

## THE EFFECT OF WORK STRESS ON TURNOVER INTENTION THROUGH JOB BURNOUT AT PROF. DR. R. D. KANDOU MANADO HOSPITAL

Eko Arianto

Universitas Pelita Harapan; Indonesia

Correspondence email; [oscarton1601@gmail.com](mailto:oscarton1601@gmail.com)

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### Abstract

Using the survey method, this quantitative research aims to examine the effect of work stress on turnover intention, with job burnout as a mediating variable among medical personnel at the Central General Hospital, Prof. R. D. Kandou, Manado. Through random sampling techniques, as many as 105 respondents out of 120 medical personnel were selected as samples, and data was obtained using a closed questionnaire. Data analysis was carried out using the SEM-PLS (Structural Equation Modeling-Partial Least Squares) method using SmartPLS 3 software to evaluate the validity and reliability of indicators and test the relationship between variables in the research model. This study found that work stress had a positive and significant effect on job burnout, with an influence value of 0.794, and turnover intention, with an influence value of 0.455. At the same time, job burnout positively affected turnover intention, with an influence value of 0.433. It is proven that the higher the level of work stress in medical personnel, the more likely they are to experience burnout and intend to leave work.

### Keywords

Work Stress, Job Burnout, Turnover Intention, Medical Personnel, Hospitals.



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## INTRODUCTION

Healthcare workers in teaching hospitals often face high levels of work stress due to heavy workloads, long working hours, and tight time pressure. They, including doctors and nurses, have a higher risk of depression than the general population, potentially leading to more frequent medical errors (Garrouste-Orgeas et al., 2015). Prolonged working hours have been recognized as dangerous. Nurses who often work overtime tend to have difficulty staying alert, and experience decreased sleep time, which increases the risk of errors by up to three times (Ganster et al., 2018).

Work stress is a condition that affects the physical and psychological of employees in the work environment. This imbalance can impact the employee's thought process, emotions, and condition, which has positive or negative consequences depending on the context (Asih et al., 2018). One of the factors that causes work stress is the task demands, including the job design, working conditions, and physical layout (Khamisa et al., 2015; Mo et al., 2020; Pilkey et al., 2020).

Employee turnover, which is a major challenge for many organizations, including the the healthcare sector occurs when employees leave their jobs due to stress. High turnover rates have a negative economic impact, direct and indirect, and can reduce team cohesion and morale. This turnover is also related to increased risks to patient well-being. For example, high nurse turnover is related to increased infections and medical errors (Aiken et al., 2023).

Work stress that is allowed to develop can lead to burnout, which is emotional exhaustion, personality changes, and a decrease in feelings of accomplishment (Wardhani, 2017). This burnout often appears in those with intense contact with others and is related to an inability to meet tight deadlines, heavy workloads, and a stressful work environment (Hogarth, 2017). Job burnout, a type of emotional exhaustion triggered by work stress, can decrease productivity and increase employee turnover (Salama et al., 2022).

The desire to change jobs, or turnover intention, often increases when the workforce experiences prolonged work stress and burnout (Sundari & Meria, 2022). This condition is becoming increasingly critical in hospital settings, where high job demands and great responsibilities can trigger job dissatisfaction. When medical personnel faces high stress levels without adequate support and stress management, they may experience emotional and physical exhaustion, known as burnout (Nature, 2022). This burnout reduces work effectiveness and affects employees' mental and emotional health, so they tend to feel bored and less motivated to stay on the job.

Previous studies have shown a significant relationship between work stress, burnout, and turnover intention in the health sector. For example, research by (Diehl et al., 2021 Karagöl & Kaya,

2022; Khan et al., 2019) revealed that high workload and low social support contributed to increased burnout among medical personnel. This is in line with the study (Han et al., 2015; QOWI, 2018; Wong & Laschinger, 2015), which found that nurses with high rates of burnout tended to have greater intentions to change jobs, emphasizing the need for interventions to reduce burnout to retain the workforce. Moreover (Chao et al., 2015 Imran et al., 2020; Wulandari & Rizana, 2020) also highlight the impact of high work stress and job dissatisfaction on turnover intention, which shows that workplace stress management is essential to reduce the intention to change jobs. These three studies provide a solid basis for understanding the complex relationship between work stress, burnout, and turnover intention in medical personnel, especially at Prof. R. D. Kandou Hospital, Manado.

Although previous studies have provided important insights into the relationship between work stress, burnout, and turnover intention in the health sector, each study has shortcomings that must be considered. Research by Maslach and Leiter (2016), while identifying the factors contributing to burnout, has less examined the long-term impact of possible interventions to address the problem, so it focuses more on identifying the problem without providing practical solutions that can be applied in a hospital context. Meanwhile, Dewi et al. (2019) successfully showed the relationship between burnout and the intention to change jobs among nurses. Still, this study was limited to one type of profession in the health sector, making generalization to other medical personnel difficult and not considering additional factors such as work stress, which also significantly increased turnover intention. On the other hand, research by Ngamkroekjoti et al. (2012) pays attention to work stress and job dissatisfaction but does not discuss in depth how these factors are.

Interacting with burnout is an important variable in this context. This study is also not specific to the medical workforce, so it does not fully reflect the dynamics in hospital settings. This study offers a novelty with a more integrated focus on medical personnel at Prof. R. D. Kandou Hospital, Manado. The study wanted to confirm existing relationships.

Explore how work stress and burnout interact with each other and their impact on job change intentions. By combining qualitative and quantitative approaches, this study has the potential to provide a deeper and more comprehensive understanding, as well as more relevant and applicable policy recommendations to improve the welfare of medical personnel and reduce turnover intention in the hospital. The results of this study are expected to provide valuable insights for hospital management to formulate effective policies for reducing stress and burnout. The right policies can create a healthier work environment, improve the welfare of medical personnel, and ultimately

reduce the turnover intention rate. Thus, this research is academically relevant and has practical implications that can contribute to the continuity of operations and service quality at Prof. R. D. Kandou Hospital.

## METHOD

This study uses a type of survey research with a quantitative approach to test hypotheses regarding the influence of work stress on turnover intention, with job burnout as a mediating variable (Abdullah et al., 2022). Primary data was obtained through a closed questionnaire distributed to medical personnel at the Central General Hospital Prof. R. D. Kandou, Manado, on a cross-sectional basis. Based on random sampling techniques and sample calculation guidelines (Sugiyono, 2019), it was determined that out of a total population of 120 medical personnel, 105 respondents were needed as a research sample. The selection of the research location in this hospital is based on the relevance of potentially high working conditions to work stress, according to the variables studied.

Data analysis was carried out using the Partial Least Squares (PLS) method with the help of SmartPLS 3 software to test the relationship between variables in the research model, including the role of job burnout mediation. PLS was chosen for its ability to test complex models and generate appropriate data to answer research objectives (Hair Jr et al., 2017). The analysis stage includes the evaluation of the measurement model to test the validity and reliability of each indicator, as well as the evaluation of the structural model to test the effect of work stress on turnover intention through job burnout mediation.

The following are research hypotheses in the  $H_a$  (alternative hypothesis) and  $H_o$  (zero hypothesis) models related to the relationship between work stress, burnout, and turnover intention in medical personnel at Prof. R. D. Kandou Hospital, Manado:

Here are the hypotheses organized in the  $H_a$  (alternative hypothesis) and  $H_o$  (null hypothesis) models. These hypotheses are based on test results showing significant and positive relationships between the variables studied.

Hypothesis 1:

- ✓  $H_a$ : Work stress has a positive and significant effect on job burnout in medical personnel at Prof. R. D. Kandou Hospital.
- ✓  $H_o$ : There was no positive and significant effect of work stress on job burnout in medical personnel at Prof. R. D. Kandou Hospital.

**Hypothesis 2:**

- ✓ Ha: Work stress positively and significantly affects turnover intention in medical personnel at Prof. R. D. Kandou Hospital.
- ✓ Ho: There was no positive and significant effect of work stress on turnover intention in medical personnel at Prof. R. D. Kandou Hospital.

**Hypothesis 3:**

- ✓ Ha: Job burnout positively and significantly influences turnover intention among medical personnel at Prof. R. D. Kandou Hospital.
- ✓ Ho: There was no positive and significant effect of job burnout on turnover intention in medical personnel at Prof. R. D. Kandou Hospital.

This hypothesis can be used as a basis for data analysis and statistical testing in research.

**FINDINGS AND DISCUSSION****Findings****Descriptive Statistics**

The descriptive analysis was presented as a percentage for all the results of the questionnaire statement on each variable studied and the respondents who were considered representative of the population. The following presents a descriptive statistical table

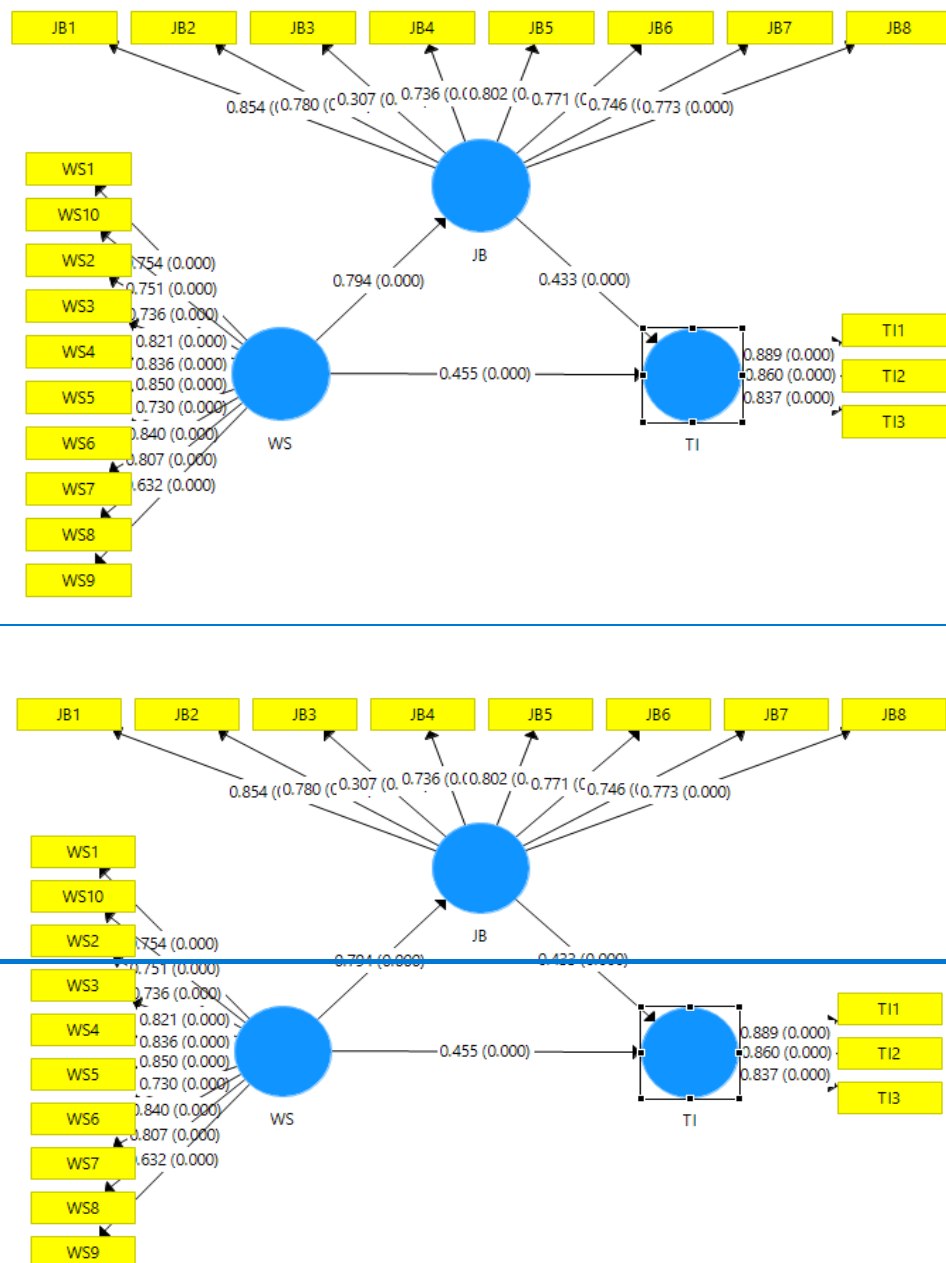
**Table 1.** Descriptive Statistics

Variable	Mean	Standard Deviation
Work Stress	1.6143	.63374
Job Burnout	1.9845	.68546
Turnover Intention	1.7175	.79767

The analysis showed that the average value for the work stress variable was 1.6143, with a standard deviation of 0.63374, indicating a relatively moderate level of work stress among medical personnel. Furthermore, the job burnout variable has an average value of 1.9845 and a standard deviation of 0.68546, indicating that the burnout rate is also fairly significant. Finally, turnover intention recorded an average value of 1.7175 with a standard deviation of 0.79767, indicating a high intention to change jobs. These figures show that medical personnel at Prof. R. D. Kandou Hospital, Manado, experience considerable pressure from work stress and burnout, potentially affecting their decision to change jobs. These findings highlight the importance of management's attention to the well-being of medical personnel to reduce stress and burnout and increase employee retention.

### SEM PLS Analysis

This study uses SEM-PLS analysis, where the selection of this analysis model is considered appropriate with a complex combination of variables from the relationship between variables. From the calculation results, the following results are obtained:



**Figure 1.** Measurement Model Evaluation

The figure above illustrates the relationship between the three variables, namely work stress, job burnout, and turnover intention, along with the correlation value of each. From the analysis, it

can be seen that there is a significant relationship between work stress and the other two variables, namely job burnout and turnover intention. To ensure the model's accuracy, precise measurements are needed to assess validity and reliability. The validity test results in the table below will provide important information regarding the feasibility of this research model.

**Table 2.** Validity Test Results (Loading)

	Job Burnout	Turnover	Work Stress
JB1	0.859		
JB2	0.786		
JB4	0.741		
JB5	0.807		
JB6	0.766		
JB7	0.739		
JB8	0.763		
TI1		0.888	
TI2		0.861	
TI3		0.837	
WS1			0.765
WS10			0.731
WS2			0.753
WS3			0.827
WS4			0.842
WS5			0.855
WS6			0.738
WS7			0.845
WS8			0.799

The table above shows the validity test results for job burnout, turnover intention, and work stress. For the job burnout variable, items such as JB1, JB2, JB4, JB5, JB6, JB7, and JB8 showed high correlation values, ranging from 0.739 to 0.859, indicating that all of these items had good validity. Meanwhile, for the turnover intention variable, items TI1, TI2, and TI3 also showed very strong correlation values, respectively 0.888, 0.861, and 0.837. Finally, in the work stress variable, items such as WS1, WS2, WS3, WS4, WS5, WS6, WS7, and WS8 have correlation values that vary between 0.731 to 0.855, indicating that these items are also valid for work stress measurements. Overall, these results show that all items in the three variables meet the validity criteria required for this study.

**Table 3.** Cross Loading

	Job Burnout	Turnover	Work Stress
JB1	0.859	0.740	0.810
JB2	0.786	0.676	0.724
JB4	0.741	0.615	0.645

JB5	0.807	0.615	0.658
JB6	0.766	0.577	0.477
JB7	0.739	0.514	0.438
JB8	0.763	0.554	0.448
TI1	0.748	0.888	0.679
TI2	0.591	0.861	0.604
TI3	0.701	0.837	0.763
WS1	0.572	0.615	0.765
WS10	0.632	0.659	0.731
WS2	0.485	0.547	0.753
WS3	0.634	0.669	0.827
WS4	0.696	0.601	0.842
WS5	0.692	0.664	0.855
WS6	0.597	0.611	0.738
WS7	0.721	0.740	0.845
WS8	0.613	0.578	0.799

The table above presents the results of validity and reliability testing for job burnout, turnover intention, and work stress variables. Each item on all three variables shows a different correlation value for each other. For the job burnout variable, items such as JB1, JB2, JB5, and JB6 had a high correlation value with turnover intention (0.740, 0.676, and 0.615, respectively), indicating that the burnout experience was closely related to the intention to change jobs. In addition, JB1 and JB5 also showed significant values with work stress (0.810 and 0.658), indicating that high work stress contributes to the burnout rate.

In the turnover intention variable, items TI1, TI2, and TI3 have a very strong correlation, especially TI1, which shows the highest value (0.888), indicating that these items are very valid in measuring the intention to change jobs. TI3 also showed a strong positive relationship with work stress (0.763), indicating that increased stress can increase the desire to change jobs.

As for the work stress variable, WS4 and WS5 items had significant correlation values with burnout (0.696 and 0.692), and both also showed high values with turnover intention (0.601 and 0.664). Overall, this table illustrates the complex interaction between the three variables, where burnout and work stress are interrelated and impact turnover intention among medis.ini workers.

**Table 4.** AVE Test Results

Variable	AVE
Job Burnout	0.610
Turnover	0.744
work stress	0.634

The table above shows the Average Variance Extracted (AVE) values for each variable in the study, namely job burnout, turnover intention, and work stress. The AVE value for the job burnout variable was 0.610, which indicates that the variable can explain more than 61% of the variation in items measuring burnout. For turnover intention, the AVE value reached 0.744, indicating that this variable has a good level of validity, with more than 74% of the variation in the items that measure it being explained. Meanwhile, the work stress variable had an AVE value of 0.634, which also showed that more than 63% of the variation in the items that measured it could be explained. Overall, these AVE values indicate that all three variables have sufficient validity, providing a solid basis for further analysis in this study.

### Reliability Test Results

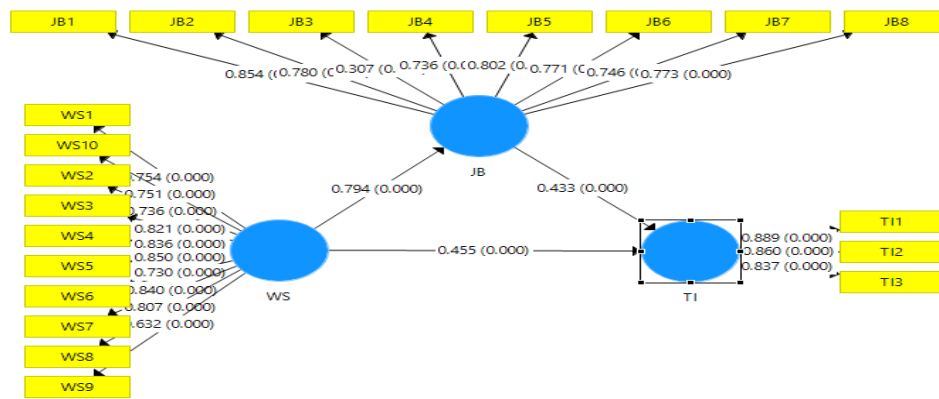
**Table 5.** Composite Reliability and Cronbach's Alpha

Variable	Cronbach Alpha	Composite Reliability
Job Burnout	0.894	0.916
Turnover	0.828	0.897
Work Stress	0.927	0.940

The table above displays the Cronbach Alpha and Composite Reliability values for each variable in this study, namely job burnout, turnover intention, and work stress. The Cronbach Alpha value for the job burnout variable is 0.894, and the Composite Reliability value reaches 0.916. This figure shows that the variable has an excellent level of internal consistency. Meanwhile, the turnover intention variable has a Cronbach Alpha value of 0.828 and a Composite Reliability of 0.897, which shows that although slightly lower than job burnout, the internal consistency level is still quite good. On the other hand, the work stress variable showed the highest yield with Cronbach Alpha 0.927 and Composite Reliability 0.940, signaling a very strong level of reliability. Overall, these values indicate that the three variables have sufficient consistency and reliability, which supports the validity of the results of this study.

### Inner Model Testing

The hypothesis test to answer the objectives of this study was carried out using bootstrapping and blindfolding. For the hypothesis to be accepted, the value of the test must be less than 0.05, or the t-value must be above 1.96. The results of the analysis itself can be seen below:



The figure above clearly shows the relationship between the three variables studied. It can be seen that work stress has a significant relationship with job burnout and affects turnover intention. In addition, the job burnout variable also shows a close relationship with turnover intention. These relationships reflect the complex interactions between the three variables, which is important to understand in the context of this study.

**Table 6.** R-Square Values

Variable	R-Square	Adjusted R Squared
<b>Burnout</b>	0.629	0.625
<b>Turnover</b>	0.707	0.702

Based on the results presented in the table above, it can be seen that the job burnout path formed by the work stress variable has an adjusted R-squared value of 0.625. This shows that the variability of work stress can explain the variability of burnout construct of 62.5%. Meanwhile, turnover intention formed by work stress and job burnout has an adjusted r-squared value of 0.702 or 70.2 %. The variability of work stress and job burnout can explain the variability of the turnover intention variable.

### Hypothesis Testing

The estimated values for path relationships in the structural model should be significant. This significance value can be obtained by procedure bootstrapping. I see the significance of the hypothesis by looking at the value of the parameter coefficient and the T-statistical significance on the bootstrapping report. It is seen from the T-table at alpha 0.05 (5%) = 1.96 to determine whether it is significant or insignificant. Then, the T-table is compared by T-count (T-statistics). The results of the statistical estimates are described as follows:

**Table 7.** Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Work Stress -&gt; Job Burnout</b>	0.794	0.799	0.038	20.909	<b>0.000</b>
<b>Work Stress -&gt; Turnover Intention</b>	0.455	0.469	0.081	5.583	<b>0.000</b>
<b>Job Burnout -&gt; Turnover Intention</b>	0.433	0.424	0.078	5.527	<b>0.000</b>

The table shows that work stress positively and significantly influences job burnout with an influence coefficient of 0.794 and a p-value of 0.000. In addition, work stress also had a positive and significant effect on turnover intention, with an influence coefficient of 0.455 and a p-value of 0.000. Furthermore, job burnout positively and significantly influenced turnover intention, with an influence coefficient of 0.433 and a p-value of 0.000.

## Discussion

### Testing the First Hypothesis

The results of the first hypothesis test show a positive and significant influence between work stress and job burnout. The influence value obtained is 0.000 with an influence coefficient of 0.794. This indicates that the higher the stress level experienced by medical personnel, the more likely they are to experience (Molina-Praena et al., 2018; Plieger et al., 2015) psychological conditions caused by accumulated stress over a long time. When employees experience prolonged stress will push them toward a more severe burnout condition (Adi & Fithriana, 2021; Romadhoni et al., 2015).

This study's results align with previous findings that also show a positive influence of work stress on turnover intention (Kurniawaty et al., 2019; Lu et al., 2017) on the desire of employees to leave their jobs. Thus, the first hypothesis in this study can be supported by the results obtained, highlighting the importance of stress management in the work environment to prevent burnout among medical personnel (Renggani, 2024; Rohita & Permana, 2024).

### Second Hypothesis Testing

The second hypothesis test found that work stress had a positive and significant effect on turnover intention, with an influence value of 0.000 and an influence coefficient of 0.455. These findings show that employees who experience high-stress levels tend to look for ways to cope with that stress, one of which is to consider leaving their jobs (Ayunah & Solihin, 2023; Nasution, 2017). Thus, the second hypothesis in this study can be considered supported, indicating that workplace

stress impacts the psychological well-being of employees and their decision to stay or exit (Helms-Lorenz & Maulana, 2016).

This study provides an overview of how employees' reactions to stress can be in the form of a desire to leave a work environment unsupportive of their physical and mental health. These findings support the results of previous research (Nainggolan & Gunawan, 2021; Soelton et al., 2020), which show that work stress affects turnover intention. With increased stress, employees are at a higher risk of considering leaving their jobs, which can have implications for organizational stability (Fassa, 2022; Nurlaili, 2023).

### **Third Hypothesis Testing**

The third hypothesis test revealed that job burnout positively and significantly influenced turnover intention, with an influence value of 0.000 and an influence coefficient of 0.433. This shows that the higher the burnout rate employees feel due to their jobs, the more likely they are to have the intention to leave the job (Madigan & Kim, 2021; Mappamiring et al., 2020). Therefore, the third hypothesis in this study can be supported, reflecting that burnout is not only an individual problem but also has the potential to affect team dynamics and the organization.

This study's results align with the findings (Naufal, 2019), showing a significant relationship between job burnout and turnover intention. Employees who experience high rates of burnout tend to feel greater dissatisfaction with their jobs, which triggers a desire to look for other job opportunities (Sunyoto et al., 2024). Thus, organizations need to be aware of the impact of burnout and work to create a more supportive work environment to minimize turnover and improve employee welfare.

## **CONCLUSION**

This study identified a significant relationship between work stress, burnout, and turnover intention in medical personnel at Prof. R. D. Kandou Hospital, Manado. These findings suggest that increased work stress may contribute to an increase in burnout rates, which in turn increases the intention of medical personnel to change jobs. The strength of this research lies in its specific focus on medical personnel in teaching hospitals, providing relevant insights for hospital management in designing appropriate policies. However, the study had shortcomings, such as a sample that may not represent all medical staff at the hospital and a cross-sectional approach that does not allow for analysis of changes over time. Therefore, it is recommended that further research be conducted by involving a wider sample and using a longitudinal design to understand the dynamics of this

relationship in more depth. In addition, interventions aimed at reducing work stress and burnout need to be developed and evaluated to improve the welfare of medical personnel and reduce the turnover intention rate in the hospital environment.

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