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ANALYSIS OF THE RELATIONSHIP BETWEEN BURNOUT, WORK ENGAGEMENT AND JOB SECURITY TO TURNOVER INTENTION WITH MEDIATION OF JOB SATISFACTION IN NURSING PERSONNEL AT XYZ HOSPITAL JAKARTA

Komang Ayu Karisma P. S*, Oscar Jayanegara
Universitas Pelita Harapan, Indonesia
Email: dr.komangayu@gmail.com*

Abstract

High labour turnover rates in the health care sector are a major concern for human resource management. This phenomenon has an impact on the quality of health services, the workload for the remaining staff, and the cost of recruiting and training employees, so it is necessary to understand the factors that cause it. Therefore, this quantitative study aims to analyze the influence of burnout, work engagement, and job security on turnover intention mediated by job satisfaction in nursing staff using a cross-sectional approach. Purposive sampling was used to select 129 health workers in a private hospital in Jakarta. Data collected through online questionnaires were analyzed using the PLS-SEM analysis method. The results showed that burnout has a positive and significant effect on turnover intention as indicated by the T-statistic value >1.96 and P-value <0.05, while work engagement, job security, and job satisfaction have no effect on turnover intention with a T-statistic value <1.96 and P-value>0.05. In addition, job satisfaction cannot mediate the relationship between burnout, work engagement, and job security. This finding has practical implications, namely that hospital management HR professionals must be able to overcome burnout conditions among clerical staff at XYZ Jakarta Hospital. This is because from the results of this study, burnout is proven to be one of the factors that can affect the high and low turnover intention among nursing staff.

Keywords: Burnout, Work Engagement, Job Security, Job Satisfaction, Turnover Intention

Introduction

High labor turnover rates are a major concern in human resource management in the healthcare sector. This phenomenon not only impacts the quality of healthcare services, but also leads to high workloads for remaining staff and increased recruitment and training costs for employees (Anasi, 2020);(Al Sabei et al., 2020). Nursing staff, as the frontline of healthcare services, often face significant work pressures such as high workloads, emotional distress, and demands of professional responsibilities. These conditions can lead to high burnout among nurses, which not only affects service quality but also increases the desire to leave the job (turnover intention) (Lin et al., 2022);(Bilahmar et al., 2023). Other factors such as work engagement and job security also affect employee turnover intention (Abdat et al., 2020);(Wang et al., 2020).

Work engagement is a condition in which workers feel excited and fully engaged in their work (Afif, 2019). High work engagement in nurses tends to make them more

resilient to pressure and more committed to the organisation (Zhang et al., 2020). Conversely, nurses with higher levels of job-related uncertainty tend to experience higher stress and are more likely to consider leaving work (Wu et al., 2022).

Turnover of healthcare workers can disrupt work productivity worldwide, so hospital management should pay attention to job satisfaction as an antecedent related to turnover and improve performance, ethics, morale, and discipline (Gebregziabher et al., 2020);(Chen et al., 2019). Several studies have shown that job satisfaction can mediate the relationship between job security, burnout, work engagement, and turnover intention. Burnout in nurses can reduce job satisfaction, while high work engagement and job security increase job satisfaction. Nurses who experience burnout tend to have low levels of job satisfaction and consider leaving the organization, whereas nurses who feel engaged in their work and secure in their position tend to have higher levels of job satisfaction and less desire to leave (Maqableh et al., 2023);(Ernes & Meilani, 2023);(Muchtadin & Sundary, 2023).

XYZ Hospital in Jakarta is experiencing a major challenge in terms of health worker turnover. Data showed that the number of employees who moved exceeded 5% and this could disrupt the company's performance. The hospital set a quality indicator for clinical staff turnover of less than 5%, and in 2022 and 2023, this was achieved with turnover rates of 0.78% and 0.6%. However, the recruitment rate of new employees was still below the target with 52% and 58% achieved respectively. This problem indicates an imbalance between the need for new staff and the hospital's ability to fulfil its labor needs. This could result in a shortage of clinical staff, which in turn could lead to burnout and lower levels of work engagement and job satisfaction among medical personnel. Low recruitment outcomes also indicate systemic barriers in the recruitment process, such as high competition in the labor market and internal hospital policies.

Nurses are the largest medical workforce in hospitals and provide services in inpatient, outpatient, and management settings. Inpatient services are divided into 3 shifts for 7 working days, while outpatient services are divided into 2 shifts for 6 working days in 1 week. Management nurses have 1 morning shift for 5 working days. Internal hospital data shows that nurse turnover rates have increased in the past 3 years, thought to be related to burnout, low job engagement, and job security uncertainty. There is a need for a deeper understanding of the factors that influence the desire to move through empirical and analytical approaches.

This study aims to analyze the relationship between burnout, work engagement, and job security on turnover intention with job satisfaction mediation in nursing staff at XYZ Hospital Jakarta. By understanding this relationship, it is hoped that strategic steps can be found to reduce turnover and improve the quality of work and welfare of nursing staff.

The theoretical basis of this research relates to social behavior in the workplace, namely the social exchange theory proposed by Blau in 1986. This theory explains how individual employees complement each other in exchange relationships with others. This theory argues that exchange relationships with others will result in rewards for us. This theory sees that behavior and the environment influence each other and there are elements of rewards, sacrifices, and benefits. Social behavior occurs because of an exchange between two people based on the calculation of profit and loss. This theory assumes that social behavior is determined by the interaction of two variables after a cost benefit analysis. An important finding of the analysis in extending the social exchange theory concept of the theory is related to turnover intention (Sokhanvar et al., 2018).

Burnout and turnover intention are psychological conditions experienced by the workforce as a result of high work pressure and high workload over a long period of time. Burnout can increase the workforce's desire to leave the job, or turnover intention, which in turn threatens the stability of health services in the agency. Nurses are at the forefront of health care and often face many pressures at work, including heavy workloads, emotional stress, and great professional responsibility. Burnout can result from long working hours and lack of rest, and has a negative impact on the desire to leave the job.

On the other hand, job security is very important for nursing as it provides a sense of job security and increases commitment to the organisation and performance. Feeling safe at work affects employees‘ mental health and has an impact on employees’ commitment to the organisation and desire to sell. Meanwhile, work engagement is a condition when workers are excited and fully engaged in their work. High work engagement tends to make nurses more committed and have a positive emotional connection with their work, thus reducing the potential desire to change workplaces.

On the other hand, job satisfaction and turnover intention are positively interrelated aspects. Low levels of job satisfaction increase the labor force's desire to leave the workplace. Improving job satisfaction through targeted strategies may be the key to reducing turnover intention among hospital nurses. Not only that, burnout can increase absenteeism among nurses, decrease job satisfaction, and result in a decrease in overall job satisfaction (Edwards-Dandridge et al., 2020). Job security is essential in determining the job satisfaction of hospital nurses, which in turn affects the desire to leave the job. Work engagement and job satisfaction in hospital nurses have a mutually influential relationship, where an increase in one often has a positive impact on the other. Based on the problems that have been described, as well as several theories and previous research, this study proposes the following hypothesis:

H1: Burnout has a positive effect on Turnover Intention
H2: Job Security has a positive effect on Turnover Intention
H3: Work Engagement has a positive effect on Turnover Intention
H4: Job Satisfaction has a positive effect on Turnover Intention
H5: Job Satisfaction mediates the effect of Burnout on Turnover Intention
H6: Job Satisfaction mediates the effect of Job Security on Turnover Intention
H7: Job Satisfaction mediates the effect of Work Engagement on Turnover

The main purpose of this research is to analyze the impact of burnout, work engagement, and job security on turnover intention, with job satisfaction serving as a mediating factor, in nursing staff at XYZ Hospital Jakarta. By exploring these factors, the study aims to provide valuable insights that can assist healthcare organizations in understanding the dynamics affecting staff retention and satisfaction. The findings can be utilized by hospital management to implement strategic measures to reduce turnover, address burnout, and enhance job security and engagement, ultimately improving the quality of care and the work environment for nursing personnel.

Research Methods

The impact of job security and burnout on turnover intention in health workers is examined in this study using a cross-sectional quantitative survey that is mediated by job satisfaction. Purposive sampling was used to select 129 respondents consisting of nurses at XYZ Hospital Jakarta. The tool utilized was an online survey that was created based on earlier studies, translated, and put through validity and reliability testing. Additionally,

prior to assessing the relationship between constructs, an analysis of the outer model was carried out.

The questionnaire consisted of indicators used to measure the constructs of the proposed model. This study used 45 question items. This questionnaire uses 15 items for Job Security, 10 items for Work Engagement, 4 items for burnout, 12 items for Job Satisfaction, and 4 items for Turnover Intention. All items used are shown in Table 2. The questionnaire for Job Security (JSc) was adapted from Sokhanvar et.al.13, Work Engagement (WE) was adapted from Chen et.al8, Burnout (BO) was adapted from Chen et.al.8, Job Satisfaction (Jsa) was adapted from Edwards-Dandridge et al.14 while Turnover Intention (TI) was adapted from Chen et.al.8. These studies used a Likert scale of 1-5 (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). The conceptual framework consists of 3 independent variables namely job security, burnout, and work engagement, 1 mediating variable namely job satisfaction, and 1 dependent variable namely turnover intention, as shown in Figure 1.

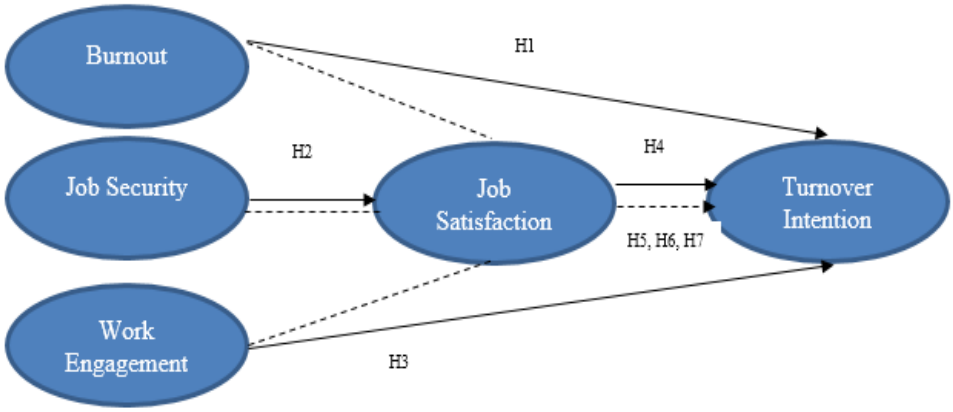


Figure 1. Conceptual Framework

Researchers are often faced with situations where the sample size of the data can be large but the theoretical basis is weak, or conversely, the variables under study are very complex but the sample size is small. In such cases, Partial Least Square (PLS) can be used to overcome the problem. PLS uses two evaluations for analysis tests, namely the measurement model to test validity and reliability (outer model) and the structural model to test causality or hypothesis testing (inner model). The measurement model is used to evaluate the validity and reliability tests to measure the consistency of the research measuring instrument. Through the algorithm iteration process, measurement model parameters such as convergent validity, discriminant validity, composite reliability, and Cronbach's alpha are obtained.

There are several ways to test the measurement model, including Convergent Validity, Discriminant Validity, and Composite Reliability tests. The structural model in PLS can be evaluated by looking at R-Squares, predictive relevance, and hypothesis testing with bootstrapping procedures. Also, in SEM analysis with mediation effects, PLS can be used to test the effect of exogenous variables on endogenous variables and analyze the mediation effect. In the context of this study, data analysis was conducted using inferential statistical methods based on the structural equation modelling (SEM) approach using SmartPLS 4.0 software to provide more in-depth and structured analysis results.

All of these methods can assist researchers in evaluating measurement models and structural models, so as to produce accurate and reliable findings in research.

Result and Discussion

Of the 129 respondents surveyed, 91% were female and 9% were male. Most respondents were 27-32 years old (35%), followed by 22-26 years old (17%) and 33-38 years old (15%). Ages 45-50 years (14%), 51-54 years (9%), 39-44 years (6%), and ≥55 years (5%). Most respondents (90%) were permanent employees, while the rest (10%) were contract employees. The majority of respondents have a tenure of more than 20 years (28%), followed by a tenure of 6-10 years (19%), 1-3 years (19%), 3-6 years (12%), 10-15 years (11%), 15-20 years (6%), and less than 1 year (5%). So, from this data it can be concluded that the majority of respondents are female, permanent employees, and have a working period of more than 20 years.

Table 1. Respondents' profile

Description	Category	Amount	Percentage (%)
Gender	Male	9	9%
	Female	91	91%
Age (years)	22-26	22	17%
	27-32	45	35%
	33-38	19	15%
	39-44	8	6%
	45-50	18	14%
	51-54	11	9%
	≥55	6	5%
Employment Status	Permanent Employee	116	90%
	Non-Permanent	13	10%
Work Period (years)	<1	9	7%
	1-3	24	19%
	3-6	15	12%
	6-10	25	19%
	10-15	14	11%
	15-20	6	5%
	>20	36	28%
Employment Level	Pra PK	12	9%
	PK 1	35	27%
	PK 2	38	29%
	PK 3	39	30%
	PK 4	5	4%
Work Unit	Inpatient	80	62%
	Outpatient	49	38%

The results of validity and reliability tests are carried out through measurement model testing to assess research constructs. This model shows how manifest variables represent latent variables. Convergent validity is measured by the outer loading parameter, with a value of more than 0.5 signaling a good correlation. In the analysis, 45 items of the total variables showed values that met the validity criteria.

Table 2. Reliability and validity analysis

Construct	Item	Outer Loading
	Job Security (JSc)	
Comfort in job	JS1. I can use my skills in my line of work	0.823

Construct	Item	Outer Loading
	JS2. I enjoy doing my job.	0.600
Organizational justice	JS3. Promotion within the organisation is based on competence and in accordance with organisational rules.	0.728
	JS4. The salary I receive is commensurate with my work in the organisation.	0.631
	JS5. I am not worried about my future career in the organization.	0.818
	JS6. I believe career advancement is possible for everyone through increased competence.	0.707
Organizational climate	JS7. I am afraid to express my opinions and ideas in the company.	0.846
	JS8. There are conditions that allow for input in decision making.	0.611
	JS9. My leader appreciates outstanding staff by giving awards.	0.769
Wages and salaries	JS10. Insurance benefits and organizational facilities are adequate.	0.749
Relationships with managers and colleagues	JS11. My relationships with colleagues and superiors are based on mutual trust.	0.662
Rules and regulations	JS12. I am aware of the organization's regulations and national labor laws.	0.882
	JS13. My authorities and responsibilities are clearly defined by the regulations.	0.996
	JS14. Decisions regarding my job position, promotion, degradation, conflicts with others, and other conditions are made in accordance with organizational rules.	0.718
Work environment	JS15. The working environment supports my work, and the equipment I need to work is available.	0.605
	Work Engagement (WE)	
Vigor	WE1. I feel energized when doing my work	0.835
	WE2. When I wake up in the morning, I feel like going to work	0.751
	WE3. In my job, I always persevere, even when things are not going well	0.840
Dedication	WE4. I find the work I do full of meaning and purpose	0.829
	WE5. I believe I can contribute to making a difference in the company	0.795
	WE6. For me, my work is challenging	0.685
	WE7. My work inspires me	0.759
Absorption	WE8. Time flies when I am at work	0.791
	WE9. I feel happy when I work intensely	0.795
	WE10. I feel personally attached to my company	0.815
	Burnout (Bo)	
Burnout	Bo1. I feel that my daily work is not meaningful.	0.905
	Bo2. I cannot find a sense of achievement in my work.	0.924
	Bo3. I feel tired every time I finish work	0.716
	Bo4. This job makes me indifferent.	0.711
	Job Satisfaction (Jsa)	
Job Satisfaction	JSa1: My work environment is comfortable, and there are facilities to support my work, such as professional information resources and work instruments.	0.885
	JSa2: Interpersonal relationships within my work unit, both between colleagues and with superiors and subordinates, are good.	0.795

Construct	Item	Outer Loading
	JSa3: Co-operation between different departments in my unit is harmonious.	0.673
	JSa4: The leadership in my work unit is effective and supportive.	0.795
	JSa5: I am satisfied with my current income and welfare.	0.758
	JSa6: I am satisfied with the career development prospects at my workplace.	0.866
	JSa7: I am satisfied with the training opportunities provided, including the frequency, form and content of training.	0.803
	JSa8: The performance appraisal mechanism in my work unit works well.	0.838
	JSa9: I understand the rewards of KPIs assessed by my supervisor.	0.811
	JSa10: The management system and business processes in my work unit are effective and efficient.	0.807
	JSa11: My character and skills are appropriate for my current position.	0.816
	JSa12: My job offers interesting challenges for me	0.638
	Turnover Intention	
Turnover Intention	TI1. I have ever had the desire to leave this organisation.	0.898
	TI2. If the opportunity arose, I would definitely accept a better job.	0.884
	TI3. I feel the employment situation in this organisation is very good.	0.715
	TI4. Currently, I agree to look for a good job in the labour market.	0.766

Table 2 shows that 45 items of the total variable show a value that matches the validity criteria. This is because all items have outer loading with a value of more than 0.5.

Table 3. Discriminant Validity (Cross Loading)

	Burnout	Job Satisfaction	Job Security	Turnover Intention	Work Engagement
Bo1	0.905				
Bo2	0.924				
Bo3	0.716				
Bo4	0.711				
Burnout * Job Satisfaction					
JS1			0.823		
JS10			0.749		
JS11			0.662		
JS12			0.882		
JS13			0.996		
JS14			0.718		
JS15			0.605		
JS2			0.600		
JS3			0.728		
JS4			0.631		
JS5			0.818		
JS6			0.707		
JS7			0.846		
JS8			0.611		
JS9			0.769		

	Burn out	Job Satisfaction	Job Security	Turnover Intention	Work Engagement
JSa1		0.885			
JSa10		0.807			
JSa11		0.816			
JSa12		0.638			
JSa2		0.795			
JSa3		0.673			
JSa4		0.795			
JSa5		0.758			
JSa6		0.866			
JSa7		0.803			
JSa8		0.838			
JSa9		0.811			
Job Security * Job Satisfaction					
TI1				0.898	
TI2				0.884	
TI3				0.715	
TI4				0.766	
WE1					0.835
WE10					0.815
WE2					0.751
WE3					0.840
WE4					0.829
WE5					0.795
WE6					0.685
WE7					0.759
WE8					0.791
WE9					0.795
Work Engagement * Job Satisfaction					

The cross-loading factor value which is useful for knowing whether the construct has adequate discriminant is by comparing the loading value on the intended construct must be greater than the other values. With the standard value for each construct must be greater than 0.5. based on Table 3, the cross-loading value for each construct has a value of more than 0.5. This shows that the manifest variables in this study have accurately explained the latent variables and prove that all items are valid.

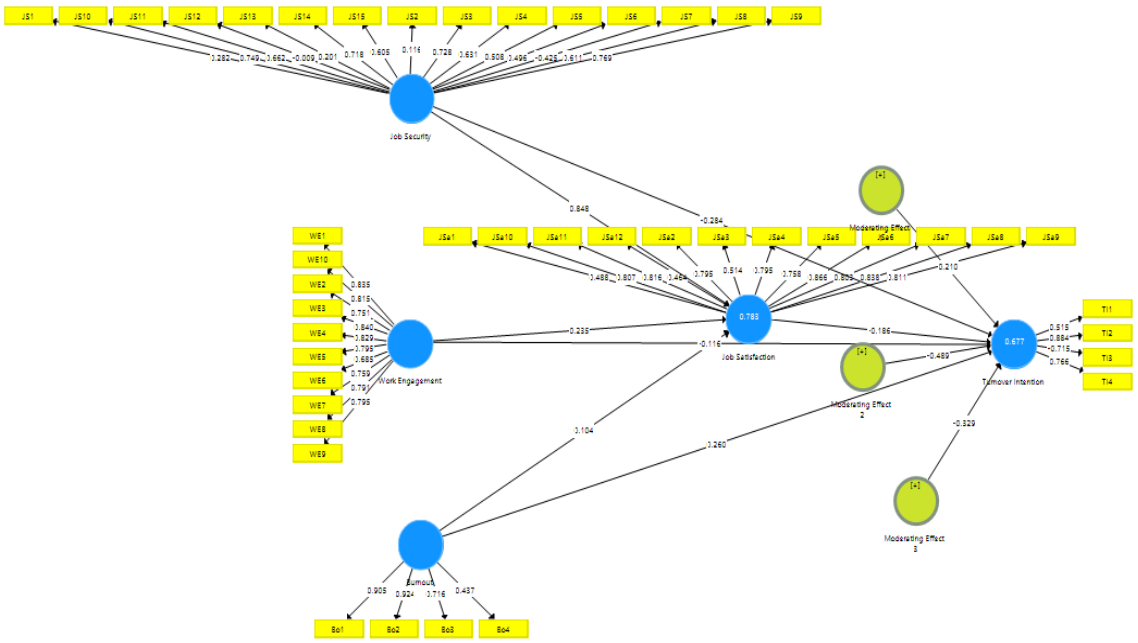


Figure 2 Outer Model

Figure 2 shows the results of measuring the outer model using SmartPLS 3 software. The outer model evaluation fulfils all criteria. The next step was to evaluate the results using PLS-SEM to assess the inner model. SmartPLS3 was used with a bootstrapping procedure to test one-way hypotheses. Some assessments that must be considered in evaluating the inner model are the coefficient of determination (R2). The job satisfaction variable obtained a value of 0.741 and Turnover Intention of 0.421 (Tracera et al., 2020). This value shows that Job Security, Work Engagement, and burnout affect the Job Satisfaction variable by 74.1% while burnout and Job Satisfaction on Turnover Intention by 42.1%. And the rest is influenced by other variables outside the variables in this study. Hypothesis testing is done by looking at the standardized path coefficient, T-statistic, and P-value. The T-statistic value> 1.96 and P-value <0.05 are the criteria for determining the significance of the relationship between variables. In the bootstraping method in this study, the hypothesis is accepted if the significance value of t-values is greater than 1.96 and or p-values are smaller than 0.05, then Ha is accepted and Ho is rejected and vice versa.

Table 4. Hypothesis test result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1: Burnout →Turnover Intention	0.252	0.252	0.124	2.035	0.042
Work Engagement →Turnover Intention	-0.017	-0.015	0.154	0.113	0.910
Job Security →Turnover Intention	-0.185	-0.191	0.156	1.189	0.235
Job Satisfaction → Turnover Intention	-0.286	-0.241	0.215	1.327	0.185

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Security → Job Satisfaction → Turnover Intention	0.044	0.042	0.120	0.363	0.717
Work Engagement →Job Satisfaction → Turnover Intention	-0.201	-0.166	0.127	1.584	0.114
Burnout → Job Satisfaction →Turnover Intention	-0.127	-0.072	0.118	1.082	0.280

Table 4 illustrates the effect between variables. The criterion used is the P value, which means that if the P value is smaller than 0.05, the hypothesis is accepted. Hypothesis 1, namely burnout affects Turnover Intention, is accepted, because the P value obtained is 0.000, which means it is smaller than 0.05. Burnout construct affects Turnover Intention. Burnout is triggered by high workload, emotional demands, and lack of support, weakening nurses' attachment to work and increasing the risk of separation. Burnout significantly affects nurses' motivation to stay or leave the profession (Gómez-Urquiza et al., 2023).

Hypothesis 2, namely job security has an effect on turnover intention, is rejected, because the P value obtained is 0.235, which is greater than 0.05. The Job Security construct has no effect on Turnover Intention. This result is not in line with the opinion of Aman-Ullah et. al.16, that job security not only increases job satisfaction but also strengthens the emotional bond between health workers and institutions, thereby reducing turnover rates.

Hypothesis 3, namely work engagement affects turnover intention, is rejected, because the P value obtained is 0.910, which is greater than 0.05. The study shows that Work Engagement has no effect on Turnover Intention in nurses, in contrast to the results of previous research. Being emotionally and cognitively engaged in work can actually increase job satisfaction and commitment to the quality of service provided, and reduce the intention to leave the profession. This shows the importance of understanding the factors that influence the desire to change jobs in nurses.

Hypothesis 4, namely job satisfaction has an effect on turnover intention, is rejected, because the P value obtained is 0.185, which is greater than 0.05. Job satisfaction has no effect on the intention to change jobs. This is contrary to the opinion of Edwards-Dandridge et al.14. Nurses who are satisfied with their jobs tend to be more loyal to the institution. High resilience also reduces burnout and increases job satisfaction, reducing intention to move.5

Hypothesis 5, namely job satisfaction can mediate the effect of work engagement on turnover intention, is rejected, because the P value obtained is 0.717, which is greater than 0.05. The research shows that job satisfaction cannot mediate the effect of job security on turnover intention. This is different from previous opinions that job security is very important in determining the job satisfaction of hospital nurses, which ultimately affects the desire to leave work. Nurses who feel stability in their jobs tend to have higher levels of job satisfaction, which has a positive effect on the quality of services provided. In addition, nurses with high job security are more able to adapt and remain committed, even if the hospital undergoes changes or privatization. This study also found that job satisfaction mediates the relationship between job security and turnover intention, with

feelings of job security increasing nurses' motivation to stay in their jobs and improving the quality of interactions with patients.

Hypothesis 6, namely job satisfaction can mediate the effect of job security on turnover intention is rejected, because the P value obtained is 0.280, which means it is greater than 0.05. The results showed that Job Satisfaction cannot mediate the effect of Work Engagement on Turnover Intention, in contrast to previous opinions. Work engagement and job satisfaction in hospital nurses do not affect each other, but an increase in one of them has a positive impact on the other. In contrast, another study found that job satisfaction mediates the relationship between work engagement and turnover intention, with high work engagement associated with increased job satisfaction.

Hypothesis 7, namely job satisfaction can mediate the effect of work engagement on turnover intention, is rejected, because the P value obtained is 0.114, which is greater than 0.05. The results showed that the Job Satisfaction construct could not mediate the effect of Burnout on Turnover Intention. Burnout can increase nurse absenteeism and cause higher workloads for colleagues. These results reduce job satisfaction of almost the entire workforce in the institution and can increase the intention to move.

Conclusion

From the results of the discussion in the previous chapter, the conclusions are Burnout affects Turnover Intention in nursing staff at XYZ Jakarta Hospital with a T-statistic value> 1.96 and P-value <0.05, Job Security has no effect on Turnover Intention in nursing staff at XYZ Jakarta Hospital with a T-statistic value <1.96 and P-value> 0.05, Work Engagement has no effect on Turnover Intention in nursing staff at XYZ Jakarta Hospital with a T-statistic value <1.96 and P-value> 0.05, Job Satisfaction has no effect on Turnover Intention in nursing staff at XYZ Hospital Jakarta with a T-statistic value <1.96 and P-value> 0.05, Job Satisfaction cannot mediate the effect of Job Security on Turnover Intention in nursing staff at XYZ Hospital Jakarta, Job Satisfaction cannot mediate the effect of Work Engagement on Turnover Intention in nursing staff at XYZ Hospital Jakarta, Job Satisfaction can mediate the effect of Burnout on Turnover Intention in nursing staff at XYZ Hospital Jakarta.

The results of this study have practical implications, namely that HR professionals must be able to overcome burnout conditions among nursing staff at XYZ Jakarta Hospital. This is because from the results of this study, burnout is proven to be one of the factors that can affect the high and low turnover intention among nursing staff.

This research has many limitations, including: This study only examines Burnout, Job Security, Work Engagement, and Job Satisfaction factors that are thought to have an influence on turnover intention. In addition, this study only uses respondents in nursing staff in one of the hospitals in Jakarta.

So based on the limitations of the research that has been done, this study provides suggestions for further research, including further research can use develop more varied variables and expand the theory, use respondents who cross regions and do not come from just one region, so that the results obtained can represent the conditions of workers in all regions in Indonesia, and use other descriptive data such as education level to see its influence on the phenomenon of turnover intention in the company. The authors would like to thank the hospital for allowing us to conduct this study. Thank you also to all respondents who have participated in this study.

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