

The Influence of Quality Work Life and Job Satisfaction on Intention to Stay Through Organizational Commitment as an Intervening Variable at Konawe General Hospital

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Abstract

This study aims to (1) test and explain the influence of quality of work life on intention to stay. (2) test and explain the influence of quality of work life on organizational commitment. (3) test and explain the influence of job satisfaction on organizational commitment. (4) test and explain the influence of job satisfaction on intention to stay. (5) test and explain the influence of organizational commitment on intention to stay. (6) test and explain the influence of quality of work life on intention to stay through organizational commitment. (7) test and explain the influence of job satisfaction on intention to stay through organizational commitment. This study is an explanatory study with a quantitative approach and survey method. The study population was all contract employees of Konawe Regional Hospital using a census technique, resulting in a total of 263 employees as respondents. Data were collected through a Likert-scale questionnaire, tested for validity and reliability, and then analyzed using Structural Equation Modeling based on Partial Least Squares (PLS) with the help of SmartPLS version 4 software. The results showed that QWL and Job Satisfaction had a positive and significant influence on both Organizational Commitment and Intention to Stay. Organizational Commitment was also shown to have a positive and significant effect on Intention to Stay, although with a smaller coefficient compared to the direct effect of QWL and Job Satisfaction. In addition, Organizational Commitment acts as a significant partial mediator in the relationship between QWL and Intention to Stay as well as in the relationship between Job Satisfaction and Intention to Stay. These findings indicate that improving the quality of work life and job satisfaction not only has a direct impact on employee intention to stay, but also strengthens that intention through strengthening organizational commitment, especially normative commitment. The results of this study provide a basis for the management of Konawe Regional Hospital to design an integrated retention strategy through strengthening QWL, increasing Job Satisfaction, and developing Organizational Commitment to maintain the continuity and stability of healthcare workers.

Keywords: *Quality Work Life, Job Satisfaction, Intention to Stay, And Organizational Commitment.*

Introduction

The problem of low employee intention to stay, or the desire to remain long-term, is a serious challenge for hospitals in developing countries, including Indonesia. Healthcare workers, such as nurses and doctors, face high workloads, emotional stress, relatively low wages, and limited career development, all of which reduce their motivation to remain (Rafie et al., 2015). A study in the International Journal of Nursing Studies showed that unfavorable working conditions increase stress and burnout, ultimately weakening employees' intention to stay with healthcare organizations (Hayward et al., 2016). This situation is exacerbated by the highly competitive healthcare labor market, both domestically and internationally. A 2020 World Health Organization report indicates that developing countries tend to have lower levels of intention to stay than developed countries, as healthcare workers have broader job opportunities with better compensation and working conditions. As a result, hospitals

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in Indonesia face the risk of losing experienced professionals, which can impact the quality of healthcare services.

From the perspective of Job Demand–Resources Theory, low intention to stay is closely related to an imbalance between job demands and job resources. High work demands, such as emotional pressure, long hours, and physical workloads, if not balanced with adequate organizational support, will trigger stress and burnout (Bakker & Demerouti, 2007). Research by Afsar et al. (2018) confirms that limited supervisor support, career development opportunities, and work facilities contribute to decreased engagement and retention intentions in healthcare workers. One key strategy for increasing intention to stay is through strengthening quality of work life. Quality of work life is understood as an employee's perception of their physical and psychological well-being while working (Casio, 2018). Important aspects include participation in decision-making, a fair reward system, challenging job restructuring, and a conducive work environment. Fulfilling these aspects makes employees feel valued, thereby increasing engagement and a desire to remain with the organization (Casio, 2018; Bakker & Demerouti, 2007).

In addition to quality of work life, social support, job satisfaction, and organizational commitment also play a significant role in strengthening the intention to stay. Research shows that social support from superiors and coworkers increases job satisfaction, which in turn strengthens the intention to stay (Tourangeau et al., 2010; Albrecht, 2024; Hungo, 2024; Tsang, 2023). Within the framework of Social Exchange Theory (Blau, 1964), job satisfaction and organizational support are viewed as forms of investment that are reciprocated by employees through increased commitment and loyalty (Prasad et al., 2024; Azura et al., 2023; Doung et al., 2024). At Konawe Regional General Hospital, although the turnover rate is relatively low (1–2 employees per year), observations indicate potential latent retention issues, such as high work demands, inequality between work units, and perceptions of unfairness in the work environment. These conditions have the potential to reduce job satisfaction and organizational commitment in the long term, ultimately weakening the intention to stay. Therefore, based on theoretical studies, empirical findings, and field phenomena, this study focuses on testing the influence of quality of work life and job satisfaction on intention to stay through organizational commitment as an intervening variable at Konawe Regional General Hospital.

Literature Review

Organizational Behavior Theory

Humans and human behavior are fundamental subjects in economics *sensu largo* (Horowitz, 1992), because humans are seen as the creators of the econosphere, namely the global economic system formed from the interactions of billions of individuals and organizations in driving the progress of civilization (Polowczyk, 2012). Based on this, the theory of human behavior is not only the core of economic theory (Horowitz, 1992), but also the conceptual root of management as a scientific discipline. In the organizational context, organizational behavior is understood as a field of study that examines the properties of organizations, including how organizations are formed, grow, and develop (Dasuki et al., 2019), as well as a way of thinking to understand, explain, and solve real organizational problems (Cummings in Tjokro, 2019). Robbins emphasizes that organizational behavior is the integration of measurable human behavior and organizations as social units that are consciously coordinated to achieve common goals (Prasetyo, 2018). The study of organizational behavior focuses on the reciprocal interactions between humans and organizations with the goal of increasing organizational effectiveness through understanding individuals, groups, and structures (Robbins, 2017; Utami et al., 2021). Individual behavior within organizations, reflected through perception, motivation, communication, authority, and cooperation, becomes a source of organizational strength when optimally managed (Hamsah et al., 2020). Thus, organizational behavior can be positioned as a grand theory that encompasses social exchange theory and stimulus-organism-response theory, because it emphasizes the importance of social exchange and individual psychological responses in explaining the dynamics of human behavior within organizations.

Quality Work Life

Quality of Work Life (QWL) is a crucial factor in organizations, encompassing multiple dimensions that contribute to employee job satisfaction, well-being, and productivity (Abeb et al., 2023). Defined as the overall quality of an individual's work environment, QWL encompasses components such as work-life balance, fair compensation, job security, and opportunities for personal development (Daud, 2019, and Osibanjo et al., 2029). QWL is crucial for building organizational commitment, particularly in academic settings, where retaining skilled professionals directly impacts the achievement of institutional

goals and the quality of services (Alilio et al., 2024). Several key indicators are used to measure QWL, such as work-life balance, compensation, and workplace relationships. For example, research shows that fair compensation and recognition are fundamental elements of QWL, which positively correlate with employee commitment and job satisfaction. Furthermore, professional development opportunities and safe working conditions also have a significant impact on Quality of Work Life (Osibanjo et al., 2024, and Alilio et al., 2024). In academic settings, supportive relationships with superiors are crucial because they enhance Quality of Work Life and, in turn, commitment to the organization (Abeb et al., 2023 and Daud, 2019). To assess Quality of Work Life, researchers often use instruments that include items from multiple dimensions. Commonly measured items include satisfaction with compensation, job security, and professional development opportunities. These items capture the multifaceted nature of Quality of Work Life, providing a structured approach to understanding and improving the work environment, which can increase productivity and reduce turnover (Alilio et al., 2024, Prithivi & Thiligaraj, 2022, and Botongbakal (2024).

Job Satisfaction

Job satisfaction is closely related to engagement and reflects an individual's attitudes and feelings toward their work, where positive attitudes indicate compatibility and satisfaction, while negative attitudes reflect dissatisfaction. In early literature, job satisfaction was often juxtaposed with the concept of work morale, understood as the extent to which an individual's needs are met and that satisfaction stems from the overall work situation (Guion, 1958), and as a feeling of acceptance and belonging within a work group through alignment with shared goals (Gilmer, 1961 in Hasan et al., 2017). Gilmer also distinguished morale as a group variable related to the attraction and desire to remain a member of the group, and work attitude as an individual variable reflecting an employee's feelings toward their work. In subsequent developments, job satisfaction was understood as an affective or emotional response to various aspects of work (Kreitner & Kinicki, 2014), as the feelings workers have toward their work (Smith, Kendall, & Hullin in Luthans, 2014), and as positive feelings arising from the evaluation of job characteristics (Robbins & Judge, 2015). Job satisfaction is individual because it is influenced by each individual's personal value system and expectations; the greater the fit between the job and one's values, the higher the level of satisfaction. Thus, job satisfaction is a subjective evaluation that reflects a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction with their job (Rivai & Sagala, 2011).

Organizational Commitment

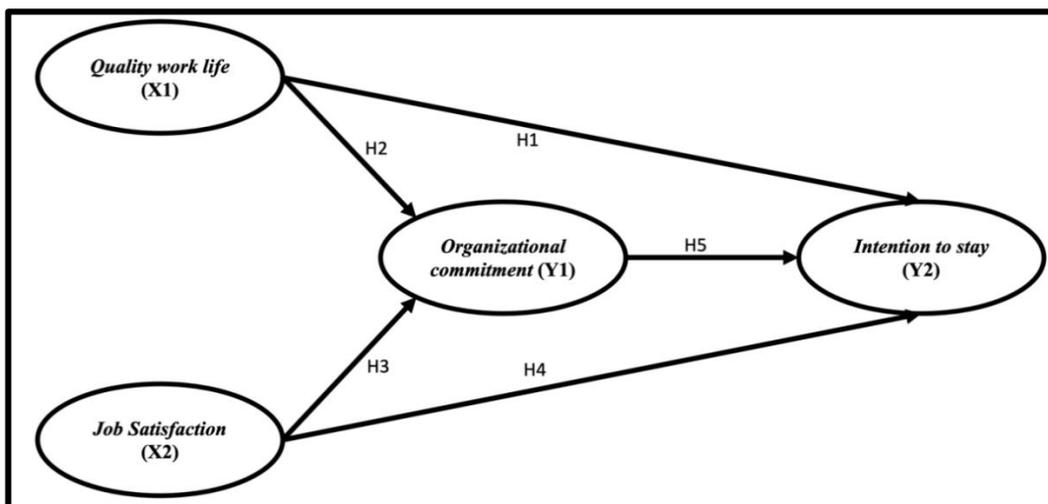
The concept of organizational commitment has long been used to explain employee loyalty, identification, and attachment to an organization, which is reflected in organizational citizenship behavior that goes beyond the formal demands of the job (Armstrong, 2009). From a human resource management perspective, commitment is seen as a strategic element for improving organizational integration, work quality, and employee flexibility (Guest, 1987). Porter et al. (1974) define commitment as the relative strength of an individual's identification with and involvement in an organization, characterized by a strong desire to remain a member of the organization, acceptance of the organization's values and goals, and a willingness to exert significant effort (Mowday et al., 1982). Although often equated with job involvement, commitment is not always synonymous with high work motivation, as employees can remain despite feeling dissatisfied, for example due to limited job alternatives (Armstrong, 2009). In the three-component commitment framework developed by Meyer and Allen (1991), affective commitment reflects an employee's emotional attachment and identification with the organization that encourages intrinsic contributions (Nwibere, 2024), continuance commitment is based on a rational consideration of the costs and benefits of leaving the organization (Nwibere, 2024), while normative commitment is rooted in a sense of moral obligation, values, and internalized norms to remain loyal to the organization (Weiner, 1982; Setti, 2014; Radosavljevic et al., 2017). These three components are complementary, where employees can have varying levels of each dimension simultaneously, so that organizational commitment reflects a combination of desire, need, and responsibility to maintain membership in the organization (Allen & Meyer, 1997).

Intention to Stay

Intention to stay is defined as an employee's desire to remain with an organization for the long term, reflecting a long-term commitment and a conscious decision not to leave the organization (Vandenberg & Nelson, 1999 in Marin, 2023). This concept is understood as the opposite of turnover intention and is influenced by various psychological and organizational factors. Key indicators of intention to stay include organizational commitment, work engagement, and work-life balance.

Employees who feel connected to the organization's values and goals, are energetically and emotionally involved in their work, and are able to balance work and personal life demands tend to have stronger intentions to stay (Marin, 2023; Azura et al., 2023; Reni et al., 2023). Intention to stay is generally measured through items reflecting plans for career development, the desire to accumulate long-term work experience, and the willingness to remain employed despite more attractive job offers from outside the organization (Chang, 2023; Marin, 2023). Furthermore, long-term career orientation within an organization, such as the desire to develop competencies and maintain a role over the next few years, is an important dimension of employee retention intention (Chang, 2023). Thus, intention to stay is a strategic construct influenced by the interaction between commitment, job engagement, and organizational support, and plays a crucial role in helping organizations design effective retention strategies to maintain long-term workforce stability and productivity (Marin, 2023; Reni et al., 2023).

Figure 1 Conceptual Framework



Research Hypothesis

- H1. Quality of work life has a significant effect on intention to stay.
- H2. Quality of work life has a significant effect on organizational commitment.
- H3. Job satisfaction has a significant effect on organizational commitment.
- H4. Job satisfaction has a significant effect on intention to stay.
- H5. Organizational commitment has a significant effect on intention to stay.
- H6. Quality of work life has a significant effect on intention to stay through organizational commitment.
- H7. Job satisfaction has a significant effect on intention to stay through organizational commitment.

Research Methods

This research is an explanatory/confirmatory research that aims to explain causal relationships and examine the influence between variables through hypothesis testing. The approach used is quantitative, with the aim of testing the theory through an analysis of the influence of exogenous variables on endogenous variables measured using research instruments and analyzed through inferential statistical procedures (Creswell, 2009). The research was conducted in Konawe Regency with the research object being all employees of the Konawe Regional General Hospital, which is a public health service institution for the people of Konawe Regency and its surroundings. The determination of respondents was carried out using a census technique, involving the entire employee population of 263 people, considering the relatively limited population and possible to reach the whole population. Data analysis used inferential statistics with the Partial Least Square (PLS) approach processed using SmartPLS software version 4 to test the relationship between constructs and research hypotheses.

Operational Definition of Variables

The concept of Quality of Work Life (QWL) referred to in this study refers to the extent to which the work environment at Konawe Regional Hospital supports the physical, mental, and social well-being of employees, thereby increasing their productivity and job satisfaction.

Job satisfaction is defined as an individual's attitudes, feelings, and emotional responses to their work, reflecting the extent to which the work fulfills their personal needs, expectations, and values.

Organizational commitment is defined as the level of psychological attachment, identification, and loyalty of employees to their organization. This reflects the extent to which individuals desire to remain members of the organization, accept the organization's values, and are willing to exert additional effort to achieve organizational goals.

Intention to stay is defined as an employee's desire, intention, and psychological tendency to remain with the organization for a longer period. Intention to stay reflects an employee's long-term commitment to the organization, which is influenced by the level of engagement, job satisfaction, involvement in work, and perceptions of the balance between personal life and work demands.

Research Result

Structural Model Testing

Structural model testing or inner model is evaluated by looking at the R2 value of the latent variables using the Geisser Q-Square test, then looking at the magnitude of the structural path coefficient. The stability of the estimates of the structural path coefficients is evaluated using the t-statistic test obtained from the bootstrapping procedure. Inner model testing can be seen from the R-Square of the equation between latent variables. The results of the R-Square calculation can be seen in Table 1.

Table 1 Results of R-Square Calculation

Structural Model	Research Variables	R-square
1	<i>Intention to Stay (Y)</i>	0.559
2	<i>Organizational Commitment (Z)</i>	0.554

Source: Processed Primary Data, 2025

$$Q^2 = 1 - (1 - 0.559) * (1 - 0.554) \rightarrow Q^2 = \mathbf{0.803}$$

Based on the calculation results, Q2 = 0.803 or 80.3%. This means that the variability of the Intention to Stay construct can be explained by Quality of Work Life (X1), Job Satisfaction (X2), and Organizational Commitment (Z) by 80.3%, while the remaining 19.7% is explained by other variables outside the model. Based on this, the resulting model can answer the relationship between variables in this study. Thus, the resulting model is classified as a "Fit" model because it is greater than 0.75.

Hypothesis Testing

The analysis results show that all hypotheses are significant and have a positive effect. For further clarification, the results of the direct effect hypothesis testing are presented in Table 2.

Table 2 Hypothesis Testing

Direct influence between research variables		Path Coefficient	P Value	Results
H1	Quality Work Life (X1) -> Intention to Stay (Y)	0.459	0.000	Accepted
H2	Quality Work Life (X1) -> Organizational Commitment (Z)	0.527	0.000	Accepted
H3	Job Satisfaction (X2) -> Organizational Commitment (Z)	0.511	0.000	Accepted
H4	Job Satisfaction (X2) -> Intention to Stay (Y)	0.409	0.000	Accepted
H5	Organizational Commitment (Z) -> Intention to Stay (Y)	0.157	0.008	Accepted
H6	Quality Work Life (X1) -> Organizational Commitment (Z) -> Intention to Stay (Y)	0.083	0.013	Accepted
H7	Job Satisfaction (X2) -> Organizational Commitment (Z) -> Intention to Stay (Y)	0.080	0.009	Accepted

Source: Processed Primary Data, 2025

Discussion

Quality of Work Life on Intention to Stay

The results of statistical data processing indicate that the quality of work life has a positive and significant effect on the intention to stay of Konawe Regional Hospital employees, with a path coefficient of 0.459, a t-statistic value of 8.665, and a significance level of 0.000, thus the first hypothesis is accepted. This finding is in line with Job Demand–Resources Theory (Bakker & Demerouti, 2007) and strengthens previous empirical evidence (Saraswati et al., 2023; Yustinus et al., 2024), although different from Maphange et al. (2024), and confirms that the quality of work life functions as a collection of job resources that triggers employee motivational processes in facing high work demands in the healthcare sector. Descriptively, the high average value of intention to stay (3.99) and low turnover rate (1–2 people per year) indicate a strong tendency for employees to stay, which is supported by the perception of the quality of work life which is also in the good category (3.88), especially in the aspect of work–life balance. However, the findings also revealed room for improvement in the aspects of social relations and participation, which have the highest influence weight in shaping the quality of work life, as well as in compensation fairness, which has a relatively lower perception. Overall, these results confirm that organizational investment in employee well-being through a supportive work environment, work-life balance, development opportunities, healthy social relationships, and a fair reward system will be rewarded with loyalty and a desire to stay, while also providing concrete strategic guidance for the management of Konawe Regional Hospital in consolidating the retention of healthcare workers and maintaining the sustainability of service quality.

Quality Work Life on Organizational Commitment

The results of the statistical analysis show that quality of work life and job satisfaction are very strong predictors of organizational commitment of Konawe Regional Hospital employees, with path coefficients of 0.527 ($t = 13.696$; $p = 0.000$) and 0.511 ($t = 13.179$; $p = 0.000$), respectively, thus confirming that the two variables have almost equal and significant explanatory power in forming organizational commitment. This finding is in line with the Job Demand–Resources Theory framework which positions quality of work life as a collection of primary job resources that trigger motivational processes, as well as Social Exchange Theory which explains job satisfaction as the benefit of social exchange that employees reciprocate through increased commitment (Blau, 1964). Descriptively, organizational commitment is in the good category (mean = 3.87) and is dominated by normative commitment, which reflects a strong sense of moral obligation and employee loyalty, especially in response to the organization's attention to work–life balance, development opportunities, meaningful work, and recognition. However, affective commitment still has room for improvement, particularly through strengthening aspects of social relationships, participation, and the quality of work interactions, which have been shown to be statistically significant but not yet empirically optimal. Overall, these findings confirm and extend previous empirical evidence (Abebe & Assemie, 2023; Daud, 2019; Osibanjo et al., 2024; Prasad et al., 2024) by emphasizing that organizational investment in employee well-being and job satisfaction, particularly psychological and social, is the most effective mechanism for building sustainable organizational commitment in the context of regional hospitals as public service institutions.

Job Satisfaction on Intention to Stay

The statistical analysis results show that job satisfaction has a positive and significant effect on the intention to stay of Konawe Regional Hospital employees, with a path coefficient of 0.409, a t-statistic of 8.049, and a p-value of 0.000, thus accepting the H4 hypothesis and confirming the role of job satisfaction as a factor that directly opposes the intention to leave. This finding can be explained through Social Exchange Theory, which views job satisfaction as an employee's evaluation of the exchange benefits received from the organization; when work, recognition, compensation, work relationships, and development opportunities are felt to be satisfactory, employees assess the work relationship as beneficial and choose to maintain it. Descriptively, the high average value of intention to stay (3.99) and job satisfaction (3.90), especially in the aspects of intrinsic satisfaction and recognition, indicates that the strong intention to stay at Konawe Regional Hospital is a logical consequence of a high level of job satisfaction, while also explaining the low turnover rate. Although its influence is slightly smaller than that of quality of work life, job satisfaction remains an important predictor that works both directly and through indirect channels, as reflected in the mediating role of organizational commitment. This finding is consistent with the majority of previous studies (Uraon, 2024; Senbursa, 2023; Albrecht et al., 2024; Hungo, 2024; Tsang, 2023; Praja, 2024), although it differs from several other studies that found

insignificant effects, possibly influenced by differences in context, labor market conditions, or analytical models. Practically, these results confirm that maintaining job satisfaction, particularly that derived from meaningful work and a fair recognition system, is a key strategy for Konawe Regional Hospital to maintain the loyalty and sustainability of healthcare workers in the long term.

Organizational Commitment on Intention to Stay

The results of the statistical analysis show that organizational commitment has a positive and significant effect on the intention to stay of Konawe Regional Hospital employees, with a path coefficient of 0.157, a t-statistic of 2.638, and a p-value of 0.008, so that the H5 hypothesis is accepted even though the strength of its direct influence is smaller than the quality of work life and job satisfaction. This finding confirms that organizational commitment remains a significant predictor of attitudes towards retention behavior, as explained by Social Exchange Theory, where commitment represents the crystallization of psychological attachment and a sense of obligation formed from positive social exchanges between employees and the organization. Descriptively, the high average values of intention to stay (3.99) and organizational commitment (3.87), especially the dominance of normative commitment, indicate that a sense of moral obligation is the main binding of employee intention to stay, which is reflected in the strong reluctance to change jobs. The relatively smaller coefficient indicates that the role of organizational commitment is proximal and some of its influence has been internalized through quality of work life and job satisfaction as the main drivers, but its statistical significance confirms that commitment is not a redundant variable. This finding is in line with the majority of previous studies (Duong et al., 2024; Azura et al., 2023; Reni et al., 2023; Chang, 2023), although different from Marin (2023), and implies that retention strategies at Konawe Regional Hospital need to be holistic by maintaining quality of work life and job satisfaction as the foundation, while actively maintaining normative commitment and increasing affective commitment to create a more genuine and sustainable attachment.

Mediation of Organizational Commitment on the Influence of Quality of Work Life on Intention to Stay

The statistical analysis results confirm that organizational commitment acts as a significant partial mediator in the relationship between quality of work life and intention to stay among Konawe Regional General Hospital employees, with an indirect effect coefficient of 0.083 and a p-value of 0.013, while the direct effect of QWL on intention to stay remains strong and significant ($\beta = 0.459$). This finding indicates that QWL not only influences intention to stay directly, but also indirectly through strengthening employees' psychological attachment to the organization, as explained by the integration of Job Demand-Resources Theory and Social Exchange Theory. QWL functions as a collection of job resources that fosters perceptions of organizational support, which then triggers a reciprocal mechanism in the form of increased affective and normative commitment, and subsequently encourages the desire to maintain membership in the organization. Although the magnitude of the mediation effect is smaller than the direct effect, the significance of this indirect path confirms that organizational commitment is a valid causal mechanism, although not the only pathway, in explaining the influence of QWL on employee retention. Thus, these findings enrich the theoretical understanding of the retention process by showing that improving the quality of work life will produce a more sustainable retention impact when accompanied by systematic efforts to foster organizational commitment, particularly in the context of regional hospitals characterized by high work demands and a strong public service orientation.

Mediation of Organizational Commitment on the Influence of Job Satisfaction on Intention to Stay

The statistical analysis results confirmed that organizational commitment acts as a significant partial mediator in the relationship between job satisfaction and intention to stay among Konawe Regional General Hospital employees, with an indirect effect value of 0.080 and a p-value of 0.009, while the direct effect of job satisfaction on intention to stay also remained significant ($\beta = 0.409$). This finding confirms that job satisfaction not only influences intention to stay directly, but also indirectly through strengthening employees' psychological attachment to the organization, as explained by Social Exchange Theory. Job satisfaction reflects a positive evaluation of the exchange benefits received by employees, which triggers reciprocity norms in the form of affective and normative commitments, and subsequently encourages the desire to maintain membership in the organization. Although the magnitude of the mediation effect is relatively smaller than the direct path, the significance of this partial mediation indicates that organizational commitment functions as a reinforcing and stabilizing

mechanism, transforming affective job satisfaction into deeper and more sustainable intention to stay. Thus, these findings enrich the theoretical understanding of employee retention by showing that job satisfaction will result in a more resilient retention impact when internalized into organizational commitment, particularly in the context of regional hospitals characterized by dominant normative commitment and a strong public service orientation.

Conclusion and Suggestions

The findings of this study empirically indicate that quality of work life and job satisfaction have a positive and significant effect on intention to stay, both directly and indirectly through organizational commitment as a partial mediator, thus confirming that improving quality of work life and job satisfaction not only encourages immediate intention to stay, but also strengthens employees' psychological attachment that is more sustainable. Organizational commitment, which in the context of Konawe Regional General Hospital is dominated by the normative dimension, functions as an important psychological pathway that transforms adequate work resources and positive job evaluations into loyalty and a more stable intention to stay, while validating the integration of Job Demand–Resources Theory and Social Exchange Theory in explaining the retention behavior of public sector healthcare workers. Practically, these findings imply the need for a multi-layered and integrated retention strategy, which in the short term focuses on interventions with direct impacts such as work-life balance, improving compensation and recognition systems, and improving work facilities, and in the long term is directed at strengthening organizational commitment through internalizing the value of service, strengthening organizational culture, improving the quality of interpersonal relationships, and expanding employee participation in decision-making, supported by a system of regular employee satisfaction and engagement monitoring. In addition, this study opens up opportunities for academic development through the use of longitudinal design, model expansion with other psychological and contextual variables, testing the role of individual moderators, replication across public service organizations, and qualitative in-depth study to explore the meaning of normative commitment and the dynamics of social exchange in the context of health organizations in Indonesia.

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