

**THE INFLUENCE OF WORKLOAD, WORK STRESS, JOB SATISFACTION,  
WORK DISCIPLINE, AND COMPENSATION ON TURNOVER INTENTION  
AMONG NURSES IN PURBALINGGA REGENCY**



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**Abstract**

This research aims to determine the effect of workload, work stress, job satisfaction, work discipline, and compensation on turnover intention among nurses in Purbalingga Regency. The type of research used in this research is quantitative research, the data source used is primary data with a data collection method in the form of a survey using a questionnaire. The population in this study were all nurses in Purbalingga Regency, totaling 471 people. The sample in this study amounted to 216 people using purposive sampling. The instrument test requirements used are validity and reliability tests. The data analysis method uses multiple linear regression and the hypothesis tests used are the T-test. The results of this study partially state that Workload has a positive effect on nurses' Turnover Intention in Purbalingga Regency, Work Stress has a positive effect on nurses' Turnover Intention in Purbalingga Regency, Job Satisfaction has a negative effect on nurses's Turnover Intention in Purbalingga Regency, Work Discipline has a negative effect on nurses's Turnover Intention in Purbalingga Regency, Compensation has an negative effect on nurses' Turnover Intention in Purbalingga Regency.

**Keywords:** Turnover Intention, Workload, Work Stress, Job Satisfaction, Work Discipline, Compensation

## INTRODUCTION

A hospital is a health service institution that provides comprehensive individual health services providing inpatient, outpatient, and emergency care services (Law No. 44 of 2009). The development of services in the health sector has an impact on competition between hospitals, both government and private. This is in line with the emergence of increasingly complex health problems and requires solutions by meeting the need for excellent service, so human resources in organizations are required to have expertise and competitiveness for sustainability and achieving organizational goals.

Human resources are a part that needs attention to achieve the goals of an organization (Pelealu, 2023). Organizations should be able to pay attention to the needs of available human resources to improve the quality of services provided. Hospitals have many Human Resources (HR) from various professions, so strategies are needed to manage human resources to achieve their goals. One of the professions that has quite a dominant number of staff in hospitals is nurses. Nurses are expected to have knowledge, personality, and good nursing practice, as well as autonomy, and take responsibility for the nursing actions they carry out. Apart from that, nurses also have a role in carrying out medical procedures, supervising or controlling and developing the patients under their care.

The human resources problem that often occurs is turnover (Sultanto et al, 2023). Turnover is a condition where employees move from an organization and is usually the last resort. The incidence of nurses wanting to move to Purbalingga Regency from 2019 until 2022 there are 160 nurses (Dinkes, 2022). Based on a preliminary survey conducted by researchers with several nurses in Purbalingga Regency, the increase in turnover rates was caused by perceptions of employee workload. Employees who accept work beyond their capabilities are perceived as having an excessive workload. This is in line with research conducted by Sembiring (2023) and Marhamah (2022) which states that workload has a positive effect on turnover intention.

The factor causing high turnover intention, apart from workload, is excessive work stress (Pratama et al, 2023). This work stress makes employees feel uncomfortable working at the agency because of work pressure. So this is in line with research conducted by Sofia (2019) and Fathari (2023) which states that there is a positive influence of work stress on

turnover intention, where increasing work stress is also followed by increasing turnover intention. A high level of employee turnover intention is a measure that is often used as an indication of underlying problems in the organization, so this can create a negative image for potential applicants.

Mangkunegara (2009), stated that there is something closely related to turnover intention, namely job satisfaction. That higher perceived satisfaction is associated with lower employee turnover intention and vice versa for employees who feel less satisfied, the turnover intention will be higher (Kartiko et al, 2020).

The results of a preliminary survey conducted by researchers stated that there were still problems regarding job satisfaction. This occurs because there are many gaps in expectations and reality in agency policies. Nurses feel that the agency does not pay nurses their rights, such as salaries that are not commensurate with their workload, does not care about the physical conditions of the workplace, and does not give them an appreciation for their achievements. This is what makes employees not get satisfaction when working in an agency, giving rise to thoughts of leaving and looking for better job alternatives. This is in line with research conducted by Sofia (2019) and Fathari (2023) which states that job satisfaction has a negative effect on turnover intention.

## **REVIEW OF LITERATURE**

### **Planned Behavior Theory**

The theory of planned behavior is a further development of the theory of reasoned action. The reasoned theory of action has scientific evidence that the intention to perform certain actions is based on two reasons, namely subjective norms, and attitudes toward behavior. A few years later, Ajzen (1988) added a factor, namely individual perceived behavioral control or perceived behavioral control. The existence of this factor changes the theory of reasoned action to the theory of planned behavior.

This theory supports predicting a variety of relationships between a few, or many people with different behaviors. The results of this study are used to predict a person's

intention to engage in a particular behavior at a particular time and place and to show that the ultimate decision-maker of a person's volitional behavior is based on a person's intention to engage in a certain behavior (Angeline and Yanuar, 2023).

### **Workload**

According to Jufri (2019), workload is too much work which can cause tension within a person. This can be caused by the level of skill required being too high, the work speed may be too high, time constraints may be too short, the volume of work may be too much, and so on.

### **Work Stress**

Understanding Job Stress Job stress is a condition where an employee feels tension while working which affects the employee's thought process, emotions, and personality. Antonius Rino Vanchapo, S. Kep in Egarini (2022) stated that work stress is an emotional state that arises due to a mismatch between the workload and the individual's ability to overcome the work stress they are facing.

### **Job Satisfaction**

Job satisfaction is important because the value of job satisfaction can increase employees' self-confidence and enthusiasm for doing their work (Astuti and Santoso, 2023). Karomah (2020) defines job satisfaction as a positive feeling about a person's job which is the result of an evaluation of its characteristics. According to Setiawan in Sunarto (2022), job satisfaction is something that can make an individual feel happy with the work they do. Cristover, et al.(2021) stated that job satisfaction is an employee's attitude towards aspects of their work that can give rise to pleasant feelings or not.

### **Work Discipline**

According to Ichsan, et al (2020), work discipline is an attitude of respect, appreciation, obedience, and obedience to applicable regulations, both written and unwritten, and being able to carry out and not evade receiving sanctions if he violates his duties and authority. given to him. According to Permatasari (2019), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior

and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

### **Compensation**

Compensation is one of the most important things that employees need to meet their daily needs (Prastya et al, 2022). According to Victuria, compensation is the total money paid to workers in return for the contributions, both financial and non-financial, that they make to the company. These contributions can take many forms. Therefore, one can conclude that compensation, both financial and non-financial compensation, is an award given by the organization for the performance that has been provided.

### **Turnover Intention**

Deri (2022) reveals that Turnover Intention is a process when an employee leaves a position in an organization and that position must be replaced by another person. Turnover intention (intention to leave) is the employee's tendency or intention to stop working from their job Marhamah (2022). Employee turnover can simply be interpreted as the flow of employees entering and leaving the organization/company (Setianto et al., 2021).

### **Empirical Review and Hypothesis Development**

This research analyzes five main constructs consisting of one dependent variable (Turnover Intention), and two independent variables (Workload, Work Discipline, Job Satisfaction and Compensation).

Workload is defined as a group or number of activities that must be completed by an organizational unit or position holder within a certain period. The workload can cause an intensity to leave the company, everyone wants comfort in their work if someone feels uncomfortable with a job, then that person will want to look for a better job than before. This is supported by research results by Sembiring (2023) which state that workload influences turnover. Based on this explanation, a hypothesis can be drawn :

H1: Workload has a positive effect on turnover intention

Stress is a negative reaction from people who experience excessive pressure imposed on them due to excessive demands, obstacles, or opportunities. Stress can affect a person's

emotions, thought processes, and condition. So work stress can increase an employee's desire to leave the company. This is supported by research results by Egarini (2022) which state that stress influences turnover intention. Based on this explanation, a hypothesis can be drawn:

H2: Job Stress has a positive effect on turnover intention

Job satisfaction is a level of positive and enjoyable emotions for individuals. In other words, job satisfaction is a result of an individual's estimation of a job or experience that is positive and enjoyable for him. The lower their job satisfaction, the more likely they will leave their current position. This is supported by research results by Susilo (2019) which state that job satisfaction influences turnover intention. Based on this explanation, a hypothesis can be drawn:

H3: Job Satisfaction has a negative effect on turnover intention

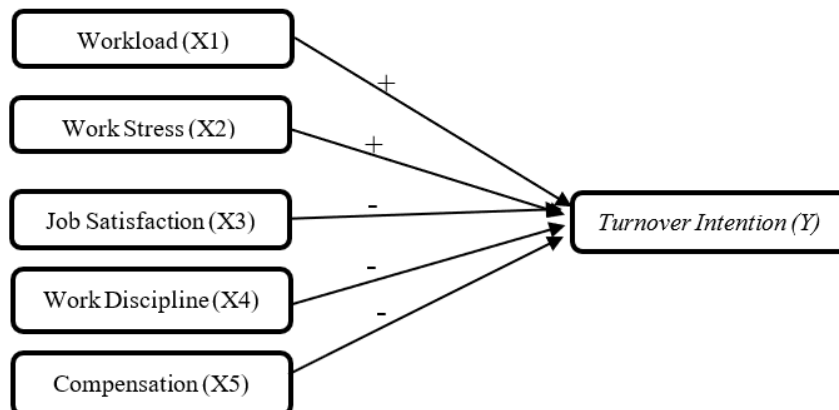
Work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and being able to carry out and not evade accepting sanctions if he violates the duties and authority given to him. Employee discipline can show their loyalty to the organization, which can influence turnover. This is supported by research results by Herawati (2021) which state that work discipline influences turnover intention. Based on this explanation, a hypothesis can be drawn:

H4: Work Discipline has a negative effect on turnover intention

Compensation is remuneration received by employees for their contributions to the company. Providing good compensation to employees will motivate employees well. Employees will continue to survive and not think about leaving the company. Likewise, if compensation is not paid appropriately and fairly, then employees will certainly try to leave and choose a company that pays the compensation they want. This is supported by research results by Lubis (2021) which state that compensation influences turnover intention. Based on this explanation, a hypothesis can be drawn:

H5: Compensation has a negative effect on turnover intention

For more details, see Figure 1 below:



**Figure 1.**

### **Research Framework and Hypothesis**

## **RESEARCH METHOD**

This research uses descriptive research with a quantitative approach. Meanwhile, regarding data collection, this research is a type of survey research. The population used was 471 nurses from Goeteng Taroenadibrata Hospital, Nirmala Hospital, Panti Nugroho Hospital, and At-Tin Husada Hospital. Based on the Slovin formula, the number of samples used in this research was 216 people. The resources used are primary data, namely data from the results of answers to questionnaires distributed to nurses. Data was collected using a questionnaire and analyzed using a Likert Scale. This research uses validity and reliability tests with quantitative analysis methods, including multiple linear regression analysis, partial test (t-test), and determinant coefficient test ( $R^2$ ).

## **RESULTS AND DISCUSSION**

This research carried out a validity test to test whether each instrument item (statement) was truly able to indicate the factor to be measured (valid). The results of the data analysis obtained are that for each statement used the calculated  $r$  value is greater than the  $r$  table.

**Table 1.**  
**Validity Test**

Statement	r <sub>value</sub>	r <sub>table</sub>	Sign	
<b>Workload</b>				
1	0,678	0,133	0,000	Valid
2	0,774	0,133	0,000	Valid
3	0,797	0,133	0,000	Valid
4	0,782	0,133	0,000	Valid
5	0,613	0,133	0,000	Valid
<b>Job Stress</b>				
1	0,808	0,133	0,000	Valid
2	0,788	0,133	0,000	Valid
3	0,655	0,133	0,000	Valid
4	0,598	0,133	0,000	Valid
5	0,525	0,133	0,000	Valid
6	0,682	0,133	0,000	Valid
<b>Job Satisfaction</b>				
1	0,715	0,133	0,000	Valid
2	0,724	0,133	0,000	Valid
3	0,801	0,133	0,000	Valid
4	0,831	0,133	0,000	Valid
5	0,547	0,133	0,000	Valid
<b>Work Discipline</b>				
1	0,640	0,133	0,000	Valid
2	0,796	0,133	0,000	Valid
3	0,799	0,133	0,000	Valid
4	0,757	0,133	0,000	Valid
5	0,558	0,133	0,000	Valid
6	0,681	0,133	0,000	Valid
<b>Compensation</b>				

1	0,746	0,133	0,000	Valid
2	0,790	0,133	0,000	Valid
3	0,853	0,133	0,000	Valid
4	0,808	0,133	0,000	Valid
5	0,805	0,133	0,000	Valid
<b>Turnover Intention</b>				
1	0,728	0,133	0,000	Valid
2	0,824	0,133	0,000	Valid
3	0,828	0,133	0,000	Valid
4	0,822	0,133	0,000	Valid
5	0,693	0,133	0,000	Valid
6	0,823	0,133	0,000	Valid

Table 1 shows that each statement item used in all variables is valid because all  $r$  value values are greater than  $r$  table and the significance value is smaller than 0.05.

**Table 2.**

**Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	
Workload	0,774	Reliable
Job Stress	0,762	Reliable
Job Satisfaction	0,775	Reliable
Work Discipline	0,737	Reliable
Compensation	0,860	Reliable
Turnover Intention	0,877	Reliable

Table 2 shows that the statement items used in each variable have a Cronbach's alpha value greater than 0,7 so they can be said to be reliable.

**Table 3.**  
**Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		216
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.44127017
Most Extreme Differences	Absolute	.060
	Positive	.060
	Negative	-.035
Test Statistic		.060
Asymp. Sig. (2-tailed)		.058 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Table 3 shows that the Asymp. Sig value of 0.58 is greater than 0.05 so it can be concluded that the data in this study are normally distributed.

**Table 4.**  
**Multicollinearity Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18.078	2.677		6.754	.000		
	X1	-.017	.094	-.012	-.184	.854	.601	1.664
	X2	.381	.095	.286	3.989	.000	.539	1.856
	X3	-.732	.098	-.531	-7.443	.000	.546	1.832
	X4	.135	.082	.091	1.650	.100	.909	1.101
	X5	.025	.072	.024	.350	.726	.599	1.669

a. Dependent Variable: Y

Table 4 shows that none of the independent variables have a tolerance value of more than 0.10 and a VIF value of less than 10, so it can be concluded that the data in this study are free from multicollinearity symptoms.

**Table 5.**  
**Heteroscedasticity Test with Glejser Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.734	1.636		1.060	.290
	X1	.004	.057	.005	.062	.950
	X2	.044	.058	.070	.755	.451
	X3	-.093	.060	-.142	-1.548	.123
	X4	.071	.050	.102	1.424	.156
	X5	.015	.044	.030	.342	.733

a. Dependent Variable: ABS\_RES

Table 5 shows that the significance value of all variables as a whole is more than 0.05, so it can be concluded that the data in this study are free from symptoms of heteroscedasticity.

**Table 6.**  
**Multiple Linear Regression Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.078	2.677		6.754	.000
	X1	-.017	.094	-.012	-.184	.854
	X2	.381	.095	.286	3.989	.000
	X3	-.732	.098	-.531	-7.443	.000
	X4	.135	.082	.091	1.650	.100
	X5	.025	.072	.024	.350	.726

a. Dependent Variable: Y

Based on Table 6, the regression model formed from the variables of workload, job stress, job satisfaction, work discipline, and compensation together can determine the magnitude of changes in turnover intention in nurses in Purbalingga regency as follows:

$$Y = 18,078 - 0,17X_1 + 0,381X_2 - 0,372X_3 + 0,135X_4 + 0,025X_5$$

**Table 7.**

**T-Test or Hypothesis Test**

Variable	t Statistics	t Table	Sig	Conclusion
Workload	-0,184	1,652107	0,854	Not Supported
Job Stress	3,989	1,652107	0,000	Supported
Job Satisfaction	-7,443	1,652107	0,000	Supported
Work Discipline	1,650	1,652107	0,100	Not Supported
Compensation	0,350	1,652107	0.726	Not Supported

Based on Table 7 it can be concluded as follows:

1. Influence of the Workload variable.

The Workload variable has a t statistic of -0.184 smaller than the t table 1.652107 and has a sign value of 0.854 ( $> 0.05$ ), so it can be concluded that the Workload variable has no effect on Turnover Intention and H1 is rejected.

2. Influence of the Job stress variables

The Work Stress variable has a t statistic of 3.989 greater than t table 1.652107 and has a sign value of 0.000 ( $< 0.05$ ), so it can be concluded that the Work Stress variable has a positive effect on Turnover Intention and H2 is accepted.

3. Influence of the Job Satisfaction variable

The Job Satisfaction variable has a t statistic of -7.443 greater than t table 1.652107 and has a sign value of 0.000 ( $< 0.05$ ), so it can be concluded that the Job Satisfaction variable has a negative effect on Turnover Intention and H3 is accepted.

4. Influence of the Work Discipline variable

The Work Discipline variable has a t statistic of 1.650 smaller than the t table 1.652107 and has a sign value of 0.100 ( $> 0.05$ ), so it can be concluded that the Work Discipline variable has no effect on Turnover Intention and H4 is rejected.

5. Influence of Compensation variables

The Compensation variable has a t statistic of 0.350 smaller than the t table 1.652107 and has a sign value of 0.726 ( $> 0.05$ ), so it can be concluded that the Compensation variable has no effect on Turnover Intention and H4 is rejected.

**Table 8.**  
**Determinant Coefficient Test (R<sup>2</sup>)**

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Workload, Job Stress, Job Satisfaction, Work Discipline, Compensation	0,646	0,417	0,404	3.48200

Table 8 shows the Adjusted R Square value of 0.404, which means that the independent variables in this study can explain the dependent variable by 40.4%. While the remaining 59.6% (100% - 40.4%) is explained by other independent variables not examined in this study.

### **Workload on Turnover Intention**

Based on the results of hypothesis testing in Table 7, hypothesis 1 in this study is rejected. workload has an effect and is not significant on turnover intention in nurses in Purbalingga Regency. This could be because nurses can still cope with high workloads, workload does not have a significant effect on turnover intention. In addition, due to the difficulty of finding a job at this time, nurses still choose to stay in the hospital and do their best. The results of this study are in line with research from Bogar et al. (2021), Sundari and Meria (2022), and Purwanti et al. (2019).

### **Job stress on Turnover Intention**

Based on the results of hypothesis testing in Table 7, hypothesis 2 in this study is accepted. Job stress has a positive and significant effect on turnover intention in nurses in Purbalingga Regency. When associated with planned behavior theory, job stress is included in the perceived behavioral control aspect that causes turnover intention. Fathari (2023) states that stress is a condition of tension that affects a person's emotions, thought processes, and conditions. Thus, work stress felt by nurses can increase nurses' desire to leave the hospital.

The results of this study support the research results from Bugis (2021), Sofia (2019) and Fathari (2023).

### **Job Satisfaction on Turnover Intention**

Based on the results of hypothesis testing in Table 7, hypothesis 3 in this study is accepted. Job satisfaction negatively affects turnover intention among nurses in Purbalingga Regency. When associated with planned behavioral theory, job satisfaction is included in the perceived behavioral control aspect that can cause nurses to undo turnover intention. Job satisfaction can act as a motivational factor. When someone is satisfied with their job, they tend to feel more motivated to continue working well and achieve the goals that have been set. However, when job satisfaction is low, work motivation also decreases and this can lead to the intention to quit. Job satisfaction has a significant relationship with turnover intention. This shows that if job satisfaction is perceived to be high, then the intention to move will be low. One of the factors causing the desire to change jobs is job dissatisfaction in the current workplace (Azis et al., 2019). The results of this study support the results of research from Serin et al. (2022), Sofia (2019) and Fathari (2023).

### **Work Discipline on Turnover Intention**

Based on the results of hypothesis testing in Table 7, hypothesis 4 in this study is rejected. Work discipline does not affect turnover intention in nurses in Purbalingga Regency. This could happen because nurses who have high work discipline tend not to have turnover intention. According to Ichsan, et al (2020), work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and able to carry out and not avoid receiving sanctions if he violates the duties and authority given to him. The results of this study are in line with the results of Sulistiana's research (2021).

### **Compensation on Turnover Intention**

Based on the results of hypothesis testing in Table 7, hypothesis 5 in this study is rejected. Compensation does not affect turnover intention in nurses in Purbalingga Regency. This could be because compensation is not the main factor in turnover intention felt by some

nurses. The results of this study are in line with the results of research belonging to Zulfa and Azizah (2020) and Sugianto et al. (2022).

## CONCLUSION

Based on the results of data analysis and hypothesis testing that has been done, it can be concluded that Job Stress (X2) and Job Satisfaction (X3) influence Turnover Intention (Y). While Workload (X1), Work Discipline (X3), and Compensation (X4) do not influence Turnover Intention (Y). Based on the results of research and observations that have been made, the study can provide some input, namely that the hospital can provide a workload that follows the ability of nurses so that all work can be completed on time. So that this can reduce the stress level of nurses so that job satisfaction will be created. Hospitals should evaluate the division of tasks that will be given to each nurse and adjust it to the compensation they receive so that nurses can work effectively and efficiently.

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