intention

Research conducted by (Turnley & Feldman, 1998) [32] shows that violations of psychological contracts will positively affect intention to leave or decrease employee commitment. Other studies show the results of fulfilling psychological contracts in scientifically important constructions have a negative effect on managers' concern on employee turnover (Robinson, 1996) [23]. The second element of the psychological contract expected by employees is job content which is defined as routine in the work which is indicated by variations in tasks, significance, autonomy, identity, and feedback as well as having an impact on perceptions of individual quality on work life (Vishwanarth & Jamal 1991). Research (DeVos & Maganck 2009) adds that nurses need to have job content that can produce feelings of autonomy in themselves. Based on these arguments, the following hypothesis is formulated:

H1b: Job Content negatively affects turnover intention.

2.3 Social Content and Turnover Intention

Efforts to fulfill the psychological contract element are considered as part of the fulfillment of employee expectations by the company whose impact can trigger actions from employees. Ana Brochado & Paulo Rita (2016) [5] stated that the social atmosphere is the recognition of members of the work environment and a set of organizational characteristics that affect members. Research (DeVos & Maganck 2009) suggests that nurses need to be socially connected to feel mutual ownership. Based on these arguments, the following hypothesis is formulated:

H1c: Social Atmosphere negatively influences turnover intention.

2.4 Financial Rewards and Turnover Intention

This research (Kraak et al 2017) this time explains that violations of psychological contracts (when psychological contract elements are not fulfilled) will cause negative

effects, one of which is turnover intention. Like research (Morrison & Robinson, 1997) [23] which proves negative effects arise when there is a psychological contract violation that triggers emotional shocks to employees in the form of disappointment to anger that has the potential to cause a response to employee performance violations.

To prevent negative effects on employees, the company emphasizes the importance of fulfilling other elements of psychological contracts on employees. DeVos & Maganck's research results (2009) explain that the balance between work and life and financial rewards are considered less important. But Rousseau (Marescaux, De Winne, & Sels, 2013) stated that financial rewards are a means to attract, motivate, and retain valuable employees. Based on these arguments, the following hypothesis is formulated:

H1d: Financial Rewards negatively influences Turnover Intention.

2.5 Work-Life Balance and Turnover Intention

Research by Sheehan et al. (2019) [31] shows the results that fulfillment of promises related to career development, financial rewards and work and life balance does not affect turnover intention. In contrast to the results submitted (Guerrero, Chenevert, & Kilroy 2017) [18] which stated supporting the need for a balance between work and life in order to feel competent even added statements that responsibilities that are not classified as work can affect the work capacity for nurses. Some additional psychological contract elements need to be fulfilled to prevent performance violations. Violation of employee performance can be one of the failures of hospitals in maintaining nurses and loss of cost efficiency as an effort to replace new nurses due to turnover (Chenevert, 2016). Based on these arguments, the following hypothesis is formulated:

H1e: Work and LifeBalance has a negative influence onTurnover intention.

2.6 Employee Engagement in Mediating the Effect of Career Development on Turnover Intention

The research results of Sheehan et al. (2019) [31] explain that the relationship between fulfilling psychological contracts in career development on turnover intention is not mediated by employee engagement. Different in the results of the study (Van den Heuvel S., 2017) [33] which states that employee engagement to the relationship between psychological contracts and turnover intention shows significant results that are considered capable of mediating. Fulfillment of higher psychological contracts can lead to higher work engagement and lower turnover intentions (Turnley et al, 2003) [32]. This study examines the effect of contract fulfillment from leaders and investigates changes in work engagement and intention to move from time to time. In the research of Sheehan et al, (2019) [31] shows that the fulfillment of appointments related to career development is important for increasing nurse competence. Based on these arguments, the following hypothesis is formulated:

H2a: Employee Engagement mediates the relationship between the Effects of Career Development on Turnover intention.

2.7 Employee Engagement in Mediating the Effect of Work Content and Social Atmosphere on Turnover Intention

The results (Van den Heuvel S., 2017) [33] show that attachment mediates the relationship between the fulfillment of psychological contract elements on turnover intention. Job content is defined as routine in work which impacts the perception of individual quality on working life (Vishwanarth & Jamal 1991). Job content goes hand in hand with the social atmosphere in work life. Ana Brochado & Paulo Rita (2016) [5] said that the social atmosphere is the recognition of members of the work environment and a set of organizational characteristics that affect members. So that both help nurses realize their personal growth and commitment to improve their achievement and satisfaction. Previous studies have shown that attachment mediates the relationship between fulfillment of psychological contract elements on turnover intention, with responses in the form of high attachment that can reduce turnover intention (Bal, et al, 2013). The research results of Sheehan et al., (2019) [31] show the results that fulfillment of promises is related to attractive work content and social atmosphere mediated by attachment. Based on these arguments, the following hypothesis is formulated:

H2b: Employee Engagement mediates the relationship between the Effect of Job Content on Turnover Intention.

H2c: Employee Engagement mediates the relationship between the Effect of Social Atmosphere on Turnover intention.

2.8 Employee Engagement in Mediating the Effect of Financial Rewards and Work & Life Balanced on Turnover Intention

The research results of Sheehan et al. (2019) [31] explain that the relationship between fulfilling the psychological contract of financial reward and the balance of work & life on turnover intention is not mediated by employee engagement. In contrast to the results of the study (Bhatnagar & Biswas, 2012) which stated that employee engagement was found to have a mediating effect. Supported by the results of Bakker's research (2004) [7] which found that attachment was used to mediate the relationship between work resources and intention to move. In the results of research (Marescaux & Sels, 2013) that convey financial rewards are a means of motivating and retaining valuable employees. Someone often weighs the consequences of losing work on financial rewards and satisfaction with the potential benefits to be gained. Life satisfaction is based on psychological satisfaction of individuals with important life roles and is influenced by the existence or scarcity of work and life balance (Frone, 2003). Employee engagement emerges as a strong mediator between these variables. Based on these arguments, the following hypothesis is formulated:

H2d: Employee Engagement mediates the relationship between the Effect of Financial Rewards on Turnover Intention.

H2e: Employee Engagement mediates the relationship between the Effect of Work & Life Balance Turnover intention.

3 Methodology

This study collected data derived from the response of each nurse which was counted as an individual data source, the response from nurses of the General Hospital in Surakarta represented the opinion to be expressed (Sekaran, 2006) [29]. Because it is done within a period of time of research data retrieval or during a period, this research can be classified in cross sectional research (Sekaran, 2006) [29]. In this study the population to be used is nurses who work at the General Hospital in Surakarta, which has been determined by the researcher. The sampling technique is done by purposive sampling which requires certain considerations so that the subject is able to understand the core of the research so that it can be sampled (Sekaran, 2006) [29]. In this study using a sample of nurses with at least 1 year work experience at the General Hospital in Surakarta. The research instrument in this study refers to the main article in the form of a questionnaire. Sampling is done thoroughly on nurses at the General Hospital in Surakarta who are willing to provide with a minimum of 1 year work period.

Structural equation modeling (SEM) is used in this study as an analytical technique to test a set of regression equations simultaneously Hair (Shehaan, 2019). The number of samples that must be met to conduct research as a calculation requirement using the Full Information Maximum Likelihood (FIML) is 5 times the number of indicator items used, because Chi-square testing is sensitive to the number of samples so at least 100 - 200 samples are needed (Ferdinand, 2014). In this study using 32 indicator items, so the number of samples that must be met is 160 samples with a level of error (confident level standard) of 5%. To avoid repetition of the distribution of questionnaires due to incomplete or damaged data, it was decided to take 210 samples of nurses working at the General Hospital in Surakarta.

4 Empirical Result

4.1 Validity Test and Reliability Test

In this study the validity test will be used with Confirmatory Factor Analysis (CFA) using Amos 22 software. Where each item of questions must have a loading factor > 0.50 . In testing the validity of the results obtained from the seven variables have a loading factor > 0.50 which means that the entire research instrument variables are valid according to the criteria. Based on the reliability test results obtained from the seven variables studied have a construct reliability value > 0.70 , which means that the instrument under study for revealing the seven variables was declared worthy of being an instrument in this study or said to be reliable (reliable).

4.2 Model Test Result: Outliers Test, Normality Test, GOF Test

In calculating the data for testing the assumptions are mapped to represent the 10 observations farthest from the average (outlier). A data is said to be an outlier if the mahalanobis value $d\text{-squared} > \text{its limit}$. a value of 50,370. The outlier limit used is the chisquare table value at the significance level of 0.001 and 32 degrees of freedom that is equal to

62.487. The most expensive mahalanobis distance value is smaller than the limit ($d = 50,460 < \chi_{20,001,28} = 62,487$), it can be concluded that the data to 144 are not outliers. Because the distant observation is not an outlier it can be concluded that there is no outlier data. So that all samples taken are used as SEM calculation data.

Data normality test aims to test whether the data used is normally distributed or not. The test is carried out by using the values in the normality table generated from the AMOS program with the results that all variables enter the normal criteria, that is, if the value of Multivariate $cr \pm 2.58$. This means it can be concluded that the data is normally distributed. According to Hair in Yamin and Kurniawan (2009) [36] SEM analysis does not have the best single statistical test tool to test hypotheses about the model. The results of the calculation of various fit indexes to measure the degree of conformity between models are carried out.

The purpose of this analysis is to develop and test whether a model is compatible with the data. Chi-square value obtained on the model is 500,949, with a probability value of 0.029. Because the p value < 0.05 , goodness of fit chi square and significant probability are stated marginal. The CMIN/DF value obtained in the model is 1,131. Because the CMIN/DF value < 2 , the goodness of fits CMIN/DF is fit. The RMSEA value ≤ 0.08 indicates a good index to accept the suitability of a model. The RMSEA value obtained is equal to the model of 0.028. Because the RMSEA value < 0.08 , the goodness of fit RMSEA is declared fit.

GFI value > 0.90 indicates the model tested has a good fit. The GFI value in the model obtained is 0.848. Because the value of GFI < 0.90 , then the goodness of fit GFI is declared marginal. The recommended value is $AGFI \geq 0.90$. The greater the AGFI value, the better the suitability of the model. The AGFI value obtained is 0.819. Because the AGFI value < 0.90 , the goodness of fits AGFI is declared marginal. The recommended acceptance value is the TLI value > 0.90 . The RMSEA value obtained is 0.979. Because the TLI value > 0.90 , the goodness of fits significantly TLI is fit. The recommended acceptance value is $CFI > 0.90$. CFI value obtained was 0.981. Because the CFI value > 0.90 , then the CFI goodness of fits significantly is fit. Based on this information, it can be concluded that the overall model mentioned in the research model shows that the proposed model has a level of overall conformity that is fit

4.3 Hypothesis Test

From the results of data processing from the above table, researchers look at the estimated value of the regression coefficient that can explain the relationship that occurs between variables. If the estimated regression coefficient value shows a positive number, then the relationship between variables is positive, conversely if it is negative, then the relationship between variables is negative. Meanwhile, the significance of the relationship between variables can be seen from the P value. A P value of less than 0.050 indicates a significant relationship between variables.

Based on Table 1, the relationship between Career Development, Job Content and Social Atmosphere variables has a negative estimated coefficient of regression coefficient. Hypotheses 1a, 1b, & 1c have P values less than 0.050. Then it can be concluded that the hypothesis is supported. While the variable Financial Rewards and Work & Life Balance have a negative estimated value of the regression coefficient. Hypotheses 1d &

Table 1 Hypothesis Testing.

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	Variable	Estimate	S.E.	C.R.	P	
Career Development	→ Employee Engagement	,170	,064	2,640	,008	significant
	→ Employee Engagement	,557	,138	4,030	0,000	significant
	→ Employee Engagement	,329	,103	3,200	0,001	significant
	→ Employee Engagement	,127	,061	2,078	0,038	significant
Social Atmosphere	→ Employee Engagement	,160	,079	2,041	0,041	significant
	→ Turnover Intention	-,119	,048	-2,506	0,012	significant
	→ Turnover Intention	-,276	,108	-2,548	,011	significant
	→ Turnover Intention	-,163	,077	-2,107	0,035	significant
Financial Rewards	→ Turnover Intention	-,028	,044	-,627	0,530	No significant
	→ Turnover Intention	-,009	,057	-,164	0,869	No significant
	→ Turnover Intention	-,389	,092	-4,207	0,000	significant
	→ Turnover Intention	-,389	,092	-4,207	0,000	significant

le have a P value of more than 0.050. Then it can be concluded that the hypothesis is not supported. To prove hypothesis 2, it is necessary to do a Sobel Test calculation to find out whether there is mediation by employee engagement in the relationship of psychological contract variables to turnover intention. Hypotheses 1a, 1b, & 1c have the value of t-count > t-table so that the hypothesis is supported. While Hypotheses 1d & 1e have t-counts < t-tables so that these hypotheses are not supported.

5 Discussion

This study examines how the Psychological Contract variable influences Turnover Intention. It also sought to find out the indirect mediating effect of employee engagement on the relationship between Psychological Contract variables in Turnover Intention. Based on the survey that has been done, the following discussion is produced.

First, career development has a significant negative effect on turnover intention. From the data obtained, the researchers concluded that career development had a negative and significant effect on turnover intention. This conclusion is in line with previous research conducted by Irvine and Evans (1995) in the context of job satisfaction with job turnover which states that dissatisfaction is a prediction of turnover intention that encourages nurses to consider the importance of career development. Career development is stated as important to Turnover Intention in DeVos research & Maganck (2009).

Second, job content has a significant negative effect on turnover intention the second result which states that job content has a negative effect on turnover intention is in line with previous research by Sheehan (2019) [31]. It can be concluded that nurses who perceive if they have responsibility for their current work are proof that a nurse actually devotes himself to others Gambino (2010). When nurses perceive their responsibilities as

acceptable and make them feel valued at work, the turnover intention level will decrease. Third, social atmosphere has a significant negative effect on turnover intention. Previous research conducted by Sheehan (2019) [31] in a similar context has proven a negative relationship between social atmosphere and turnover intention. It can be concluded in this study that when nurses have a good relationship between colleagues, the desire to leave work will decrease, added by previous research by Guerrero (2017) [18] which states that nursing is a call related to caring among people.

Fourth, financial rewards do not significantly influence turnover intention. Research on financial rewards in nursing has been conducted by Guerrero (2017) [18] which shows that financial rewards are not the primary for nurses related to the call of duty of care. Based on the data that has been processed in the study, the results show that financial rewards do not have a significant effect on turnover intention. When nurses perceive financial rewards given at work can make them feel interested, but it is not related to the level of turnover intention that will occur.

Fifth, the balance of work and life does not significantly influence turnover intention. According to previous literature, certain roles can be increased or reduced through psychological attachment to work and life balance (Frone, 2003). Sheehan's research results (2019) in a similar context have proven that there is no relationship between work and life balance on turnover intention. When nurses have the perception that they have the opportunity to get flexible working hours depending on personal needs and have the opportunity to determine the time for leave, this will not affect their desires if they intend to leave their jobs.

Sixth, employee engagement mediates the effect of career development on turnover intention. This research concludes that the effect of career development on turnover intention is mediated by employee engagement. This conclusion is in line with the results of Irvine & Evans's research (1995) which shows a negative relationship in the context of job satisfaction with job turnover, with the result of dissatisfaction being the prediction of turnover intention that encourages nurses to consider career development. When nurses experience satisfaction with career development opportunities, they feel involved in their work which can reduce the nurse's intention to leave work. Thus the conclusion drawn that employee engagement shows mediation on the influence of career development on nurse turnover intention.

Seventh, employee engagement mediates the effect of job content on turnover intention. In accordance with research conducted by (Van den Heuvel S., 2017) [33] which states that attachment mediates the relationship between the fulfillment of psychological contract elements on turnover intention. The results of the study by Sheehan et al., (2019) show that the fulfillment of appointments related to interesting work content is mediated by attachment. Therefore, when nurses perceive the work content received can lead to the emergence of intention to leave the job, employee engagement can affect high level of low turnover intention.

Eighth, employee engagement mediates the influence of the social atmosphere on turnover intention. In accordance with previous research Sheehan et al., (2019) [31] showed that the fulfillment of promises related to an attractive social atmosphere is mediated by attachment. Other research by (Bal, et al., 2013) proves that attachment mediates the relationship between the fulfillment of psychological contract elements

on turnover intention, with responses in the form of high attachment that can reduce turnover intention. So in this study, it can be concluded that if nurses believe that social atmosphere that creates a positive relationship between colleagues is able to influence turnover intention, the employee engagement plays a role in knowing the amount of turnover intention that occurs.

Ninth, employee engagement does not mediate the effect of financial rewards on turnover intention. This research concludes that the effect of financial reward on turnover intention is not mediated by employee engagement. This is in line with the results of Sheehan's research (2019) [31] which also states that attachment does not mediate the relationship between the effect of financial rewards on turnover intention. In general nurses will feel attracted to health insurance, benefits and bonuses given when their performance improves. Thus the conclusion is drawn that employee engagement does not indicate mediation on the effect of financial rewards on nurse turnover intention.

Finally, employee engagement does not mediate the effect of work and life balance on turnover intention. This study concludes that the effect of financial rewards on turnover intention is not mediated by employee engagement. This is in line with the results of Sheehan's research (2019) [31] which also states that attachment does not mediate the relationship between the effect of work and life balance on turnover intention. Thus, the conclusion is drawn that employee engagement does not show mediation on the effect of work and life balance on nurses' turnover intention.

Acknowledgments. This study has several limitations including the difficulty of accessing permits at the General Hospital in Surakarta Residency which is the length of time of this study. In addition, there are a number of General Hospitals in the Surakarta Residency who are not willing to provide information on data related to nurses who work there. And the other is that the data collection area is still in a small scope, that is the Surakarta residency area. Based on the results of research investigated by the author, a suggestion that the author can for further research is to expand the location of questionnaires to obtain more diverse results not only within the scope of the residency of Surakarta. This research is only limited to nurses as research objects, then the object can be developed in other medical personnel with more specific restrictions such as educational background, minimum age and so on. As well as the current questionnaire data collection is done through field direct surveys, in the future it is expected to be arranged in such a way so that the questionnaire can be distributed via links.

Authors' Contributions. There is a significant negative effect on the psychological contract of career development on Turnover Intention. When nurses perceive opportunities to grow and develop their abilities for the employer to apply, then turnover intention will decrease. There is a significant negative effect on the psychological contract of work content on Turnover Intention. If the submission of ideas or input by nurses when at work is permissible and the use of skills and self capacity can be done, turnover intention will decrease.

There is a significant negative effect on the psychological contract of the social atmosphere on Turnover Intention. When nurses perceive a good working atmosphere in the workplace as well as cooperative relationships and communication between colleagues, turnover intention will decrease. There is no significant effect of psychological contracts on financial rewards on Turnover Intention. When nurses perceive the existence of financial rewards and the acquisition of bonuses given when doing work improvement will not affect the occurrence of turnover intention. There is

no significant influence on the psychological contract of work and life balance on Turnover Intention. If the flexibility in determining work hours and the leniency to determine the expected leave time the nurse does will not affect the occurrence of turnover intention. There is a mediating effect by the involvement of employees in psychological contract development in career development on Turnover Intention. When nurses try to increase involvement in work to achieve promotion or career development will reduce the desire to leave work.

There is a mediating effect by employee involvement in the psychological contract relationship of job content on Turnover Intention. The ability to make valued decisions will make nurses feel responsible within themselves not to leave work. There is a mediating influence by employee involvement in the psychological atmosphere contractual relationship at Turnover Intention. A comfortable workplace atmosphere can create a sense of attachment within nurses at the current job that makes them feel they don't want to leave work.

There is no mediating effect by employee involvement in the psychological reward financial contract relationship at Turnover Intention. Obtaining health benefits and bonuses given when nurses' performance increases do not make them merely feel involved in work so that it will not affect the desire to leave work. When the situation in the nurse is valued, it does not necessarily cause a balance in work and life that makes the nurse feel enthusiastic about work and cannot resist the desire to leave work.

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