



The Impact of Workload, Job Satisfaction, and Job Burnout on Turnover Intention Nurses In The Public Hospital

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ABSTRAK

This research aims to determine the influence of workload, job satisfaction, and work fatigue on nurse turnover intention. This research used quantitative methods with a population of nurses at regional general hospitals using a non-probability purposive sampling technique involving 150 respondents out of a total of 288 nurses. The analysis technique was carried out using multiple regression analysis with SPSS 26. Data was collected through a questionnaire using a Likert scale measurement instrument. The results of this study indicate that workload has an insignificant effect on the intention to change jobs. Meanwhile, job satisfaction has a negative and significant influence on turnover intention. Apart from that, job fatigue has also been proven to have a negative and significant influence on the intention to change jobs. Furthermore, there is a simultaneous influence of the variables workload, job satisfaction, and job fatigue on the intention to change jobs.

INTRODUCTION

Nursing staff are invaluable in most hospitals, as they form the backbone of providing health services. To achieve quality health care and high levels of performance, nurse professionals must have a broad range of skills, both intellectual, technical, and interpersonal. They are expected to work in accordance with established practice standards and always pay attention to ethical and moral rules in carrying out their duties (Sarah, 2015; Pamungkas & Sulisty, 2020). However, previous research revealed that the level of intention to change jobs (turnover intention) among nurses in hospitals is quite high, reaching 16.5%, and this trend is expected to continue to increase in the next 10 years (Mazurenko et al., 2015).

Employee turnover in a company has a broad impact on various work activities and can affect employee performance as a whole (Pawesti & Wikansari, 2017). In the health service sector, such as hospitals, turnover problems can disrupt the smooth running of health services, which should continue without stopping (Allen et al., 2010). Therefore, to ensure quality human resources in hospitals, it is important to increase the level of job satisfaction of each employee. Regarding human resource management (HRM), the main focus of organizations, especially in the health services sector, is to achieve company goals effectively (Trisnawati et al., 2021). Hospitals need to prioritize employee job satisfaction in order to provide the best service to patients. Efforts to maintain employee job satisfaction by HRM are an important strategy for reducing turnover intention and maintaining the continuity of company operations.

Research by Putra and Prihatsanti (2016) shows that a high turnover rate can result in employees having to bear a double burden due to limited human resources, so that many of them carry out double tasks and responsibilities. This can ultimately increase workload and hinder performance. Employee. Meanwhile, according to Antonio Rino Vanchapo (2019), heavy workloads in the nursing field can have an impact on patient safety. Another finding presented by Fitriantini et al. (2019) claims that there is a positive and substantial relationship between workload and intention to leave.

In previous research conducted by M. Hanafis Nasution (2019), a high level of job satisfaction was reflected in a positive attitude towards the responsibilities and work carried out by employees. The high level of job contentment is evident from the high level of discipline, good work performance, humorous work relationships, and the employee's ability to persist in their work. On the other hand, high job dissatisfaction makes employees want to change their current jobs. Job dissatisfaction can also result in decreased employee productivity. According to Salam et al. (2020), job dissatisfaction is often seen in the attitude of employees who do not feel happy at work and show expressions of anger because work needs are not met.

Burnout is the result of prolonged stress. Feeling tired, less successful in carrying out work-related tasks, burnout can have various repercussions, one of which is feeling cut off from one's own self. It's possible that burnout is

significantly concerning work-life balance, but it impacts an employee's entire life by triggering negative emotions (Roth et al., 2021). Research (Roczniewska & Bakker, 2021) shows that burnout has a negative effect on nurses' daily behavioral regulation. As a result, Because of their innate protective tendencies, employees who experience burnout often attempt to avoid it and eventually quit. One of the most reliable indicators of intention to leave is burnout (Park & Min, 2020). More details regarding the connection between burnout and turnover intentions are needed for managers in charge of policies controlling nurses' intentions to leave their jobs (Liu et al., 2018).

Waled Regional General Hospital is a government hospital in East Cirebon Regency. Currently, it is a referral center for the East Cirebon area, causing a surge in patients every day. Concerns arise regarding nurses' job satisfaction because the workload is high and not commensurate with the rewards received. The phenomenon of low numbers of medical personnel occurs because there are 4-8 nurses per inpatient room per shift, with morning, afternoon, and evening shifts. Not all nurses are present every shift due to permission, illness, or other reasons. This causes an increase in workload for nurses in hospitals.

Mini-questionnaires were distributed to nurses at the Waled Regional General Hospital as part of a pre-survey research project. The results show significant findings related to factors that can influence turnover intention, such as the level of job satisfaction with superiors, awards given, work procedures, co-workers, and the job itself (88%). Nurse burnout caused by emotional exhaustion, depersonalization, and work performance reached 77%, while factors that influenced turnover intention were related to the intention to leave to look for another job at 48%. Based on this data, researchers determined the variables to be studied at the Waled Regional General Hospital, namely workload, job satisfaction, and work fatigue, which influence turnover intention.

Considering the data obtained, researchers are interested in studying the impact of the relationship between workload, job satisfaction, and work fatigue on the turnover intention of nurses at the Waled Regional General Hospital. The aim of the research is to determine the influence of workload, job satisfaction, and work fatigue on nurses' turnover intentions. This research wants to find out whether workload, job satisfaction, and work fatigue have a significant effect on the turnover intention of nurses in the hospital.

LITERATURE REVIEW

Workload

According to Suwatno, H. D., and Priansa (2011), workload refers to the activities that must be carried out by a worker within a certain time limit using job analysis techniques or other management methods to obtain information about work efficiency and effectiveness. Kurniawaty et al. (2019) define workload as a process that analyzes the time required for a person or group to

complete work tasks. According to Suwatno, H. D., and Priansa (2011), workload indicators include working hours, educational background, and type of work. Meanwhile, according to Hart & Staveland (1988), workload is not a fixed attribute but arises from the interaction between task requirements, the situation in which the task is carried out, and the worker's abilities, behavior, and perceptions. They identified three dimensions of workload, namely demands, behavior, and feelings, with factors such as mental demands, physical demands, time demands, effort, performance, and frustration or anxiety.

Research by (Xiaoming et al., 2014) shows that high levels of workload are associated with high levels of turnover intention among employees. Likewise, research by (Fitriantini et al., 2019) found that a heavy workload was positively and significantly related to the intention to change jobs. This means that employees who experience high workloads tend to want to leave the organization where they work. Based on previous research and theoretical review, the research hypothesis can be formulated as follows:

H1: Workload (X1) has a significant effect on turnover intention (Y)

Work Satisfaction

Job satisfaction according to (Edison & Yohny, n.d.), job satisfaction is a set of employee feelings about what is pleasant or unpleasant in their work. According to (Spector, 1997) job satisfaction theory identifies ten factors that influence a person's job satisfaction: satisfaction with salary, promotions, supervisors, benefits, rewards, work procedures, coworkers, work, and communication in the company. Research shows that these factors influence job satisfaction, and organizations can increase job satisfaction by paying attention to job satisfaction by paying attention to employee needs related to these factors. It is important to pay attention to employee job satisfaction in a company. Job satisfaction is the main component for maximum work results. Every employee has the hope of feeling job satisfaction while working. A high level of job satisfaction can make employees feel happy at work. Job satisfaction is individual, so each employee can experience different levels of satisfaction.

Job satisfaction is a reflection of an employee's emotional attitude towards their work or the organization where they work, indicating the level of satisfaction they feel therein. This is reflected through a comfortable working environment, support from colleagues, and a compensation system that is considered fair based on suitability to the workload. Research by Fitriantini et al. (2019) found that job satisfaction has a significant negative influence on the intention to change jobs (turnover intention). Similar findings were also revealed in recent research by Susilo (2019), which shows that job satisfaction has a negative impact on the intention to change jobs. Based on previous research findings, the hypotheses that can be developed are:

H2: Job satisfaction (X2) has a significant effect on turnover intention (Y)

Job Burnout

Burnout refers to a prolonged response to chronic work-related stress, including emotional exhaustion (EE), cynicism (CY) or depersonalization, and low professional efficacy (PE) according to (Maslach et al., 2001). Among the factors influencing job change, burnout occurs as a result of continuous and repeated emotional stress related to job stress, and refers to a phenomenon that leads to feelings of helplessness, hopelessness, negative self-concept, and strong negative attitudes. Towards work and work. Others (Maslach & Jackson, 1981).

Burnout, according to Sirén et al. (2018) is a psychological reaction to ongoing work stress brought on by a confluence of depersonalization, diminished personal achievement, diminished professional advancement, and emotional tiredness. The emotional fatigue factor can cause emotional exhaustion, making you feel tired and frustrated, while the depersonalization factor itself causes feelings of callousness and hardened emotions. Besides, burnout also influences ineffectiveness in doing work and not feeling emotionally calm.

According to Salama et al. (2022), job burnout has negative impacts, which include reduced productivity, high absenteeism rates, and the tendency to change jobs. The study also concluded that job burnout can be a predictor of job change intentions. Research by Alblihed & Alzghaibi (2022) and Parmar et al. (2022) confirms the existence of a direct relationship between job burnout and the intention to change jobs. Burnout and all its dimensions significantly influence employee turnover. And research (Park & Min, 2020) has done a meta-analysis study which demonstrates the extent to which burnout and turnover intention are positively correlated is substantial. Worker performance and wellbeing are at risk from burnout (Wang et al., 2017). This makes motivated employees unable to do their work and tired (Choi et al., 2019). Employees are likewise prone to ignoring their responsibilities. These processes are: emotional weariness, depersonalization, and inefficiency. Based on past study, the following research hypothesis was formed:

H3: Job Burnout (X3) has a significant effect on Turnover Intention (Y)

Workload, Job Satisfaction, and Job Burnout on Turnover Intention

Based on research conducted by Seo et al. (2004), Sveinsdóttir et al. (2006), and Zeytinoglu et al. (2007), it was found there is a considerable association between workload, job satisfaction, and the intention to move (Yin & Yang, 2002). However, the relationship between job satisfaction and turnover intention explains only a small part of the variation in employees' turnover intention. Therefore, turnover intention process models need to consider other variables besides job satisfaction. In further developments, the work fatigue variable has been included as a concept to strengthen the relationship between these variables.

Job satisfaction leads to emotional responses to specific aspects of workers, while workload is work activities that require work abilities and capacities that show signs of fatigue, and work fatigue is a psychological syndrome of depersonalization and emotional and mental exhaustion that occurs in individual employees due to long-term involvement. Long hours in demanding work situations. Job satisfaction plays an important role in health services. (Ylitörmänen et al., 2019) added that nursing job satisfaction can be classified into three attributes, namely interpersonal relationships, autonomy, and patient care. Unfortunately, job satisfaction in the healthcare sector is lower than in other organizations. In addition, low levels of nurse job satisfaction are associated with high turnover (Murray, 2002)..

According to research conducted by McHugh et al. (2011), job burnout occurs more often in nurses compared to other health professionals. Findings from Khamisa et al. (2016), Piko (2006), Scanlan (2010), and Weng (2011) confirm the existence of a relationship between burnout, job satisfaction, and turnover intention. The higher the level of burnout a person experiences, the lower the level of job satisfaction felt, and the higher the tendency to want to change jobs. By considering the theoretical review and previous research, the research was formulated as follows:

H4: Workload (X1), job satisfaction (X2), and job burnout (X3) have a significant effect on turnover intention (Y).

METHODOLOGY

This research uses a quantitative method rooted in the philosophy of positivism, seen as a scientific method because it adheres to concrete and systematic empirical principles (Sugiyono, 2019). This method is designed to test a hypothesis that has been formulated, which will be applied to a particular population and sample.

The sampling technique used was a non-probability purposive sample with a special sampling of nurses who were PNS (Civil Servants), PPPK (Government Employees with Work Agreements), and PT (Permanent Employees) employees where 150 respondents filled out the questionnaire out of the total. 288 nurses were surveyed. Data were collected at two-week intervals, with a responder rate of 52.08%. Information was collected through a questionnaire given to respondents, using a Likert scale with a value range from 1 to 5. A value of 1 indicates a very high level of disagreement (STS), 2 for disagree (ST), 3 for neutral (N), 4 for agree (S), and 5 for a very high level of agreement (SS). The collected data will be analyzed using multiple analysis, which includes hypothesis testing (T test), F test, and coefficient of determination test, using SPSS 26 statistical software.

RESULT

Karakteristik Resprespondent's characteronden

In the results of this research, which was conducted on 150 nurses at the Waled Regional General Hospital, the general description of the characteristics of the respondents was as follows: 38% men and 62% women, 34% aged between 21-29 years, 30-39 years old. As much as 36%, and aged over 40 years, as much as 30%. Meanwhile, for work periods between 1 and 5 years, it is 40%, while for work periods above 10 years, it is 23%, and 37% at 11 years. For PNS workforce status, it is 36%, PPPK is 3%, and PT is 61%; D3 education is 47%; a bachelor's degree is 39%; the nurse profession is 13%; and a master's degree is only 1%.

Analysis Data

Validity test

Table 1 Validity Test

Variable	Indicator	R count	R table	Significant	α	Informatics
Workload (X1)	X1.1	0.447	0.1603	0.000	0,05	Valid
	X1.2	0.583	0.1603	0.000	0,05	Valid
	X1.3	0.766	0.1603	0.000	0,05	Valid
	X1.4	0.720	0.1603	0.000	0,05	Valid
	X1.5	0.517	0.1603	0.000	0,05	Valid
	X1.6	0.636	0.1603	0.000	0,05	Valid
Job Satisfaction (X2)	X2.1	0.558	0.1603	0.000	0,05	Valid
	X2.2	0.703	0.1603	0.000	0,05	Valid
	X2.3	0.633	0.1603	0.000	0,05	Valid
	X2.4	0.615	0.1603	0.000	0,05	Valid
	X2.5	0.749	0.1603	0.000	0,05	Valid
	X2.6	0.636	0.1603	0.000	0,05	Valid
	X2.7	0.680	0.1603	0.000	0,05	Valid
	X2.8	0.401	0.1603	0.000	0,05	Valid
	X2.9	0.422	0.1603	0.000	0,05	Valid
	X2.10	0.373	0.1603	0.000	0,05	Valid
Job Burnout (X3)	X3.1	0.810	0.1603	0.000	0,05	Valid
	X3.2	0.851	0.1603	0.000	0,05	Valid
	X3.3	0.853	0.1603	0.000	0,05	Valid
	X3.4	0.843	0.1603	0.000	0,05	Valid
	X3.5	0.787	0.1603	0.000	0,05	Valid
	X3.6	0.741	0.1603	0.000	0,05	Valid
	X3.7	0.738	0.1603	0.000	0,05	Valid
	X3.8	0.793	0.1603	0.000	0,05	Valid

Turnover Intention (Y)	Y.1	0.786	0.1603	0.000	0,05	Valid
	Y.2	0.795	0.1603	0.000	0,05	Valid
	Y.3	0.750	0.1603	0.000	0,05	Valid
	Y.4	-.126	0.1603	0.124	0,05	Invalid
	Y.5	0.786	0.1603	0.000	0,05	Valid
	Y.6	-.106	0.1603	0.196	0,05	Invalid

Source: Data processed by SPSS 2024

The validity test results above show that 2 of the 6 indicators used in the dependent variable validity test cannot be used because they do not meet the criteria or are invalid. If the calculated r value $>$ t table or $sig < 0.05$, then the indicator statement item is Y4 (seeking information about other work) and Y6 (coming out in the near future) cannot be reused in this study.

Reliability Test

Table 2 Reliability Test

Variable	Cronbach's Alpha	Standard	Description
Workload (X1)	0.664	0.60	Reliabel
Job Satisfaction (X2)	0.785	0.60	Reliabel
Job Burnout (X3)	0.920	0.60	Reliabel
Turnover Intention (Y)	0.892	0.60	Reliabel

Sumber: Data diolah SPSS, 2024

The results of the reliability test show a good Cronbach's alpha value because all variables have a Cronbach's alpha ≥ 0.60 . Based on these results, it can be concluded that the model meets the standard Cronbach's alpha requirements, so this research is considered to have a measuring instrument with good reliability.

Test Multiple Linear Regression

Table 3 Test Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.622	2.535		12.869	.000
	Workload (X1)	-.160	.084	-.132	-1.894	.060
	Job Satisfaction (X2)	-.165	.056	-.189	-2.960	.004
	Job Burnout (X3)	-.332	.042	-.538	-7.823	.000

a. Dependent Variable: Y

Source: Data processed by SPSS 2024

Based on Table 3, the following multiple linear regression model is obtained:

$$Y = 32,622 - 0,160 X1 - 0,165 X2 - 0,332 X3 + e (1)$$

From these results, the workload regression coefficient (X1) value of -0.160 is negative, meaning that if the workload becomes higher while other variables remain constant, then the nurse's turnover intention (Y) will decrease. Meanwhile, the job satisfaction coefficient (X2) of -0.165 is negative, meaning that if job satisfaction increases while other variables remain constant, then the nurse's turnover intention (Y) will decrease, and the work fatigue coefficient (X3) of -0.332 is negative, meaning that work fatigue is increasing. Increases while other variables remain constant, then the nurse's turnover intention (Y) will decrease.

T test

Table 4 Partial Hypothesis Test (t test)

Variabel	T	t tabel	Sig.
Workload (X1)	-1.894	1,655	.060
Job Satisfaction (X2)	-2.960	1,655	.004
Job Burnout (X3)	-7.823	1,655	.000

Source: Data processed by SPSS 2024

The results of the hypothesis test can be concluded as follows: Regarding the workload variable on turnover intention, the significance value (0.060) is greater than 0.05, indicating a negative but not significant influence. Therefore, hypothesis H1 is rejected. However, for the job satisfaction variable on turnover intention, the significance value (0.004) is smaller than 0.05, indicating a significant negative influence. So, hypothesis H2 is accepted. Meanwhile, for the work fatigue variable on turnover intention, the significance value (0.000) is also smaller than 0.05, indicating a negative and significant influence. Therefore, hypothesis H3 is accepted.

F test

Table 5 F Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.098.532	3	366.177	35.906	.000 ^b
	Residual	1.488.942	146	10.198		
	Total	2.587.473	149			
a. Variabel dependen: Y						
b. Prediktor: (Konstan), X3, X2, X1						

Source: Data processed by SPSS 2024

Based on the results of the feasibility test analysis, the model is acceptable or feasible. You can see the calculated f value of 35.906 > f table 2.6665 and the significance value (0.000) < 0.05, then H4 is accepted, then workload, job satisfaction, and job fatigue have a significant effect on turnover. Intention. So it can be concluded that simultaneously, there is a significant influence between work fatigue and job satisfaction on the turnover intention of nurses at Waled Regional General Hospital.

Determination Coefficient Test

Tabel 6 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.652 ^a	.425	0.413	3.193

Source: Data processed by SPSS 2024

The results of the regression analysis show that the coefficient of determination (Adjusted R Square) was obtained with a value of 0.413. This means that as much as 41.3% of the variation in the turnover intention variable can be explained by the workload, job satisfaction and job fatigue variables in this study. In contrast, 58.7% of other variations were caused by other factors not included in this study.

DISCUSSION

The Effect of Workload on Turnover Intention

Based on the research results, no significant influence was found between workload and the intention to change jobs (turnover intention). These results contradict previous research by Fitriantini et al. (2019), which showed that a heavy workload positively and significantly influences the intention to change jobs. This research actually found that workload had a negative but insignificant effect on the intention to change jobs. However, the lack of evidence supporting these results may be a limitation that needs to be considered in the interpretation of the findings. Although workload is associated with turnover intention, most nurses probably consider this factor to be a natural part of their role as nurses. Apart from that, the amount of workload sometimes correlates with the additional compensation they will receive. Therefore, these factors may not lead to intentions to change the workplace.

The Influence of Job Satisfaction on Turnover Intention

Job satisfaction has a negative, significant effect on turnover intention among nurses who feel satisfied with their work and the reciprocity they get, such as appropriate salaries, promotions, benefits, awards from the hospital, having a good boss, structured work procedures, good co-workers. Who help each other, and good communication from superiors and colleagues, which shows that the organization can appreciate the contribution of nurses.

This research found that higher employee job satisfaction can reduce the level of employee turnover intentions. This is in line with previous research conducted by Fitriantini et al. (2019; Susilo, 2019), which found that job satisfaction has a negative and significant effect on employee turnover intention. In addition, A study indicated that work satisfaction was negatively associated with turnover intentions (X, 2015) (Chen et al., 2019). And L. (2007) in Chen et al. (2019) These findings were also validated by research conducted on clinical nurses in Changsha. As a result, the influence of work satisfaction on turnover intention is significant, direct, and negative. Satisfaction has a strong predictive effect on turnover intention.

The Effect of Job Fatigue on Turnover Intention

Based on the findings of the analysis, it was found that work fatigue has a negative and significant influence on the intention to change jobs (turnover intention). This finding is not in line with the research hypothesis, which assumes that job fatigue has a significant effect on the intention to change jobs. This research supports the findings of previous research by Moore (2000), which found that job burnout had no effect on the intention to change jobs.

Especially at a time when economic conditions are still less stable at the moment, where job opportunities are becoming increasingly difficult, the high level of competition for selection to become a public hospital nurse, the pride in being successful in becoming part of the staff at a state-owned public hospital,

and the hope of becoming a civil servant are the reasons, in general, that make nurses prefer to remain as nursing employees in public hospitals even though the work is felt to be very tiring.

Further explanation of the research results (Moore, 2000) states that one of the factors that is consistently related to work attitudes (such as job satisfaction and turnover intention) is burnout. Understanding this phenomenon in the workplace can help management reduce the negative impact it has on the company, such as reducing employees' desire to leave the company.

CONCLUSIONS AND RECOMENDATIONS

In this study, workload had a negative and insignificant effect on the intention to change jobs (turnover intention) among nurses at the Waled Regional General Hospital. This indicates that workload does not directly influence nurses' desire to leave their jobs. Even though nurses have a tough job, they may still work because they feel comfortable and have a safe work environment. Apart from that, nurses who have a high level of work professionalism will perform well, even though they are faced with difficult tasks, because they feel there are challenges in providing maximum nursing services. Apart from that, the benefits that will be obtained, such as large salaries, allowances, and other benefits, can influence nurses to continue working. Meanwhile, job satisfaction has a negative and significant effect on nurses' desire to change jobs. The higher the level of job satisfaction, the lower the nurse's desire to change jobs. Apart from that, work fatigue also has a negative and significant influence on the intention to change jobs, indicating that the higher the level of work fatigue, the lower the intention to change jobs among nurses at Waled General Regional Hospital.

Workload, job satisfaction, and work fatigue together have a significant effect on the intention to change jobs as nurses at the Waled Regional General Hospital. Therefore, the workload conditions of nurses, their job satisfaction, and the work fatigue they experience can influence the level of employees' desire to leave work..

Based on the findings above, it is recommended to anticipate the intention to change jobs as a nurse with the following steps: First, regulate the workload and responsibilities of nurses in accordance with the capacity and standards that have been set to prevent feelings of burden and reduce the intention to change jobs. Second, hospital management needs to pay special attention to positions and efforts to increase nurses' work motivation from internal and external sources. Third, it is important for hospitals to create a positive work environment by respecting and paying attention to relationships between colleagues. By implementing these suggestions, it is hoped that the level of intention to change nursing jobs at the Waled Regional General Hospital can be reduced.

ADVANCED RESEARCH

In this study there are several limitations in the research that can be overcome in the future and can also be applied in other places. In future research, they can also expand the sample in their research, examine companies

in other fields, and can also add or modify other types of indicators not examined in this research.

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