

Moderating Role of Tri Hita Karana on Work Systems, Engagement, and Turnover Intention in Bali Hospitals

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High nurses' turnover intention remains a critical issue in healthcare organizations, affecting service quality and organizational sustainability. This study aims to examine the effect of High-Performance Work Systems (HPWS) and employee engagement (EE) on turnover intention (TOI), with Tri Hita Karana (THK) as a moderating variable. This study employs a quantitative approach using data collected from 150 nurses working in private hospitals in Denpasar. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS–SEM). The results indicate that HPWS has a significant negative effect on TOI ($\beta = -0.45$, $p = 0.001$), and EE also shows a significant negative effect ($\beta = -0.50$, $p < 0.001$), suggesting that effective HR practices and higher EE reduce employees' intention to leave. In addition, THK has a significant negative direct effect on TOI ($\beta = -0.30$, $p = 0.006$) and strengthens the relationships between HPWS and TOI as well as between EE and TOI. These findings highlight the importance of integrating HR practices, psychological engagement, and cultural values in reducing turnover intention. This study contributes to the human resource management literature by incorporating local cultural values into employee retention and offers practical implications for developing culturally aligned retention strategies in healthcare.

Keywords: Employee Engagement; High-Performance Work Systems; Nurse Retention; Organizational Culture; Tri Hita Karana; Turnover Intention

INTRODUCTION

The development of the healthcare sector in Indonesia has increased significantly over the past decade, accompanied by growing competition among private hospitals. However, this growth is not matched by workforce stability, particularly among nurses. The World Health Organization (WHO) reports a global shortage of nurses, which continues to increase due to retention challenges. Nurse mobility has become a crucial issue in Indonesia, particularly in private hospitals, due to variables like pay, work processes, and career chances. As a result, turnover intention (TOI), defined as an employee's conscious desire to leave an organization (Dewanto & Arijanto, 2025), has become a major concern affecting service quality, patient safety, and organizational sustainability.

Nurses are strategic assets in ensuring service quality and patient safety. However, private hospitals face workforce instability due to high TOI. TOI is defined as an employee's conscious and planned desire to leave the organization (Gandomkari et al., 2023). High TOI among nurses creates serious organizational consequences, including increased recruitment and training costs, heavier workloads for remaining staff, and reduced quality of healthcare services. According to empirical data from Bali, a sizable percentage of nurses think about leaving their current employers when better possibilities present themselves. This highlights the need for effective strategies to improve employee retention in healthcare institutions.

To address this issue, organizations increasingly adopt strategic human resource practices such as High-Performance Work Systems (HPWS). HPWS refers to an integrated set of human resource practices designed to enhance employee ability, motivation, and opportunity (Weber & Kassab, 2024). Through practices such as training, performance evaluation, and fair compensation, HPWS is expected to reduce TOI (Hapsari et al., 2025). However, previous studies show inconsistent findings, as poorly implemented HPWS may also increase work pressure and emotional exhaustion, potentially leading to higher TOI (Yuwanda et al., 2023). This indicates that the effectiveness of HPWS is context-dependent.

In addition to organizational systems, employee engagement (EE) plays a crucial psychological role in influencing TOI. A good work-related state marked by vigor, devotion, and absorption is referred to as EE (Xie et al., 2022). High-engagement workers typically become more emotionally invested in the company, which lowers their intention to quit. However, a heavy workload, emotional demands, and a lack of acknowledgment frequently make involvement difficult in healthcare settings.

Additionally, local cultural values like Tri Hita Karana (THK) have a significant role in influencing employee behavior in the Balinese environment (Setini et al., 2020). THK places a strong emphasis on peace among people (*pawongan*), with God (*parhyangan*), and with the environment (*palemahan*). These principles promote a positive and cooperative workplace, which can increase employee dedication and lower the likelihood of turnover. Therefore, improving employee retention requires congruence between corporate practices and cultural beliefs.

There are still a number of gaps in the growing body of knowledge. First, there are still few studies looking at HPWS in relation to nurses working in Bali's private hospitals. Second, there is a dearth of research, especially in the healthcare industry, that combines HPWS and EE into a unified paradigm. Third, while being extensively

researched, THK's function as a moderating variable in the association between HPWS, EE, and TOI is still poorly understood.

Thus, using THK as both a direct predictor and a moderating variable, this study attempts to examine the impact of HPWS and EE on nurses' TOI. By combining psychological involvement, local cultural values, and strategic HR practices into a single framework, this study delivers innovation. The results are anticipated to make a theoretical contribution to the literature on human resource management as well as practical implications for hospital administration in creating retention methods that are efficient, compassionate, and culturally sensitive.

LITERATURE REVIEW

Turnover Intention (TOI)

TOI refers to an employee's conscious and deliberate intention to leave the organization (Dewanto & Arijanto, 2025). Conceptually, turnover intention can be understood as a psychological process that begins with dissatisfaction and develops into thoughts of leaving and the intention to resign. In contemporary work settings, this phenomenon is often associated with increased job mobility, where employees seek better opportunities within a relatively short period.

In healthcare organizations, high TOI leads to increased recruitment costs, workload imbalance, and reduced service quality (Aboalghanam et al., 2024; Setyaningrum et al., 2023). Previous studies indicate that TOI is influenced by both organizational factors, such as HR practices and work environment, and psychological conditions, such as engagement and job satisfaction. Therefore, TOI is considered a critical outcome variable in human resource management, particularly in labor-intensive sectors such as healthcare.

High Performance Work System (HPWS)

HPWS represent an integrated set of human resource practices aimed at enhancing employee ability, motivation, and opportunity (Do & Do, 2024). From a strategic perspective, HPWS aims to align HR practices with organizational goals through structured recruitment, continuous training, performance evaluation, and performance-based compensation. These practices are expected to improve employee competence, fairness perceptions, and career clarity.

Empirical evidence suggests that HPWS improves employee outcomes, including commitment and retention (Ummah, 2019). When implemented effectively, HPWS creates a supportive work environment that encourages employee involvement and long-term organizational attachment. However, excessive performance demands and rigid implementation may increase stress and emotional exhaustion, potentially leading to higher TOI (Dewanto & Arijanto, 2025). This indicates that the effectiveness of HPWS depends not only on its design but also on its implementation context.

Employee Engagement (EE)

EE is defined as a positive work-related psychological state characterized by vigor, dedication, and absorption (Damayanti, 2019; Raja & Manoharan, 2024). EE reflects the extent to which employees are emotionally and cognitively connected to their work and organization. According to the Job Demands–Resources (JD-R) model, engagement arises when job resources balance job demands, enabling employees to maintain motivation and well-being.

Empirical studies consistently show that engaged employees are less likely to leave the organization, as they tend to develop stronger emotional attachment and organizational commitment (Jora et al., 2023; Muthu, 2025). In the healthcare context, engagement is particularly important due to the high emotional and physical demands of nursing work. Employees who are highly engaged are better able to cope with work pressures, thereby reducing their intention to leave.

Tri Hita Karana (THK)

THK is a Balinese cultural philosophy emphasizing harmony among spiritual, social, and environmental relationships (Ardiana et al., 2026). These principles promote balanced interactions between individuals, their community, and their environment, creating a supportive and respectful workplace atmosphere. In organizational settings, THK values encourage mutual respect, cooperation, and a sense of collective responsibility.

Such cultural alignment has been shown to strengthen positive employee outcomes, including reduced TOI (Haq et al., 2025). In the healthcare sector, where teamwork and interpersonal relationships are essential, the presence of THK values can foster a harmonious work environment that supports employee retention. However, the role of THK as a moderating variable in the relationships between HPWS, EE, and TOI remains underexplored, highlighting the need for further investigation.

Hypotheses Development

The Relationship between HPWS and TOI

Previous studies consistently indicate that HPWS have a negative effect on TOI. HPWS, which integrates practices such as selective recruitment, training, performance evaluation, and performance-based compensation, has been shown to enhance employees' ability, motivation, and opportunity to contribute (Dewanto & Arijanto, 2025). Empirical evidence suggests that organizations implementing HPWS effectively tend to experience lower employees' TOI, as these practices increase job satisfaction, organizational commitment, and perceived organizational support (Pradnyani et al., 2018). Employees who perceive fair and supportive HR practices are more likely to remain in the organization and less likely to seek alternative employment (Aboalghanam et al., 2024).

Furthermore, HPWS contributes to the development of a positive work environment where employees feel valued and have clear career development opportunities, which further reduces their intention to leave (Rizvi & Garg, 2021). These findings consistently support the argument that HPWS plays a significant role in reducing TOI.

H1: HPWS have a negative and significant effect on TOI.

The Relationship between EE and TOI

EE has a detrimental impact on TOI, as prior research has repeatedly shown. Strong psychological ties between workers and their jobs are shown in EE, which is defined by vigor, dedication, and absorption (Ananda et al., 2023; Normal & Setini, 2022). According to empirical data, highly engaged workers typically demonstrate greater organizational commitment, greater job satisfaction, and less withdrawal behavior, all of which eventually lessen their desire to quit (Buayai et al., 2025; Said & Soi, 2025). Employees who are engaged are less likely to look for other jobs because they are more likely to find significance in their work and feel like they belong.

Additionally, EE is a vital psychological resource that helps workers manage stress and sustain performance in high-demand work situations like healthcare, hence lowering TOI

(Said & Soi, 2025; Zirena-Bejarano et al., 2024). These results lend credence to the claim that EE significantly lowers employees' intentions to quit the company.

H2: EE has a negative and significant effect on TOI.

The Relationship between THK and TOI

Previous studies indicate that organizational culture plays a significant role in influencing employee attitudes and TOI (Hawamdeh, 2024). Cultural values that emphasize harmony, mutual respect, and social support contribute to a positive work environment, which enhances employees' psychological well-being and organizational commitment (Gkinton et al., 2022; Tassang et al., 2023). In the Balinese context, THK represents a cultural philosophy that promotes harmony between humans and God (*parhyangan*), among humans (*pawongan*), and with the environment (*palemahan*) (Guo & Zhang, 2024). These values foster a supportive, respectful, and cohesive workplace, which can reduce job stress and increase employees' sense of belonging (Gana et al., 2024).

Empirical evidence suggests that employees working in organizations that align with strong cultural values are more likely to feel satisfied and committed, thereby reducing their intention to leave (Tran et al., 2025). A harmonious work environment encourages positive interpersonal relationships and emotional attachment to the organization, which ultimately lowers TOI.

H3: THK has a negative and significant effect on TOI.

Moderating Role of THK in HPWS → TOI

Previous studies suggest that the effectiveness of HPWS in reducing TOI is influenced by contextual factors, particularly organizational culture. While HPWS generally enhances employee outcomes, its impact may vary depending on how employees perceive and experience these practices within their work environment (Fang, 2023). Organizational culture that promotes support, fairness, and harmonious relationships has been found to strengthen the positive effects of HR practices on employee attitudes and retention (Jia et al., 2022; Knezović & Drkić, 2021). In this context, cultural values act as a reinforcing mechanism that shapes employees' interpretation of organizational practices.

In the Balinese context, THK emphasizes harmony in spiritual, social, and environmental relationships, creating a supportive and respectful work environment (Rahmayani et al., 2024). Such cultural alignment helps reduce perceived work pressure and enhances employees' sense of belonging, thereby strengthening the negative relationship between HPWS and TOI. These findings indicate that HPWS is more effective in reducing TOI when supported by a harmonious cultural environment, suggesting the important moderating role of THK.

H4: THK moderates the relationship between HPWS and TOI.

Moderating Role of THK in EE → TOI

According to earlier research, organizational context, specifically, cultural values, influences EE's impact on TOI. The degree to which the workplace fosters positive employee experiences determines how effective EE is, even though it generally lowers TOI by enhancing employees' emotional attachment and commitment (Kwayu et al., 2018). According to research, EE has a greater effect on retention results in supportive corporate cultures that are marked by mutual respect, trust, and social support (Fang,

2023). Engaged workers are more likely to feel appreciated and sustain a long-term commitment to the company in such settings.

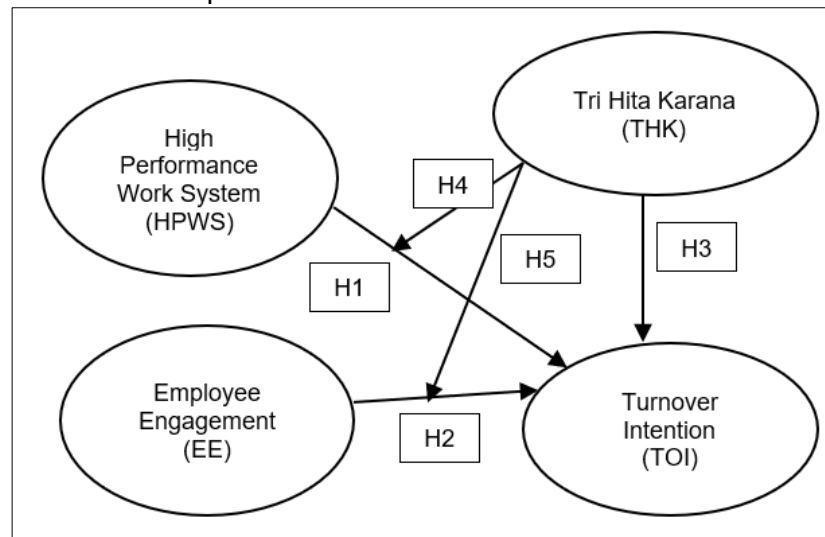
THK fosters harmonious relationships between people, the environment, and spiritual values in the Balinese culture, resulting in a meaningful and encouraging work environment. The negative correlation between EE and TOI is strengthened by this cultural alignment, which also improves employees' psychological health and sense of belonging (Yuwanda et al., 2023). These results underline EE's function as a moderating variable and indicate that it is more successful in lowering TOI when it is accompanied by strong cultural values like THK.

H5: THK moderates the relationship between EE and TOI.

Conceptual Framework

Figure 1 presents the conceptual framework of this study, illustrating the relationships between HPWS and EE on TOI, with THK acting as both a direct predictor and a moderating variable.

Figure 1. Research Concept Framework



As illustrated in Figure 1, HPWS and EE are proposed to have negative effects on TOI (H1 and H2), indicating that better HR practices and higher EE reduce employees' intention to leave the organization. In addition, THK is hypothesized to have a direct negative effect on TOI (H3). Furthermore, THK moderates the relationships between HPWS and TOI (H4) as well as between EE and TOI (H5), strengthening the negative effects of both variables on TOI. This suggests that the impact of organizational practices and EE on reducing TOI becomes stronger in a work environment characterized by harmonious cultural values.

RESEARCH METHOD

Research Approach

This study employs an explanatory quantitative approach aimed at examining causal relationships among variables through hypothesis testing (Moraga et al., 2025). This approach is appropriate for analyzing the effects of HPWS and EE on TOI, as well as the moderating role of THK.

Research Design

The research design utilizes Partial Least Squares–Structural Equation Modeling (PLS-SEM). The use of PLS-SEM is justified due to its suitability for analyzing complex relationships among latent variables, its ability to handle relatively small sample sizes, and its minimal assumptions regarding data normality (Hair, 2021). In addition, PLS-SEM is appropriate for exploratory and predictive models involving moderation effects, as applied in this study.

Population and Sample

The population of this study consists of nurses working in private hospitals in Denpasar. The sample was determined using purposive sampling with criteria including nurses who have worked for at least one year, are actively involved in healthcare services, and are familiar with the organizational work system. A total of 150 respondents were included in this study. The sample size is considered adequate for PLS-SEM. Although the commonly used “10-times rule” suggests that the minimum sample size should be 5–10 times the largest number of indicators or structural paths (Hair, 2021), this rule alone is often considered insufficient.

Therefore, this study also applies statistical power analysis based on (Hair et al., 2019), which recommends a minimum statistical power of 0.80 to detect medium effect sizes ($f^2 = 0.15$) at a significance level of 0.05. Based on these criteria, the minimum required sample size for models with up to three predictors ranges between 77 and 100 respondents.

Furthermore, recent PLS-SEM guidelines emphasize that sample sizes above 100 are generally sufficient to produce stable and reliable estimates (Hair et al., 2019). Since this study involves 150 respondents, it exceeds both the minimum requirement based on power analysis and current methodological recommendations, indicating that the sample size is adequate for robust statistical analysis.

Data Collection

Primary data were collected using structured questionnaires distributed through both online (Google Forms) and offline methods to increase response coverage. To ensure data consistency and avoid duplication between online and offline responses, several control procedures were implemented.

First, screening questions were used to ensure that respondents met the predefined criteria. Second, for online surveys, responses were limited to one submission per account, and timestamps were recorded to prevent multiple entries. Third, offline data collection was conducted directly under supervision to ensure that each respondent completed the questionnaire only once.

In addition, data screening procedures were applied prior to analysis, including checking for duplicate responses, incomplete data, and inconsistent response patterns (e.g., straight-lining). Responses that did not meet the quality criteria were excluded. These procedures ensured that the final dataset was valid, reliable, and free from duplication. These procedures ensured that the final dataset was valid, reliable, and free from duplication.

Measurement of Variables

The measurement instruments used in this study were adapted from established and validated scales in previous research to ensure both content validity and contextual

relevance. Minor modifications were made to adjust the wording to the healthcare context and the characteristics of nurses in private hospitals in Denpasar.

HPWS was measured using indicators adapted from [Boxall \(2012\)](#) and [Välimäki et al. \(2004\)](#) EE was measured based on the JD-R model developed by [Raja & Manoharan \(2024\)](#) and [Xie et al. \(2022\)](#), TOI was measured using indicators from [Wedasmara et al. \(2026\)](#) and [Ingram & Krašnicka \(2023\)](#), and THK was measured based on cultural dimensions proposed by [Ardiana et al. \(2026\)](#) and [Wibisana & Dewi \(2023\)](#).

Prior to the main data collection, a pilot test (pretest) was conducted involving approximately 20–30 respondents to ensure the clarity, readability, and contextual appropriateness of the questionnaire items. Feedback from this process was used to refine ambiguous or unclear statements.

All variables were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement model was further evaluated using PLS-SEM procedures, including convergent validity, discriminant validity, and reliability testing.

Data Analysis Technique

Data analysis was conducted using SmartPLS 4.0 through several stages. The outer model evaluation was used to assess the validity and reliability of the measurement model. The inner model evaluation examined the structural relationships between variables using R^2 , Q^2 , and path coefficients. Furthermore, moderation effects and hypothesis testing were conducted using the bootstrapping method to obtain t-statistics and p-values.

RESULTS

Demographic Profile

This study involved 150 respondents who were nurses working in private hospitals in Denpasar, consisting of both permanent and contract employees with a minimum working period of one year. Data collection was conducted through a combination of online and offline questionnaires to ensure adequate representation. The demographic profile shows that the majority of respondents have more than three years of work experience, have participated in organizational training programs, and perceive their work environment as relatively harmonious. However, approximately 55% of respondents reported having considered leaving their current job, indicating a relatively high level of TOI among nurses in private hospitals in Denpasar. The general profile of the respondents can be seen in the following [Table 1](#).

Table 1. General Profile of Respondents

Aspects	Category	Percentage (%)	Information
Employment Status	Permanent employees	62%	Have passed the initial contract period and selection process
	Contract employees	38%	Still in the annual contract period
Long Time Working	< 3 years	40%	New nurses join
	≥ 3 years	60%	Have work experience and loyalty
Utilization of Training	Have attended internal/external training	72%	HPWS-based indicators Training went well
	Never had any training	28%	Limited access to training

The Implementation of THK Culture	Feeling a harmonious work environment	68%	Good social relationships and family values
	Sometimes it is not harmonious	32%	High working pressure, tight shifts
Search Interests	Have you ever thought about moving to another job?	55%	The TOI rate is quite high
	Never thought about moving	45%	Be loyal to the organization

According to [Table 1](#), the data indicate that the majority of respondents are permanent employees (62%) and have more than three years of work experience (60%), suggesting relatively stable employment conditions. Additionally, 72% of respondents have participated in training programs, reflecting the implementation of HPWS practices. However, 55% of respondents reported having considered leaving their current job, indicating a relatively high level of turnover intention that requires managerial attention.

Measurement Model Test Results (Outer Model)

Validity and Reliability

The measurement model was evaluated using convergent validity, discriminant validity, and reliability tests. Convergent validity was assessed based on outer loadings and Average Variance Extracted (AVE). All indicators showed outer loading values above 0.70, and all constructs had AVE values above 0.50, indicating adequate convergent validity. Discriminant validity was evaluated using the HTMT criterion. All HTMT values were below the recommended threshold of 0.90, indicating that each construct is empirically distinct. Reliability was assessed using Cronbach's Alpha (CA) and Composite Reliability (CR). All constructs showed values above 0.70, indicating good internal consistency. Based on these results, the measurement model meets the required validity and reliability criteria and is suitable for further analysis.

Table 2. Results of Validity and Reliability Assessment

Construct	CA	CR	AVE	Conclusion
HPWS	0.823	0.887	0.562	Valid & Reliable
EE	0.845	0.901	0.587	Valid & Reliable
THK	0.812	0.879	0.541	Valid & Reliable
TOI	0.834	0.893	0.568	Valid & Reliable

As presented in [Table 2](#), all constructs demonstrate good reliability, with CA values ranging from 0.812 to 0.845 and CR values ranging from 0.879 to 0.901. The AVE values for all constructs are above 0.50, indicating adequate convergent validity. These results confirm that the measurement model meets the required validity and reliability criteria.

Structural Model

The structural model was evaluated using the bootstrapping procedure with 5,000 resamples. The results of hypothesis testing indicate that all proposed relationships are statistically significant, as shown by the path coefficients, t-values, and p-values in [Table 3](#).

Table 3. Path Coefficients and Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Result
H1	HPWS \rightarrow TOI	-0.45	3.218	0.001	Supported
H2	EE \rightarrow TOI	-0.50	4.102	< 0.001	Supported

H3	THK → TOI	-0.30	2.765	0.006	Supported
H4	HPWS × THK → TOI	-0.25	2.431	0.015	Supported
H5	EE × THK → TOI	-0.20	2.118	0.034	Supported

Table 3 presents the results of hypothesis testing. HPWS has a significant negative effect on TOI ($\beta = -0.45$, $t = 3.218$, $p = 0.001$), supporting H1. EE also shows a significant negative effect on TOI ($\beta = -0.50$, $t = 4.102$, $p = 0.000$), supporting H2. Furthermore, THK has a significant negative effect on TOI ($\beta = -0.30$, $t = 2.765$, $p = 0.006$), supporting H3.

The moderating effects are also supported. The interaction between HPWS and THK significantly influences TOI ($\beta = -0.25$, $t = 2.431$, $p = 0.015$), supporting H4. Similarly, the interaction between EE and THK has a significant effect on TOI ($\beta = -0.20$, $t = 2.118$, $p = 0.034$), supporting H5.

DISCUSSION

The Effect of HPWS on TOI

The findings support H1, indicate that HPWS have a significant negative effect on TOI, suggesting that better implementation of HR practices reduces employees' intention to leave. This result supports the Ability–Motivation–Opportunity (AMO) framework, where employees are more likely to remain in organizations that enhance their ability, motivation, and opportunity (Boxall, 2012).

This finding is consistent with previous studies indicating that effective human resource practices improve EE, commitment, and performance outcomes (Damayanti, 2019; Hapsari et al., 2025). When organizations provide supportive HR systems, employees tend to develop stronger attachments and are less likely to leave.

However, prior studies also suggest that the effectiveness of HR practices may depend on how they are implemented. For instance, excessive job demands and role overload may lead to stress and burnout, which can increase employees' intention to leave (Wedasmara, 2026). This inconsistency can be explained by contextual differences. In the healthcare setting of this study, HPWS may be implemented in a more supportive and balanced manner, focusing on employee development rather than excessive performance pressure, thereby reducing its potential negative effects.

The Effect of EE on TOI

The results indicate that H2 is supported, showing that EE has a significant negative effect on TOI, indicating that employees who are emotionally and cognitively attached to their work are less likely to leave the organization.

This finding is consistent with previous studies showing that EE enhances commitment, well-being, and performance outcomes (Damayanti, 2019; Hawamdeh, 2024). Employees who experience higher engagement tend to develop stronger psychological attachment and are less likely to exhibit withdrawal behavior.

Furthermore, engagement can function as an important psychological resource that helps employees cope with job demands and work-related stress. When employees are able to manage work pressure effectively, their intention to leave the organization decreases (Jia et al., 2022). In the healthcare context, where job demands are relatively high, EE plays a critical role in maintaining employee stability and reducing TOI.

The Effect of THK on TOI

The findings reveal that H3 is supported, indicating that THK has a significant negative effect on TOI, indicating that cultural values emphasizing harmony play an important role in reducing employees' intention to leave the organization.

This finding is consistent with previous studies showing that local cultural values and social integration can enhance employees' psychological well-being, commitment, and organizational attachment (Tassang et al., 2023; Wibisana & Dewi, 2023). A supportive and harmonious environment encourages positive relationships and strengthens employees' emotional connection to the organization.

In the Balinese context, THK fosters a work environment characterized by mutual respect, social support, and balanced relationships. Such conditions increase employees' psychological comfort and strengthen their sense of belonging to the organization. As a result, employees are more likely to remain in organizations that align with their cultural values, which ultimately reduces TOI.

The Moderating Role of THK in the Relationship between HPWS and TOI

The findings indicate that H4 is supported, showing that THK strengthens the negative relationship between HPWS and TOI. This suggests that the effectiveness of HR practices in reducing TOI depends on the presence of a supportive cultural environment.

This finding is consistent with previous studies indicating that cultural values and organizational context play an important role in shaping employee attitudes and enhancing the effectiveness of HR practices (Rizvi & Garg, 2021; Wibisana & Dewi, 2023). When HR practices are supported by a strong cultural foundation, employees are more likely to respond positively to organizational policies.

In this context, THK creates a harmonious work environment characterized by mutual respect, fairness, and social support. These conditions reduce employees' perceived work pressure and enable them to interpret HR practices as supportive rather than demanding. As a result, HPWS becomes more effective in lowering TOI.

The Moderating Role of THK in the Relationship between EE and TOI

The results also indicate that H3 is supported, showing that THK strengthens the negative relationship between EE and TOI. This indicates that the effectiveness of EE in reducing TOI is influenced by the presence of a supportive cultural environment.

This finding is consistent with previous studies suggesting that social integration, cultural values, and supportive work environments enhance employees' psychological attachment and retention outcomes (Tassang et al., 2023; Wibisana & Dewi, 2023). When employees operate within a culturally harmonious environment, the positive effects of engagement are further reinforced.

THK fosters harmony, social support, and a sense of belonging within the workplace, which amplifies employees' emotional attachment to the organization. When engagement is supported by such a cultural environment, employees are more likely to develop stronger commitment and loyalty, thereby further reducing their intention to leave.

CONCLUSION

This study examines the influence of HPWS and EE on TOI, as well as the moderating role of THK in private hospitals in Denpasar. The findings confirm that HPWS and EE play significant roles in reducing TOI, while THK not only directly contributes to lowering TOI but also strengthens the effectiveness of both variables. These results highlight that employee retention in the healthcare sector is shaped by the interaction between organizational systems, psychological engagement, and cultural values.

This study concludes that the effectiveness of human resource practices is not solely determined by formal systems, but also by the extent to which these systems are aligned with employees' cultural context. In the Balinese setting, the integration of THK values creates a more harmonious and supportive work environment, which enhances employee attachment and reduces the intention to leave. Therefore, a holistic approach that combines strategic HR management and local cultural values is essential in addressing turnover issues in healthcare organizations.

This study provides both theoretical and practical contributions. Theoretically, it extends the human resource management literature by integrating HPWS, EE, and THK within a single framework to explain TOI in the healthcare sector, particularly in a culturally embedded context. It highlights the importance of local cultural values as a moderating mechanism that strengthens the effectiveness of organizational practices and psychological factors. Practically, the findings suggest that hospital management should not rely solely on formal HR systems but also foster a harmonious and supportive work environment aligned with THK values. By combining effective HR practices with strong EE and culturally grounded values, organizations can enhance nurse retention and reduce TOI in a more sustainable and humane manner.

Overall, this study highlights that employee retention in healthcare organizations is influenced by the integration of human resource practices, psychological engagement, and cultural values. The findings indicate that HPWS and EE are more effective in reducing TOI when supported by THK, which creates a harmonious and supportive work environment. Therefore, hospital management should not only focus on improving HR practices and fostering EE but also align organizational strategies with local cultural values to enhance employees' sense of belonging and commitment. This integrated approach is essential for developing sustainable and culturally aligned retention strategies in healthcare organizations.

LIMITATION

This study has several limitations that should be considered when interpreting the findings. First, the research was limited to private hospitals in Denpasar, which may restrict the generalizability of the results to other regions or types of healthcare institutions. Future studies are therefore encouraged to include public hospitals or other healthcare settings to provide broader comparative insights. Second, the use of self-reported questionnaire data may introduce response bias, as perceptions and subjective evaluations of respondents may not fully reflect actual organizational conditions. Future research may benefit from combining quantitative methods with qualitative approaches, such as interviews or observations, to gain a deeper understanding of employee experiences.

In addition, this study only examined HPWS, EE, and THK as predictors of TOI, while other relevant factors such as workload, burnout, compensation, leadership style, and work-life balance were not included in the model. Future research is recommended to

incorporate these variables to develop a more comprehensive framework. Moreover, the cross-sectional design used in this study limits the ability to capture changes in TOI over time. Longitudinal studies are therefore suggested to better understand the dynamic nature of employee retention.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that there are no potential conflicts of interest concerning the research, authorship, and/or publication of this article. This research was conducted objectively and independently without any external influence.

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