Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

HOSPITAL NURSE TURNOVER INTENTION: THE ROLE OF WORK STRESS AND WORKLOAD WITH JOB SATISFACTION AS MEDIATION

Nudia Bakah Almubarokah, ¹⁾ Fatmah Bagis, ²⁾ Hermin Endratno, ³⁾ Ika Yustina Rahmawati ⁴⁾ Program Studi Manajemen Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Purwokerto ¹²³⁴ *E-mail: fatmahbagis2014@gmail.com*

Abstract:

This study examines work stress and workload on nurse turnover intention, including the mediating factor of job satisfaction in type c hospital nurses in Purwokerto. This research was conducted on type c hospital nurses in Purwokerto, as many as 127 respondents out of 185 nurses, between December 2023-January 2024. The sampling technique used was convenience sampling, by setting quotas only as much as possible in each hospital. As a result, 127 respondents were collected from the sampling, including 31 male nurses, and 96 female nurses with a dominant age of 26-30 years. The results of the calculation analysis prove that Job Stress, Workload and Job Satisfaction have a positive but insignificant effect on Turnover Intention. Job Stress has a positive and insignificant effect on Job Satisfaction. Workload has a positive but insignificant effect on turnover intention. Mediation results show that Job Satisfaction cannot mediate the relationship between job stress and workload on turnover intention. The results of this study indicate that excessive stress and burden will reduce satisfaction at work, but cannot significantly reduce turnover intention.

Keywords: Work Stress, Workload, Job Satisfaction, Turnover Intention

1. Introduction

Hospitals are organisations engaged in the health sector to meet the needs of public health services (Muharni et al., 2022). Type C hospitals are hospitals with facilities and capabilities for specialised medical services of at least four basic specialities (Khairullah et al., 2022). Health and medical professionals play a vital role in meeting the healthcare needs of the entire community, allocating a substantial amount of human resources is essential to ensuring the seamless functioning of the health system and guaranteeing that the community has fair access to prioritized health services (Ran et al., 2020). One of the most important human resources in hospitals is nurses. Nurses have high burnout and high turnover intention rates(Al Sabei et al., 2020).

The prevalent challenge in recent years continues to be turnover intention, and Indonesia ranks among the countries with the highest turnover rates (Andriani et al., 2023). In Indonesia, the matter of stepping down from a position is not a recent development, and this is attributed to various factors, one of which is ineffective management (Wulansari et al., 2022). Turnover has many negative impacts such as low levels of quality of service to patients, low patient satisfaction, low productivity, negative effects on morale and of course an increase in the level of turnover intention (Slåtten et al., 2022). Nurse turnover rates can reduce service quality and also cause economic losses (Opinion et al., 2021). Lack of support from nurse managers, unjustified workload, and increased emotional exhaustion largely lead to increased turnover (Poku et al., 2022). In a Type C hospital in Purwokerto, it was found that the turnover rate of nurses was

Peer Reviewed - International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

more than 10% annually, therefore, it is important for nursing managers to know about the factors that influence turnover intention (Gou et al., 2022).

Many factors affect turnover intention, namely job stress with a positive correlation (Mehmood et al., 2023). Elements such as long working hours, diverse behaviours, an unbalanced working model with high demand and low resources, and limited feedback contribute to increased levels of burnout and stress (Salama et al., 2022). From research conducted by (Dewi & Sriathi, 2019; Sania Zahra et al., 2018) identified was a positive and statistically significant correlation between work stress and turnover intention. This indicates that as employees experience higher levels of work stress, the likelihood of them considering or intending to leave their current position increases. Prolonged and intense work stress has the potential to cause psychological and physical harm over an extended period, ultimately leading individuals to feel increasingly uncomfortable in their workplace (Syahruddin, 2022). Nevertheless, despite previous research efforts, scholars have not encountered findings indicating that job stress has no influence on turnover intention. Therefore, it can be inferred that a heightened level of work stress is likely to result in an increase in employee turnover within a company (Sutagana et al., 2023).

Workload is another factor that affects turnover intention, if the workload given to nurses increases, it can result in a decrease in performance because it causes anxiety and pressure at work (Farros Imaroh et al., 2023). Research from (Anees et al., 2021; Farros Imaroh et al., 2023; Junaidi et al., 2020) states that workload has a positive and significant effect on turnover intention, that a workload that is too heavy will cause stress and then cause turnover intention. However, research (Gayatri & Muttaqiyathun, 2020; Manalu et al., 2023) shows that workload has a negatively and significantly effect on turnover intention.

Job satisfaction is considered to be closely linked to turnover intention, as it serves as a reflection of an individual's contentment in their job. This contentment directly influences the likelihood of turnover intention (Wulansari et al., 2022). Job satisfaction pertains to an individual's cognitive or affective evaluation of their job responsibilities, indicating the degree to which one enjoys their job and represents an effective assessment of the working conditions a person experiences (Ran et al., 2020).

Based on the formulation of the problems discussed earlier, this study aims to re-examine the relationship between work stress and workload on turnover. The relationship between these four variables has been studied by (Wulansari et al., 2022) on auditors of the "Big Four" category public accounting firm. This research is a replication of research belonging to (Wulansari et al., 2022) and the difference lies in the object under study. Previous research was conducted on "Big Four" category Public Accounting Firm Auditors while this research was conducted at a Type C hospital in Purwokerto.

1.1 Theory of Reasoned Action (TRA)

The theory of reasoned action is a person's attitude as one of the affective components that has a direct consequence on behavioral interest (Ajzen & Fishbein, 1980) In the Theory of Reasoned Action, it is elucidated that the theory analyzes and predicts actual human behavior by incorporating variables related to turnover intention (Wulansari et al., 2022). This theory is based on the assumption that humans generally do things in a reasonable way, that humans consider all available information, and explicitly or implicitly humans consider the implications of their actions.

Turnover intention is described as the outcome of an assessment regarding the ongoing nature of the relationship with an organization. It represents a state where a definitive action regarding whether the employee will leave the organization or not has not yet been realized (Wulansari et al., 2022). This is also explained by (Roodt, 2007) according to his research, the

Peer Reviewed - International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

argument is put forth that turnover intention constitutes the initial decision of an individual to voluntarily leave an organization. This theory suggests that individuals are more likely to opt for voluntary action when they have a favorable perception of the decision to resign. Moreover, it establishes a connection between beliefs, attitudes, desires, and behavior (Wulansari et al., 2022).

1.2 Work stress and turnover intention

Turnover Intention is described as an employee's readiness to intentionally withdraw from an association and the final stage in the process of leaving an organization, it also refers to the search for alternative employment by employees (Singh & Srivastava, 2021). It has been explained that turnover intention occurs at the root of an organization and is quite difficult to detect (Rita & Widodo, 2021). Looking for a new job means starting from scratch and can involve substantial risks that may discourage workers from doing so (Park & Johnson, 2019). Employee turnover has a direct impact on human resource finances. With the increasing turnover of talent, organizations are focusing on retention strategies to maintain a competitive market (Singh & Srivastava, 2021).

Stress is a state of anxiety, worry, and anxiety that can affect the physical health of an employee and cause negative thoughts and feelings (Anees et al., 2021). For nurses to fulfill their responsibilities effectively, it is crucial for them to uphold and prioritize their psychological and mental well-being (Labrague & de los Santos, 2021; Watts et al., 2019). The impact of jobrelated stress on employee performance is a crucial aspect that warrants thorough consideration. It has the potential to result in workplace dissatisfaction, reduced productivity, and could lead employees to contemplate seeking opportunities elsewhere (Anees et al., 2021) In research conducted by (Mehmood et al., 2023) stated that job stress has a positively effect on turnover intention. This is in line with research (Anees et al., 2021) which proves that stress has a positively effect on employee turnover turnover.

H1: Work stress has a positive and significant effect on turnover intention.

1.3 Workload and turnover intention

Workload refers to the quantity of tasks assigned to a specific position or organizational unit, determined by the combination of work volume and established time norms (Farros Imaroh et al., 2023). In nursing, workload is related to excessive work, inadequate physical structure, excessive working hours, and lack of workers (Dp et al., 2019). High workload can have negative consequences for nurses and patients (Nasirizad Moghadam et al., 2021). Sometimes, workload can be operationally assessed by taking into account various factors, including task requirements and the complexity of the work necessary to complete a job (Anees et al., 2021).

Turnover is high if the workload is perceived as excessive and disproportionate to their capacity and ability. But if the workload is small, the intention to leave will decrease (Junaidi et al., 2020). According to (Holland et al., 2019) if the perception of workload is high, then nurses are more likely to leave their profession. Previous research by (Manalu et al., 2023) workload has a significant negative effect on turnover intention. This is not in line with research from (Anees et al., 2021) which states that workload has a positive effect on turnover intention.

H2: Workload has a positive and significant effect on turnover intention.

1.4 Work stress and job satisfaction

An organization can mitigate workplace stress and cultivate positive attitudes toward work by creating conducive conditions for job satisfaction. The more effectively an organization achieves this, the closer it comes to achieving its goals of heightened productivity and efficiency (Anees et al., 2021). Work stress has a negative impact on overall job performance (Limanta et al., 2023). Work stress is a detrimental factor that has negative consequences, causing both physical and mental harm to employees, thereby directly impacting the overall performance of a company (Yu et al., 2021). Work-related stress is maximized with time leading to pessimistic

Peer Reviewed - International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

outcomes, namely absenteeism, damaging results, less satisfaction, psychosomatic and physical illnesses, so locus of control should be beneficial in reducing work-related stress through job satisfaction, growth, opportunity, self-esteem, good quality of life and improvement (Zaheer et al., 2022).

Stress is one of the causes of the imbalance between the pressure experienced and the ability. As a result, nurses find themselves under more pressure than they can effectively manage, leading to work-related stress (Wulansari et al., 2022). Numerous studies affirm that a decline in employee job satisfaction stemming from work stress can lead to elevated rates of absenteeism and intentions to leave, along with a reduction in productivity and overall work performance (An et al., 2020) In research (Thuy & Nghi, 2022) work stress that occurs can have a negative impact on job satisfaction. Work stress also affects job satisfaction but in a negatively direction (Irawanto et al., 2021) There is a positive correlation between stress attachment and job satisfaction, meaning that the higher the level of stress, the lower the job satisfaction (Anees et al., 2021).

H3: Work stress has a positive and significant effect on job satisfaction.

1.5 Workload and job satisfaction

Enhancing job satisfaction can be achieved by reviewing and adjusting the workload, as an excessive workload has the potential to decrease overall job satisfaction (Anees et al., 2021). It is elaborated that workload refers to the average frequency of tasks within a specified time period (Singh & Srivastava, 2021). Nevertheless, managing mental workload poses its own challenges as it is intricately linked to the mental well-being of employees (Harmen et al., 2020). An individual facing a substantial workload and pressure may perceive that the salary they receive does not align with the level of workload and pressure imposed on them (Wulansari et al., 2022).

In research (Inegbedion et al., 2020) proves that workload has a positively effect on job satisfaction. The implication of this research underscores the significance of employee perceptions of workload concerning productivity and turnover. To mitigate issues related to employee turnover and enhance productivity, it is imperative for management to prioritize fair job design and effective workload management. This approach aims to minimize discrepancies between normal, low, and high workloads (Anees et al., 2021) also states that workload has a positive effect on job satisfaction. This is not in line with research conducted by (Janib et al., 2022) which states that workload has a negatively effect on job satisfaction.

H4: Workload is positive and significantly related to job satisfaction.

1.6 Job satisfaction and turnover intention

Job satisfaction is a emotional state that mirrors an individual's emotional reaction to their work and working conditions, serving as an indicator of a person's overall behavior and attitude toward their profession (Anees et al., 2021). Organizations can find the possibility of people quitting their jobs through inspections at various points to detect systematic changes in job satisfaction, increasing individual expectations for the future at work can maximize employee retention (Zaheer et al., 2022). Individuals with high job satisfaction typically display positive attitudes toward their work, finding fulfillment and contentment in their professional roles. On the other hand, those who are dissatisfied tend to hold negative attitudes, expressing discontent and dissatisfaction with their job and working conditions. Job satisfaction is often a key factor influencing the overall outlook and engagement of individuals in their professional lives (Anees et al., 2021).

Employees will feel satisfied if their needs and desires are met (Pariyanti et al., 2019). Employees who have a high level of job satisfaction will show high concern for the organization which makes the desire to stay in the organization appear (Bagis et al., 2021). Dissatisfaction with autonomy and relevance (satisfaction of basic psychological needs) has a significant impact

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

on employees' willingness to leave (Anees et al., 2021). In previous research conducted by (Alam & Asim, 2019; Anees et al., 2021; Bede et al., 2022; Ran et al., 2020) that job satisfaction has a negative effect on turnover intention.

H5: Job satisfaction is positive and significantly related to turnover intention.

1.7 The mediating role of job satisfaction in the relationship between work stress and turnover intention

Employees are more inclined to consider leaving their positions when they experience dissatisfaction, particularly if they perceive a lack of influence over their job roles, task performance, and a sense of belonging within the organization (Anees et al., 2021) Conversely, stressors associated with obstacles like role conflict and role ambiguity can be viewed as hindrances to personal growth, consequently contributing to job dissatisfaction (Kim & Han, 2019). Job stress can also affect the emotions and job satisfaction of employees who are getting higher and the perceived job satisfaction will decrease, which is what causes the emergence of a person's desire to quit the company (Apriyanto & Haryono, 2020).

Prior research has indicated that various dimensions of job stress can impact employee satisfaction in distinct ways (Kurniawaty et al., 2019). Specifically, not all sources of work stress are uniformly linked to job satisfaction and employee dissatisfaction in the workplace. Moreover, there is a acknowledged negatively correlation between job satisfaction and turnover within organizations (Bede et al., 2022) When employees feel satisfied with their work, they will work optimally in completing it, even doing some things that may be outside their duties (Jayasri & Annisa, 2023).

H6: Job satisfaction mediates the relationship between work stress and turnover intention.

1.8 The mediating role of job satisfaction in the relationship between workload and turnover intention

Job satisfaction is an individual thing so that one person's job satisfaction will be different from others (Apriyanto & Haryono, 2020). Excessive workload on turnover intention will clearly affect job satisfaction which results in an increasing burden at work (Wulansari et al., 2022). The lower the workload given to employees, the higher the level of job satisfaction obtained (Sundari & Meria, n.d.).

In research conducted by (Jayasri & Annisa, 2023) stated that job satisfaction mediates the relationship between workload and turnover intention. This is in line with research conducted by (Anees et al., 2021) which states that job satisfaction mediates the relationship between workload, job stress and turnover intention. With these two conditions, workload and job stress have a direct impact on job satisfaction, which can lead to turnover intention, which implies that an intermediary relationship between work pressure and turnover intention (Anees et al., 2021).

H7: Job satisfaction mediates the relationship between workload and turnover intention.

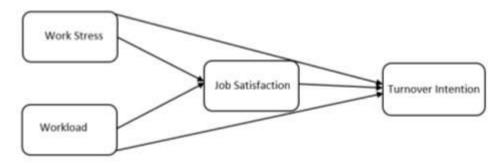


Figure 1. Conceptual model

<u>Peer Reviewed – International Journal</u>

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

2. Research Method

This research was conducted using a quantitative approach. Data collection techniques in this study using survey methods with questionnaires distributed indirectly. This research was conducted on nurses in type c hospitals in Purwokerto. There are several type c hospitals in Purwokerto namely Hospital A, B, C and D. Unique identification is used to maintain hospital confidentiality. The population in this study were 185 nurses with a sample of 127. The retrieval technique used was convenience sampling. This research was conducted using Partial Least Square analysis.

The sociodemographics and job profiles of the respondents reported by the researcher include name, age, gender, marital status, latest education, length of service, agency origin and placement. This study used a five-point Likert scale measurement ranging from (1) strongly disagree to (5) strongly agree. Work stress is measured using two indicators, namely workload and negative emotions with eight statement items sourced from (Liu et al., 2019). Workload is measured using seven statement items (Sania Zahra et al., 2018) which are adapted from one indicator(Cousins et al., 2004), namely demands. Job satisfaction is measured using nine statement items (Abbas et al., 2021) which are adapted from three indicators (Macdonald & MacIntyre, 1997), namely income/salary, working hours and rewards. Turnover intention is measured using five statement items from three indicators sourced from (Blomme et al., 2010) which include leaving the organization because of better opportunities elsewhere, deliberately looking for vacancies in other organizations, and the desire to work in other organizations.

3. Results and Discussion

3.1. Results

Respondents of this study were 127 nurses from four hospitals in Purwokerto. The distribution of respondents in each hospital was carried out by convenience sampling method. The gender of respondents was dominated by women. The age of respondents was dominated by nurses aged 26-30 years in the Special Nurse section. The education level of the respondents was dominated by Diploma (D3). The length of work of some respondents is > 3 years in the Specialized Nurse section. The following is a detailed demographic table of the collected questionnaires.

Table 1. Demographic Profile

Descriptive Analysis Table				
Identity	Group	Frequency	Percentage	
Hospital	Hospital A	60	47,2	
	Hospital B	38	29,9	
	Hospital C	23	18,1	
	Hospital D	6	4,7	
Placement	Specialized Nurse	53	41,7	
	Inpatient	52	40,9	
	Outpatient	22	17,3	
Gender	Male	31	24,4	
	Female	96	75,5	
Age	≤ 20 Years	0	0	
	20-25 Years	47	37,0	
	26-30 Years	53	41,7	
	≥30 Years	27	21,2	
Marital Status	Married	75	59,0	

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

_	Unmarried	52	40,9
Last Education	High School	/ 0	0
	Equivalent		
	Diploma (D3)	81	63,7
	Bachelor (S1)	16	12,5
	Profession	30	23,6
Length of Service	<1 Years	27	21,2
	1-3 Years	43	33,8
	>3 Years	57	44,8

3.1.1 Structural Model Analysis

The results of the PLS analysis in Figure 2. shows an R2 value of 0.078 which indicates that the turnover intention variable is influenced by job stress, workload, and job satisfaction by 7.8%. while the R2 value of job satisfaction is 0.113 which indicates that the job satisfaction variable is influenced by job stress and workload by 11.3%.

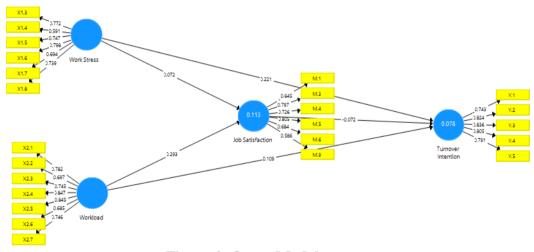


Figure 2. Outer Model

3.1.2 Convergent Validity

The loading factor value of each statement item is> 0.50. loading factor with a value of> 0.50 indicates that the statement item is valid (Camgoz-Akdag & Zaim, 2012; Hair et al., 1998) It can be said that all statement items are valid.

3.1.3 Reliability and Validity Test

The results of the analysis in table 3. show the value of Cronbach's alpha and composite reliability on the variables of work stress, workload, job satisfaction and turnover intention> 0.70. The AVE value of all variables> 0.50 which indicates that all variables are declared valid and reliable.

<u>Peer Reviewed – International Journal</u>

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

Table 3. Construct Reability and Validity

	Cronbach's Alpha	rho A	Composite Reability	Average Variance Extracted (AVE)
Work Stress	0.820	0.828	0.869	0.528
Workload	0.886	0.915	0.908	0.587
Turnover Intention	0.865	0.888	0.899	0.641
Job	0.815	0.904	0.859	0.506
Satisfaction				

3.1.4 Hypothesis Test

The results of the analysis in table 4. show that work stress on turnover intention has an original sample value of 0.221 and p values (0.109>0.05) which proves the hypothesis is not supported. Workload on turnover intention has an original sample value of 0.109 and p values (0.471>0.05) and the hypothesis is not supported. Work stress on job satisfaction has an original sample value of 0.072 and p values (0.697>0.05) proving the hypothesis is not supported. Workload on job satisfaction has an original sample value of 0.293 and p values (0.008 <0.05) which proves the hypothesis is supported. Job satisfaction on turnover intention has an original sample value of -0.072 and p values (0.595>0.05), the hypothesis is not supported.

Table 4. Hypothesis test result

Table 4. Hypothesis test result					
	Original	T Statistics	P Values	Result	
	Sample (O)	(O/STDEV)			
Work Stress ->	0.221	1.605	0.109	Hypothesis not	
Turnover Intention				supported	
Workload ->	0.109	0.722	0.471	Hypothesis not	
Turnover Intention				supported	
Work Stress -> Job	0.072	0.390	0.697	Hypothesis not	
Satisfaction				supported	
Workload-> Job	0.293	2.653	0.008	Hypothesis not	
Satisfaction				supported	
Job Satisfaction ->	-0.072	0.532	0.595	Hypothesis not	
Turnover Intention				supported	

3.1.5 Mediation Analysis

The results of the analysis in table 5. obtained the original sample value on work stress and turnover mediated by job satisfaction is -0.005 and p values (0.863>0.05), so the hypothesis is not supported. Meanwhile, the original sample value of workload and turnover intention mediated by job satisfaction is -0.021 and p values (0.612>0.05), so the hypothesis is not supported.

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

Table 5. Spesific Indirect Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Work Stress-> Job				Hypothesis
Satisfaction ->	-0.005	0.172	0.863	not
Turnover Intention				supported
Workload -> Job				Hypothesis
Satisfaction ->	-0.021	0.508	0.612	not
Turnover Intention				supported

3.2.Discussion

3.2.1 Work Stress on Turnover Intention

The results of the analysis show that work stress has a positively but insignificantly effect on the turnover intention of type c hospitals in Purwokerto. Someone who has stress at work and has the intention to move is likely to take actions that can achieve their desire to leave the job. This is not in line with research conducted by (Wulansari et al., 2022) which states that work stress has a positively and significantly effect on turnover intention. the results of this study which show work stress has an insignificant positive effect on turnover intention, have not been supported by other studies. This research is expected to be useful in leading to new research, especially in the field of turnover intention.

3.2.2 Workload on Turnover Intention

The results of the analysis show that workload has a positively but insignificantly effect on the turnover intention of type c hospitals in Purwokerto. Excessive workload can cause nurses in hospitals to consider staying in the organisation or leaving the organisation. This is in line with research (Ihsan et al., 2018) but not in line with research conducted by (Manalu et al., 2023) that workload is still within reasonable and normal limits. A workload that is balanced with work facilities makes employees feel comfortable.

3.2.3 Work Stress on Job Satisfaction

The results of the analysis show that work stress has a positively and insignificantly effect on job satisfaction. This proves that work stress is a problem that has a big influence on the job satisfaction of nurses at type c hospitals in Purwokerto. The results of this study are in line with research conducted (Fatimah, 2020) which proves that job satisfaction will decrease when stressed because something that causes stress in nurses will be very disturbing which ultimately causes dissatisfaction with their work. However, this study is not in line with research (Irawanto et al., 2021; Thuy & Nghi, 2022) which states that work stress has a negative effect on job satisfaction.

3.2.4 Workload on Job Satisfaction

The results of the analysis show that workload has a positively and significantly effect on job satisfaction in type c hospitals in Purwokerto. Type c hospital nurses in Purwokerto feel a heavy burden in their work will cause dissatisfaction with their work. This is in line with research conducted by (Anees et al., 2021; Inegbedion et al., 2020) which found that fair workload increases job satisfaction while unfair workload negatively affects job satisfaction. In other words, nurse workload has a positive effect on job satisfaction.

3.2.5 Job Satisfaction on Turnover Intention

Peer Reviewed - International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

The results of the analysis show that job satisfaction has a negatively but insignificantly effect on the turnover intention of Type C Hospitals in Purwokerto. This proves that job satisfaction is a problem that has a big influence on nurse turnover intention. The results showed that there is an effect of job satisfaction on turnover intention, but the effect is very small (insignificant). Type c hospital nurses in Purwokerto can still have the desire to leave the organisation even though their job satisfaction is sufficient at work. The results of this study are in line with research conducted (Wulansari et al., 2022) on different objects which prove that job satisfaction is not in line with the level of turnover intention directly when there is a decrease in satisfaction at work.

3.2.6 The mediating role of work satisfaction in the relationship between work stress and turnover intention

The results showed that work stress cannot reduce nurse turnover in type c hospitals in Purwokerto even though nurses have high satisfaction with their organisation. Supposedly, in the face of job dissatisfaction nurses have no intention of resigning from the organisation. However, nurses feel normal if they experience stress at work which results in dissatisfaction at work(Wulansari et al., 2022). This study is in line with research belonging to (Wulansari et al., 2022) this evidence supports the conclusion that there is no mediating effect of job satisfaction in the relationship between work stress and turnover intention. However, this research is not in line with research (Anees et al., 2021) which found job satisfaction fully mediates work stress on turnover intention.

3.2.7 The mediating role of job satisfaction in the relationship between workload and turnover intention

The results showed that excessive workload could not reduce nurse turnover in type c hospitals in Purwokerto even though nurses had high satisfaction with the organisation. Excessive workload is indeed the responsibility of a nurse, so it does not cause job satisfaction if there is no workload, but what makes nurses dissatisfied at work when the workload is too excessive (Wulansari et al., 2022). This study is in line with research belonging to (Wulansari et al., 2022)which proves that there is no mediating effect of job satisfaction in the relationship between workload and turnover intention. However, this research is not in line with research (Anees et al., 2021) which found job satisfaction fully mediates workload on turnover intention.

4. Conclusion

The research respondents were dominated by nurses with a length of service of >3 years in the Specialized Nursing section. These results indicate a high level of turnover intention in the Specialized Nurse section. This study examines the effect of work stress and workload on turnover intention and the mediating effect of job satisfaction in type c hospitals in Purwokerto. This study found that work stress and workload can increase nurses' turnover intention. Nurses feel that work stress will interfere with work which in turn creates a sense of dissatisfaction in their work, it does not significantly reduce the turnover intention of type c hospital nurses in Purwokerto. This study also found that workload can increase the turnover intention of type c hospital nurses in Purwokerto. Broadly speaking, working until sleep is reduced, emotions at work, physical fatigue, not enough time to complete work, mental stress are things that have an impact on turnover intention and dissatisfaction with work. However, workload cannot significantly reduce the turnover intention of type c hospital nurses in Purwokerto. Although there is an effect of work stress and workload on job satisfaction, it cannot reduce turnover intention.

This study has several limitations that can be reviewed by future research. This study only raised the job satisfaction variable as a mediating variable and was conducted only in the type c hospital sector. The results of this study cannot be generalized to all sectors. Further research can

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

be conducted in other sectors such as the education sector, industry and the government sector to determine the effect of the variables studied in general. Then in taking convenience sampling has limitations whose results are not accurate, have a low level of generalization and are very prone to bias. Future research can also examine the role of other variables that can mediate the relationship between work stress and workload in order to reduce turnover intention in nurses and also use other.

Reference

- Abbas, Z., Ansari, J., Gulzar, S., Zameer, U., & Hussain, K. (2021). The Role of Workload, Nepotism, Job Satisfaction, and Organizational Politics on Turnover Intention: A Conservation of Resources Perspective. In *Organizacija* (Vol. 54, Issue 3, pp. 238–251). Sciendo. https://doi.org/10.2478/orga-2021-0016
- Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. https://api.semanticscholar.org/CorpusID:142061533
- Alam, A., & Asim, M. (2019). Relationship Between Job Satisfaction And Turnover Intention. *International Journal of Human Resource Studies*, 9(2), 163. https://doi.org/10.5296/ijhrs.v9i2.14618
- Al Sabei, S. D., Labrague, L. J., Miner Ross, A., Karkada, S., Albashayreh, A., Al Masroori, F., & Al Hashmi, N. (2020). Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction. *Journal of Nursing Scholarship*, 52(1), 95–104. https://doi.org/10.1111/jnu.12528
- Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2023). Empirical Effects of Work Environment, Job Satisfaction and Work Engagement on Turnover Intention in Hospitality Industry. *Jurnal Aplikasi Bisnis Dan Manajemen*. https://doi.org/10.17358/jabm.9.1.129
- Anees, R. T., Heidler, P., Cavaliere, L. P. L., & Nordin, N. A. (2021). Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover Intention and the Mediating Role of Job Satisfaction at Universities. *European Journal of Business and Management Research*, 6(3), 1–8. https://doi.org/10.24018/ejbmr.2021.6.3.849
- An, J., Liu, Y., Sun, Y., & Liu, C. (2020). Impact of work–family conflict, job stress and job satisfaction on seafarer performance. *International Journal of Environmental Research and Public Health*, 17(7). https://doi.org/10.3390/ijerph17072191
- Apriyanto, P., & Haryono, S. (2020). An Evaluation of the Effects of Work Stress, Work Load and Work Environment on Employee's Turnover: The Role of Job Satisfaction. *Journal of Resources Development and Management*, 2020. https://doi.org/10.7176/jrdm/64-03
- Bagis, F., Darmawan, A., Ikhsani, M. M., & Purnadi, P. (2021). The effect Of Employee Engagement and Emotional Intelligent on Organizational Commitment by Job Satisfaction as Mediate Variable Case in Employee Of Islamic Education Institution. *Jurnal Ilmiah Ekonomi Islam*, 7(1), 460. https://doi.org/10.29040/jiei.v7i1.2132
- Bede, C., P., & Iqbal, M. A. (2022). The Role of Job Satisfaction as an Intervening Variable and Its Effect on Burnout and Compensation for Turnover Intention. *International*

Peer Reviewed - International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

- *Journal of Research and Review*, 9(7), 724–732. https://doi.org/10.52403/ijrr.20220776
- Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work-Family Conflict as a Cause for Turnover Intentions in the Hospitality Industry. *Tourism and Hospitality Research*, 10(4), 269–285. https://doi.org/10.1057/thr.2010.15
- Camgoz-Akdag, H., & Zaim, S. (2012). Education: A Comparative Structural Equation Modeling Study. *Procedia Social and Behavioral Sciences*, 47, 874–880. https://doi.org/10.1016/j.sbspro.2012.06.750
- Cousins, R., Mackay, C. J., Clarke, S. D., Kelly, C., Kelly, P. J., & McCaig, R. H. (2004). "Management Standards" and work-related stress in the UK: Practical development. In *Work and Stress* (Vol. 18, Issue 2, pp. 113–136). https://doi.org/10.1080/02678370410001734322
- Dewi, P. S. A., & Sriathi, A. A. A. (2019). PENGARUH STRES KERJA TERHADAP TURNOVER INTENTION YANG DIMEDIASI OLEH KEPUASAN KERJA. *E-Jurnal Manajemen Universitas Udayana*, 8(6), 3646. https://doi.org/10.24843/ejmunud.2019.v08.i06.p13
- Dp, C., Lp, R., Ec, P., Jg, T.-B., Eld, B., & Goulart, L. S. (2019). Workloads and burnout of nursing workers. In *Rev Bras Enferm* (Vol. 72, Issue 6).
- Farros Imaroh, M., Sudiro, A., & Sunaryo. (2023). The relation of job insecurity and workload toward turnover intentions mediated by work stress. *International Journal of Research in Business and Social Science* (2147- 4478), 12(2), 148–157. https://doi.org/10.20525/ijrbs.v12i2.2352
- Fatimah, S. (2020). PENGARUH STRESS KERJA DAN MOTIVASI KERJA TERHADAP KEPUASAN KARYAWAN PT. SRIWIJAYA AIR DI MAKASSAR. *Movere Journal*, 2.
- Gayatri, E., & Muttaqiyathun, A. (2020). Pengaruh Job Insecurity, Beban Kerja, Kepuasan Kerja dan Komitmen Organisasi terhadap Turnover Intention Karyawan Milenial.
- Gou, L., Ma, S., Wang, G., Wen, X., & Zhang, Y. (2022). Relationship between workplace ostracism and turnover intention among nurses: the sequential mediating effects of emotional labor and nurse-patient relationship. *Psychology, Health and Medicine*, 27(7), 1596–1601. https://doi.org/10.1080/13548506.2021.1905859
- Hair, J., Anderson, R., Tatham, R., & Black, W. (1998). *Multivariate Data Analysis* (5th ed.). Prentince Hall.
- Harmen, H., Amanah, D., & Harahap, D. (2020). The Workload and Organizational Commitment to Job Satisfaction. *The International Journal of Humanities & Social Studies*, 8, 205–215. https://doi.org/10.24940/theijhss/2020/v8/i6/HS2006-087
- Holland, P., Tham, T. L., Sheehan, C., & Cooper, B. (2019). The impact of perceived workload on nurse satisfaction with work-life balance and intention to leave the occupation. *Applied Nursing Research*, 49, 70–76. https://doi.org/10.1016/j.apnr.2019.06.001
- Ihsan, A. A., Ariffin, Z., Dewi, M. S., Manajemen, J., Ekonomi, F., Bisnis, D., & Banjarmasin, U. (2018). *PENGARUH STRES KERJA DAN BEBAN KERJA TERHADAP*

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

- TURNOVER INTENTION (Studi Pada PT. Bank Syariah Mandiri, Cabang Banjarmasin). http://ppjp.ulm.ac.id/journals/index.php/jimi
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception of workload balance and employee job satisfaction in work organisations. *Heliyon*, 6(1). https://doi.org/10.1016/j.heliyon.2020.e03160
- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work–life balance and work stress during the covid-19 pandemic in indonesia. *Economies*, 9(3). https://doi.org/10.3390/economies9030096
- Janib, J., Rasdi, R. M., & Zaremohzzabieh, Z. (2022). The Influence of Career Commitment and Workload on Academics' Job Satisfaction: The Moderating Role of a Supportive Environment. *International Journal of Learning, Teaching and Educational Research*, 21(1), 1–17. https://doi.org/10.26803/ijlter.21.1.1
- Jayasri, R. I. A., & Annisa, I. T. (2023). Effect of Workload and Career Development on Turnover Intention through Job Satisfaction as Variable Mediator. *Research of Business and Management*, 1(1), 10–20. https://doi.org/10.58777/rbm.v1i1.19
- Junaidi, A., Sasono, E., Wanuri, W., & Emiyati, D. W. (2020). The effect of overtime, job stress, and workload on turnover intention. *Management Science Letters*, 10(16), 3873–3878. https://doi.org/10.5267/j.msl.2020.7.024
- Khairullah, H., Alhamdani, M. R., & Putro, J. D. (2022). RUMAH SAKIT TIPE C DI KECAMATAN PONTIANAK UTARA. *JMARS: Jurnal Mosaik Arsitektur*, 10(2), 500. https://doi.org/10.26418/jmars.v10i2.57079
- Kim, M. J., & Han, J. Y. (2019). Effect of head nurses' authentic leadership on nurses' job satisfaction and nursing performance: Focusing on the mediating effects of empowerment. *Journal of Korean Academy of Nursing Administration*, 25(1), 25–34. https://doi.org/10.11111/jkana.2019.25.1.25
- Kurniawaty, K., Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877–886. https://doi.org/10.5267/j.msl.2019.3.001
- Labrague, L. J., & de los Santos, J. A. A. (2021). Fear of COVID-19, psychological distress, work satisfaction and turnover intention among frontline nurses. *Journal of Nursing Management*, 29(3), 395–403. https://doi.org/10.1111/jonm.13168
- Limanta, A. L., Prihanto, Y. J. N., & Situmorang, R. (2023). Analysis of the Influence of Work-Life Balance, Work Stress, and Job Satisfaction When Working from Home on the Implementation of Permanent Telework Culture in Legal Business. *Journal of Business and Management Review*, 4(1), 001–016. https://doi.org/10.47153/jbmr41.5922023
- Liu, J., Zhu, B., Wu, J., & Mao, Y. (2019). Job satisfaction, work stress, and turnover intentions among rural health workers: a cross-sectional study in 11 western provinces of China. *BMC Family Practice*, 20(1). https://doi.org/10.1186/s12875-019-0904-0
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1–16. https://doi.org/10.1300/J022v13n02_01

<u>Peer Reviewed – International Journal</u>

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

- Manalu, S., Broto, F. S. W. W., & Kristiyani, A. M. (2023). The Influence of Compensation, Work Environment, and Workload on Turnover Intention Phenomena at Royal Orchid Garden Hotel. *International Journal of Business and Applied Economics*, 2(4), 569–584. https://doi.org/10.55927/ijbae.v2i4.5261
- Mehmood, S., Aziz, A., & Husin, N. S. (2023). Does work stress & workplace incivility influence Employee Turnover Intentions? Mediating Role of Work-family Conflict. *International Journal of Social Sciences and Economic Review*, 01–14. https://doi.org/10.36923/ijsser.v5i2.177
- Muharni, S., Wardani, U. C., & Sudarmanto, J. (2022). The Relationship Between Work Environment and Turnover Intention Among Nurses in Awal Bros Hospital. *Malaysian Journal of Medicine and Health Sciences*, 18, 15–18.
- Nasirizad Moghadam, K., Chehrzad, M. M., Reza Masouleh, S., Maleki, M., Mardani, A., Atharyan, S., & Harding, C. (2021). Nursing physical workload and mental workload in intensive care units: Are they related? *Nursing Open*, 8(4), 1625–1633. https://doi.org/10.1002/nop2.785
- Opinion, F. B., Alhourani, F., Mihdawi, M., & Afaneh, T. (2021). Exploring the Relationship between Work Engagement and Turnover Intention among Nurses in the Kingdom of Bahrain: A Cross-Sectional Study. *Open Journal of Nursing*, 11(12), 1098–1109. https://doi.org/10.4236/ojn.2021.1112087
- Pariyanti, E., Rinnanik, R., & Mardiono, T. (2019). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Federal International Finance (FIF). *Relasi: Jurnal Ekonomi*, *15*(2), 293–307. https://doi.org/10.31967/relasi.v15i2.313
- Park, K. A., & Johnson, K. R. (2019). Job satisfaction, work engagement, and turnover intention of CTE health science teachers. In *International Journal for Research in Vocational Education and Training* (Vol. 6, Issue 3, pp. 224–242). European Research Network Vocational Education and Training. https://doi.org/10.13152/IJRVET.6.3.2
- Poku, C. A., Donkor, E., & Naab, F. (2022). Impacts of Nursing Work Environment on Turnover Intentions: The Mediating Role of Burnout in Ghana. *Nursing Research and Practice*, 2022. https://doi.org/10.1155/2022/1310508
- Ran, L., Chen, X., Peng, S., Zheng, F., Tan, X., & Duan, R. (2020). Job burnout and turnover intention among Chinese primary healthcare staff: The mediating effect of satisfaction. *BMJ Open*, 10(10). https://doi.org/10.1136/bmjopen-2019-036702
- Rita, A., & Widodo, W. (2021). How Adversity Quotient and Organizational Justice Reduce Intention Indonesia. Turnover **Empirical** Evidence from Chandrawaty **CHANDRAWATY Journal** of Asian Finance, 8(6), 1171–1181. https://doi.org/10.13106/jafeb.2021.vol8.no6.1171
- Roodt, G. (Gert). (2007). JACOBS, E. & ROODT, G. (2007). The development of a knowledge sharing construct to predict turnover intentions. Aslib Proceedings, 59(3), 229-248. *Aslib Proceedings*, 59, 229–248.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees. *International*

Peer Reviewed – International Journal

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

- Journal of Environmental Research and Public Health, 19(15). https://doi.org/10.3390/ijerph19159724
- Sania Zahra, S., Imran Khan, M., Imran, M., Aman, Q., & Ali, R. (2018). MANAGEMENT ISSUES IN HEALTHCARE SYSTEM The relationship between job stress and turnover intentions in the pesticide sector of Pakistan: An employee behavior perspective. In *Management Issues in Healthcare System* (Vol. 4).
- Singh, L. B., & Srivastava, S. (2021). Linking workplace ostracism to turnover intention: A moderated mediation approach. *Journal of Hospitality and Tourism Management*, 46, 244–256. https://doi.org/10.1016/j.jhtm.2020.12.012
- Slåtten, T., Lien, G., & Mutonyi, B. R. (2022). Precursors and outcomes of work engagement among nursing professionals—a cross-sectional study. *BMC Health Services Research*, 22(1). https://doi.org/10.1186/s12913-021-07405-0
- Sundari, P. R., & Meria, L. (n.d.). Pengaruh Beban Kerja Melalui Burnout dan Kepuasan Kerja Terhadap Turnover Intention.
- Sutagana, I. N. T., Ernayani, R., Liow, F. E. R. I., Octiva, C. S., & Setyawasih, R. (2023). Analisis Pengaruh Paket Remunerasi dan Stres Kerja terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi pada Karyawan. *BUDGETING: Journal of Business, Management and Accounting*, 4(1), 183–203. https://doi.org/10.31539/budgeting.v4i1.4687
- Syahruddin, A. A. (2022). The Effect of Work Conflict and Work Stress on Turnover Intention of Hotel Employees. *International Journal of Research and Review*, 9(2), 308–314. https://doi.org/10.52403/ijrr.20220241
- Thuy, V. T. D., & Nghi, N. Q. (2022). The Impact of Work Stress on Job Satisfaction of Employees at Can Tho Radio and Television Station. *International Journal of Research and Review*, 9(1), 209–215. https://doi.org/10.52403/ijrr.20220127
- Watts, N., Amann, M., Arnell, N., Ayeb-Karlsson, S., Belesova, K., Boykoff, M., Byass, P., Cai, W., Campbell-Lendrum, D., Capstick, S., Chambers, J., Dalin, C., Daly, M., Dasandi, N., Davies, M., Drummond, P., Dubrow, R., Ebi, K. L., Eckelman, M., ... Montgomery, H. (2019). The 2019 report of The Lancet Countdown on health and climate change: ensuring that the health of a child born today is not defined by a changing climate. In *The Lancet* (Vol. 394, Issue 10211, pp. 1836–1878). Lancet Publishing Group. https://doi.org/10.1016/S0140-6736(19)32596-6
- Wulansari, C., Subroto, B., & Mardiati, E. (2022). The Influence of Excessive Workload and Work Stress towards the Auditor's Turnover Intention with Job Satisfaction as Mediation Variable. *Jurnal Ilmiah Akuntansi*, 6(2), 293. https://doi.org/10.23887/jia.v6i2.37510
- Yu, J., Park, J., & Hyun, S. S. (2021). Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing and Management*, 30(5), 529–548. https://doi.org/10.1080/19368623.2021.1867283
- Zaheer, M. A., Hafeez, H., Ajmal, M. M., & Raza, M. A. (2022). The ramification of COVID-19: How work satisfaction mediates the perceived work stress with turnover intention and gender differences among knowledge workers of developing country.

<u>Peer Reviewed – International Journal</u>

Vol-8, Issue-1, 2024 (IJEBAR)

E-ISSN: 2614-1280 P-ISSN 2622-4771

https://jurnal.stie-aas.ac.id/index.php/IJEBAR

 $\label{lem:organizats} Organizatsionnaya\ Psikhologiya,\ 12 (1),\ 27-42.\ https://doi.org/10.17323/2312-5942-2022-12-1-27-42$