

The Influence of Workload and Work Stress on Turnover Intention Mediated by Job Satisfaction (A Study at Harapan Hospital Magelang)

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Workload, Job Satisfaction, Turnover Intention.

Abstract: Based on the research conducted at RS Harapan Magelang, this study investigates the impacts of workload and work stress on job satisfaction and turnover intention. The research employed a quantitative approach, utilizing data gathered through questionnaires administered to nurses and midwives. The findings show that workload and work stress do not significantly affect job satisfaction, with statistical results indicating no substantial relationships. Additionally, the study reveals that work stress positively and significantly impacts turnover intention, suggesting that higher stress levels lead to a stronger desire to leave the job. However, job satisfaction does not mediate the relationship between workload or stress and turnover intention. This highlights the importance of addressing stress management in the workplace to reduce turnover and improve employee retention. The results provide valuable insights for organizational strategies aiming to enhance employee well-being and decrease turnover rates.

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INTRODUCTION

Hospitals, as healthcare service providers, require Human Resources (HR) with high competence, dedication, and professional ethics. HR with the expected quality can optimally serve patients. HR is a crucial asset for the organization's productivity. Human resource management involves training, evaluation, compensation, work regulation, and employee retention (Rahmawati & Rezeki, 2024).

The goal of every organization should be to enhance employee performance by increasing job satisfaction and avoiding high turnover. Robbins & Judge (2024) define job satisfaction as a positive attitude and feeling toward the work one performs. Job satisfaction reflects employees' feelings about their work (Malinda & Kustini, 2021). Haris et al. (2023) define job satisfaction as an individual's perspective, positive or negative, about their job evaluation. Satisfied employees tend to have a positive attitude, while dissatisfied employees often view their job negatively (Bimaputra & Parwoto, 2020). Moreover, employees satisfied with their work tend to have more commitment to their development.

Several studies, including Malinda & Kustini (2021), Gebregziabher et al. (2020), Amin (2022), Rahadiyanti & Prahiawan (2024), and Puhakka et al. (2021), show that job satisfaction affects turnover intention. However, different results were found in studies by Salsabila & Tumanggor (2023), Chavadi et al. (2022), Elian et al. (2020), and Kim & Kim (2021), indicating no relationship between job satisfaction and turnover intention.

RS Harapan Magelang provides various healthcare services, including outpatient, inpatient, home care, and home visits. However, one issue faced by the hospital is the high turnover rate, particularly among nurses and midwives. This turnover creates challenges that need immediate attention, as continuous turnover can negatively impact productivity and organizational performance. Data from the field shows the turnover rate of nurses and midwives at RS Harapan Magelang over the last two years.

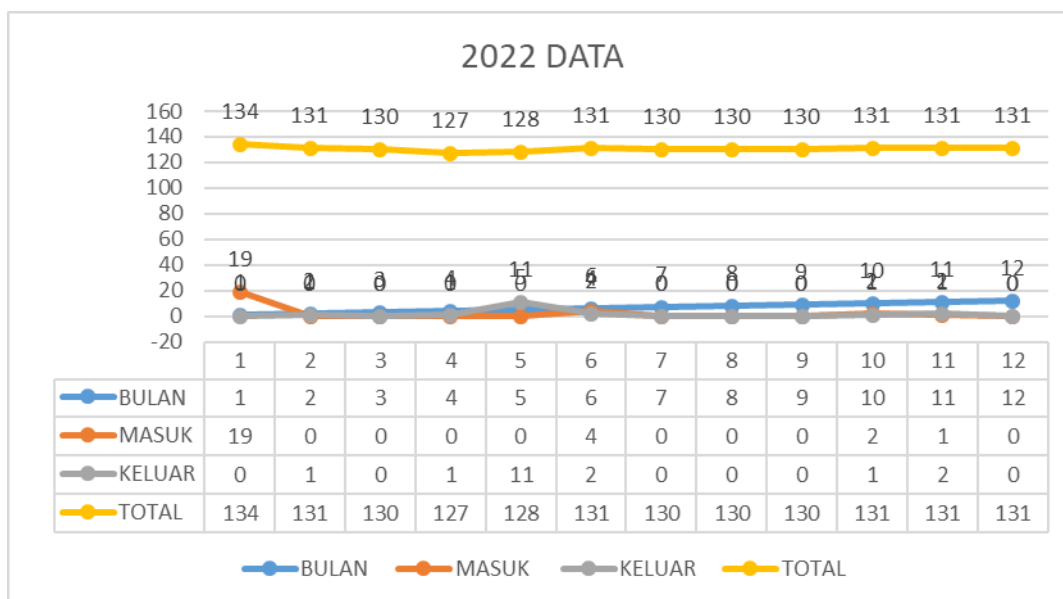


Figure 1. Data on the Number of Employees at Harapan Hospital Magelang in 2022

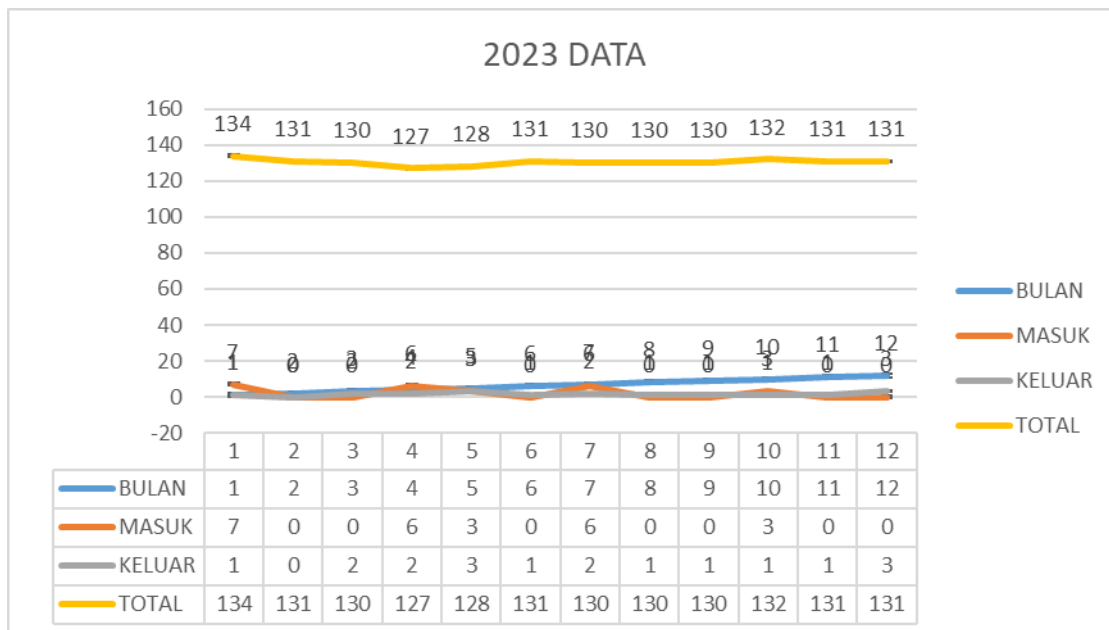


Figure 2. Data on the Number of Employees at Harapan Hospital Magelang in 2023

Based on the table, at the beginning of 2022, the number of nurses/midwives at RS Harapan Magelang was 115. On average, 2.1 nurses/midwives joined (1.66%) each month, while 1.5 nurses/midwives left (1.15%) each month. In 2023, turnover continued, with the average number of nurses being 130.4 per month. On average, 2.0 nurses/midwives joined (1.59%) each month, and 1.5 nurses/midwives left (1.15%) each month. This turnover impacts the organization, causing knowledge loss, understaffing, reduced effectiveness, and increased workload (Wubetie et al., 2020).

Turnover intention refers to the strong desire to leave an organization (Malinda & Kustini, 2021). According to Putranti (2022), turnover intention is the employee’s intent to leave the organization in search of better alternatives. Prasetyo et al. (2021) describe turnover intention as a result of a gap between organizational policies and employee expectations. Employee turnover can decrease service quality, as new employees need time to understand processes, disrupting colleagues and performance (Martins et al., 2023; Nainggolan & Gunawan, 2021). One factor contributing to turnover intention is workload.

Working in a hospital is often associated with high workload. Tasks assigned to employees can vary in intensity, leading to a gap between a person’s capabilities and their capacity to complete tasks (Hermawan, 2022). According to Robbins & Judge (2020), workload refers to the amount of work an individual or group must complete within a specific time. Workload requires physical and mental capacity (Mathis & Jackson, 2006). It is a task to be completed within a set timeframe (Monica, 2021). Workload, as part of job demands, refers to physical, psychological, social, or organizational aspects that require sustained effort from employees (Schaufeli & Bakker, 2004). According to Munandar (2014), workload is the responsibility given to an individual to complete tasks within a specified time.

In RS Harapan Magelang, high workload is evident from the mismatch between the number of nurses/midwives and the workload, measured using the Ministry of Health’s formula (2005). Another indicator is the nurses/midwives’ delayed departure time from their shift. The results of this measurement are as follows.

Table 1. Data on the Number of Nurses and Midwives Needed at Harapan Magelan Hospital in 2022 and 2023

2022			2023		
Total workforce required	Staff Availability	Total understaffing	Total workforce required	Staff Availability	Total understaffing
147 people	105 People	42 people	120 people	93 People	47 People

The table shows that over the past two years, there has been a shortage of medical staff due to turnover. In 2022, there were 105 medical staff, while 147 were needed, resulting in a shortage of 42 staff with an average of 385 patients per day. In 2023, the medical staff decreased to 93, while 120 were needed, creating a shortage of 47 staff, with 404 patients per day. This shortage leads to longer working hours.

Based on a presurvey of 33 respondents, 71.52% (27 people) reported feeling a high workload. They believed their tasks required high skills and knowledge, leading to exhaustion after work. Additionally, concerns about making mistakes indicate that some employees lack confidence in their skills and knowledge, adding to their workload.

Several studies, such as Hariyanto et al. (2022), Ello et al. (2024), Maulidah et al. (2022), and Sarbullah & Putri (2022), found a significant positive effect of workload on turnover intention. However, other studies (Bogar et al., 2021; Bimaputra & Parwoto, 2020; Ramadhania & Wulansari, 2022; Wibowo & Agung et al., 2021) found no such relationship.

In addition to workload, many employees also experience work stress. Work stress is defined as an emotional condition marked by worry, unease, or fear, which affects focus and performance (Lazarus & Folkman, 1984). According to Sartika (2023), work stress arises from an imbalance between workload or work environment and the employee's ability to manage it. Work stress can have negative effects on both the individual and those around them (Pratiwi & Indarto, 2020).

A presurvey at RS Harapan Magelang revealed that 71.52% (24 people) experienced work stress, primarily due to criticism from supervisors. This finding aligns with studies by Ello et al. (2024), Firdaus & Ariawan (2020), Regito (2024), Pratiwi & Indarto (2020), and Dewi & Agustina (2022), which showed that work stress affects turnover intention.

The purpose of this study is to analyze the impact of workload and work stress on job satisfaction and turnover intention at RS Harapan Magelang. Specifically, the research aims to examine how workload and work stress affect job satisfaction, how these factors influence turnover intention, and how job satisfaction mediates the relationship between workload and turnover intention. The study is expected to provide both theoretical and practical contributions. Theoretically, it aims to enhance the understanding of human resource management, particularly in the areas of workload, work stress, job satisfaction, and turnover intention. Practically, the findings can assist RS Harapan Magelang's management in making informed decisions about human resource strategies. By understanding the factors influencing turnover intention, the hospital can work towards reducing turnover rates and improving organizational stability. Additionally, the study can serve as a reference for future researchers interested in exploring similar topics with additional variables.

METHOD

The research type used is explanatory research, which aims to explain the relationships between the variables being studied and their influences. According to Sugiyono (2019), this method is used to investigate phenomena that have not been previously explained.

Population and Sample

The population in this study consists of all nurses and midwives working at Rumah Sakit Harapan Magelang in 2024, totaling 142 individuals. The sample is selected using purposive sampling, a method where criteria are established to determine the sample size. The sample for this study includes 142 respondents, specifically nurses and midwives at Rumah Sakit Harapan Magelang who have worked there for at least two years.

Data Types and Sources

The data in this study consists of quantitative data in numerical form, collected through both primary and secondary sources. Primary data was obtained directly from respondents via a closed-ended questionnaire, which was distributed to all nurses and midwives at Rumah Sakit Harapan Magelang. Secondary data was gathered indirectly from relevant sources such as literature, journals, articles, and websites.

Method of collecting data

The data collection method in this study utilized a questionnaire, which consists of a set of questions or statements provided to respondents who are willing to give answers based on the researcher's requirements (Arikunto, 2019). The questionnaire focused on topics such as learning independence, student involvement, the effectiveness of online learning, and learning readiness. The Likert scale was used for this research, offering seven response options ranging from "Strongly Disagree" to "Strongly Agree" to measure attitudes, opinions, and perceptions about social phenomena. The responses were coded and scored as follows: 1 for "Strongly Disagree," 2 for "Disagree," 3 for "Somewhat Disagree," 4 for "Slightly Disagree," 5 for "Somewhat Agree," 6 for "Agree," and 7 for "Strongly Agree."

Data Analysis Techniques

Data analysis in this study aims to address the research questions, and SPSS (Statistical Package for Social Sciences) version 25 was used for data processing. Descriptive analysis was first employed to provide an overview of the respondents' characteristics, including gender, education, job position, and years of work. Descriptive analysis of variables was performed to assess mean values, maximum, minimum, and standard deviation to summarize the collected data without generalizing conclusions.

Multiple linear regression analysis was used to test the influence of independent variables (workload and job stress) on the dependent variables (job satisfaction and turnover intention). The regression models were defined as $Y1 = a_1 + b_1.X_1 + b_2.X_2 + e_1$ and $Y2 = a_2 + b_3.X_3 + b_4.X_4 + e_2$, where Y1 represents job satisfaction and Y2 represents turnover intention, with X1 being workload and X2 being job stress.

The coefficient of determination (R^2) was used to measure the model's explanatory power. A higher R^2 value indicates that the independent variables explain most of the variability in the dependent variable. The F-test assessed the joint significance of the regression coefficients, with decisions based on significance levels (p -value < 0.05 indicating the acceptance of the alternative hypothesis).

Hypothesis testing was conducted using T-tests to evaluate the significance of each regression coefficient. If the p -value was greater than 0.05, the null hypothesis was accepted, indicating no effect of the independent variable on the dependent variable. Sobel Test was used

to check for mediation effects, evaluating the indirect impact of independent variables on dependent variables through an intermediary variable, with the decision rule based on comparing the calculated t-value to the critical value.

RESULTS AND DISCUSSION

The Effect of Workload on Job Satisfaction

The analysis shows that workload has a negative beta coefficient of 0.186 with a significance level of $0.124 > 0.05$, meaning that workload does not significantly affect job satisfaction. According to Robbins & Judge (2019), job satisfaction is defined as an individual's positive attitude towards their work. Workload, as part of job demands, refers to the physical, psychological, social, or organizational aspects of work requiring continuous effort from employees (Schaufeli & Bakker, 2004). Based on the survey results, workload is perceived at a moderate level by employees, indicating that it is neither too light nor too heavy. This is further supported by the fact that most employees have worked for over five years, suggesting they are well-versed in their roles. Effective teamwork and maintaining motivation, as mentioned by Griffin, Patterson, and West (2001), can improve job satisfaction, which aligns with previous research (Hermingsih & Purwanti, 2020; Saputra, 2021; Wulandari et al., 2023) showing no significant impact of workload on job satisfaction.

The Effect of Work Stress on Job Satisfaction

Work stress was found to have a negative beta coefficient of 0.150 with a significance level of $0.213 > 0.05$, indicating that work stress does not significantly affect job satisfaction. Work stress is a physical, mental, or emotional reaction to demands or pressures perceived as exceeding one's ability to cope (Lazarus & Folkman, 1984). The survey results show that work stress in RS Harapan Magelang is categorized as low, with most respondents having at least a Diploma (D3), which may contribute to their ability to cope with stress. Additionally, employees reported high satisfaction in learning opportunities, suggesting that opportunities for growth may buffer the negative impact of stress. This aligns with previous studies (Meiliana Enok et al., 2023; Yuliantoro, 2022) that found no significant effect of work stress on job satisfaction.

The Effect of Workload on Turnover Intention

The analysis of linear regression shows that workload has a positive beta coefficient of 0.157 with a significance level of $0.091 > 0.05$, meaning that workload does not significantly affect turnover intention. Workload is the amount of work assigned to an individual requiring physical and mental effort (Mathis & Jackson, 2006). The findings indicate that although employees at RS Harapan Magelang perceive their workload as high, it does not lead to an increased intention to leave the job. The highest-rated item was the requirement to maintain team spirit, indicating that job demands are more social and collective rather than individual and physical. Similarly, the item related to distractions, with a lower average rating, suggests that workload is tolerable and does not drive employees to leave. These results align with studies by Bogar et al. (2021), Bimaputra & Parwoto (2020), Ramadhania & Wulansari (2022), and Wibowo et al. (2021), which also found no effect of workload on turnover intention.

The Effect of Work Stress on Turnover Intention

The regression analysis shows that work stress has a positive beta coefficient of 0.552 with

a significance level of $0.001 < 0.05$, indicating a significant positive effect of work stress on turnover intention. This means that as work stress increases, the intention to leave the job also increases. Work stress is a critical factor influencing employees' consideration to change jobs. The findings reveal that fatigue, an indicator of stress, is significantly related to turnover intention, with higher fatigue levels leading to a greater desire to leave. This supports the findings of A. P. Dewi & Agustina (2022), Junaidi et al. (2020), Kim & Kim (2021), Muharni & Wardhani (2020), and Regito (2024), all of which demonstrated a significant effect of work stress on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

The effect of job satisfaction on turnover intention was found to have a negative beta coefficient of 0.151 with a significance level of $0.078 > 0.05$, meaning that job satisfaction does not significantly affect turnover intention. The results show that employees at RS Harapan Magelang report high job satisfaction, with a mean score of 4.85, indicating that they are generally content with their work. The highest-rated item was the opportunity for learning, which shows that the hospital provides ample growth opportunities. Despite high job satisfaction, turnover intention remains low, with employees mostly working for more than five years, suggesting greater job stability. These findings are consistent with studies by Salsabila & Tumanggor (2023), Chavadi et al. (2022), and Elian et al. (2020), which found no significant effect of job satisfaction on turnover intention.

Job Satisfaction Mediates the Effect of Workload on Turnover Intention

The mediation analysis indicates that job satisfaction does not significantly mediate the effect of workload on turnover intention, with a Z-value of 1.523 and a p-value of 0.128. This suggests that although employees experience a high workload, it does not substantially affect their job satisfaction enough to lead to a desire to leave. The employees' long tenure at the hospital, with most having worked for over five years, shows that they have adapted well to the work environment, and their workload is manageable. This aligns with research by Prastyo & Andriani (2022) and Wulandari et al. (2023), which found that job satisfaction does not mediate the relationship between workload and turnover intention.

Job Satisfaction Does Not Mediate the Effect of Work Stress on Turnover Intention

The mediation analysis of work stress on turnover intention via job satisfaction shows a Z-value of 1.652 and a p-value of $0.098 > 0.05$, indicating that job satisfaction does not significantly mediate the effect of work stress on turnover intention. Despite work stress, employees at RS Harapan Magelang maintain relatively stable job satisfaction, and stress levels are not high enough to significantly affect their intention to leave. The results suggest that work stress has a direct effect on turnover intention, without the need for job satisfaction as a mediator. This is consistent with findings from Hidayat & Dwiarti (2024) and Yumna & Setiawati (2022), which concluded that job satisfaction does not mediate the effect of work stress on turnover intention.

CONCLUSION

Based on the findings and discussions of the study, it can be concluded that workload does not have a significant impact on job satisfaction, and work stress also does not affect job satisfaction significantly. Furthermore, workload does not significantly influence turnover

intention. However, work stress has a significant positive impact on turnover intention, meaning that as work stress increases, so does the likelihood of employees wanting to leave their jobs. Job satisfaction does not have a significant effect on turnover intention, and it does not mediate the relationship between workload and turnover intention or between work stress and turnover intention. These conclusions suggest that while work stress influences employees' desire to leave, other factors may play a more significant role in determining turnover intention.

This study has several limitations. Firstly, it uses a quantitative method with questionnaires, meaning the results depend on respondents' honesty and subjective perceptions, potentially causing social bias and inaccuracies. Secondly, the study found that only work stress significantly impacts turnover intention, which may be due to the limited sample of nurses and midwives at RS Harapan Magelang, meaning the results may not be generalizable to other hospitals. Thirdly, the study focused only on workload, work stress, job satisfaction, and turnover intention, and other factors might also influence turnover intention at the hospital.

The study offers both theoretical and managerial implications. Theoretically, it contributes to understanding the factors influencing turnover intention at RS Harapan Magelang, and it serves as a reference for future research exploring mediating variables between job satisfaction and turnover intention. Managerially, this research can guide RS Harapan Magelang's management in decision-making and policy development. Specifically, the study highlights that work stress, even at moderate levels, can affect employee concentration, leading to performance declines and increased turnover intention. To address this, the hospital's management should improve workflows, enhance communication, and provide psychological support or wellness programs to mitigate work stress, thereby reducing turnover potential and maintaining workforce stability.

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