



The Influence of Workload, Job Stress, and Work Environment on Turnover Intention of Inpatient Nurses at Wiyung Sejahtera Hospital

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ABSTRACT

This study analyzes the influence of workload, job stress, and the work environment on nurses turnover intentions at Wiyung Sejahtera Hospital. The quantitative method used was Partial Least Squares–Structural Equation Modeling (PLS-SEM), involving 99 inpatient nurses using a Likert-scale questionnaire. The results show that workload and job stress have a significant positive effect on turnover intentions, meaning that the higher the workload and stress, the greater the nurse's intention to leave. Conversely, the work environment has a negative effect, meaning a positive environment can reduce turnover intentions. These findings emphasize the importance of managing workload, reducing job stress, and creating a conducive work environment to improve healthcare worker retention and the quality of hospital services. The study also discusses variable indicators and instrument validity and reliability, and provides strategic recommendations for human resource management in healthcare institutions.



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INTRODUCTION

Every company seeking success in market competition needs a competent and committed workforce. Employees, as human resources (HR), play a crucial role in contributing through skills, knowledge, and time to achieve organizational goals (Wulandari et al., 2025). Companies require high-performing HR to achieve efficiency and effectiveness, given that each employee has unique perspectives and characteristics that influence work dynamics and productivity (Mediana, 2024).

Healthcare institutions require competent and qualified human resources to improve services. Given the complex challenges of the healthcare sector, sound human resource management is crucial. Institutions must ensure their workforce is qualified, highly motivated, and dedicated. However, healthcare institutions cannot avoid internal issues related to human resources. Factors such as workload, job stress, and an excessive work environment can impact employee productivity and well-being. Therefore, healthcare institutions need to proactively identify and manage these factors by implementing strategies that support employee well-being, create a healthy work environment, and provide opportunities for professional development (Lestari, 2020).

Wiyung Sejahtera Hospital, a type C private hospital in Surabaya, established in 1995, is committed to providing quality healthcare services with full accreditation from the Indonesian Hospital for the Assessment and Application of Services (KARS). Its services include emergency care, outpatient and inpatient care, surgery, pharmacy, radiology, laboratory, and medical check-ups. Operating 24 hours a day, Wiyung Sejahtera Hospital faces the challenge of maintaining employee productivity and efficient human resource management to support excellent healthcare services.

A major issue in human resource (HR) management in companies is employee turnover, which refers to the rate at which employees leave their jobs (Deswarta et al., 2021; Pradita, 2023). Turnover refers to the condition in which an employee decides to leave their current position (Pradita, 2023). Turnover intention refers to an employee's desire or intention to resign from their current position and seek better employment opportunities in the future (Mahsyar et al., 2023).

Table 1. Inpatient Nurse Turnover at Wiyung Sejahtera Hospital 2021-2024

Year	Number of Inpatient Nurses at the Beginning of the Semester	Number of Nurses Outgoing	Number of Nurses entered	Number of Inpatient Nurses at the End of the Year	TurnoverRate
2021	76	4	4	76	5,26%
2022	76	8	8	76	10.5%
2023	76	9	9	76	11,8%
2024	99	13	13	99	13,13%

Source: Wiyung Sejahtera Hospital

According to Roseman in Julianti (2024), turnover intention is considered high if the turnover rate reaches 10% or above. Ramadhani (2022) states that the turnover rate is a metric that measures the percentage of employees who leave a company within a certain period, either through voluntary resignation or termination. This proportion is then compared to the total number of employees at the company during that period. The table presented by Wiyung Sejahtera Hospital shows an increase in turnover from 2021 to 2024. Wiyung Sejahtera Hospital experienced high turnover, with the turnover rate reaching 10.5% in 2022, 11.8% in 2023, and reaching its peak in 2024 at 13.13%. This phenomenon is a serious problem, as the institution faces challenges in retaining its nurses.

Workload includes physical and mental tasks that are the responsibility of individuals (Muslim, 2022). Each job carries specific responsibilities, with varying levels of workforce capacity to cope with these demands, whether physical, mental, or social (Fitriantini et al., 2020). Excessive workloads can lead to physical and psychological stress, as well as negative emotions such as headaches, digestive disorders, and irritability. Conversely, excessively light and monotonous workloads can reduce employee focus on their work and potentially endanger their safety (Siregar et al., 2025). Therefore, balanced workload management is crucial for maintaining workforce health and productivity.

Table 2. Number of Inpatients at Wiyung Sejahtera Hospital

Year	Number of Inpatients	Number of Inpatient Nurses
2021	6.415	76
2022	9.987	76
2023	11.180	76
2024	13.084	99

Source: Wiyung Sejahtera Hospital

Based on data on the number of inpatients and nurses at Wiyung Sejahtera Hospital, a significant increase in the number of patients was observed from 2021 to 2024. Meanwhile, the number of inpatient nurses remained stagnant until 2023, with only 99 nurses added in 2024. The patient-to-nurse ratio showed a worrying trend, reaching 147.4 patients per nurse in 2023, indicating a very high workload for nurses. Despite the increase in the number of nurses in 2024, the ratio remained high, potentially impacting the quality of care provided.

Occupational stress has a different meaning for each individual, as each person's ability to cope with the amount, intensity, type, and source of stress varies widely. Stress can be understood as the interaction between stimuli and the resulting response. This demonstrates that stress is not a foreign phenomenon or irrelevant to the normal conditions experienced by individuals (Kristin et al., 2022). Stress is a dynamic condition in which a person is faced with a conflict between opportunities, obstacles, or demands related to their desires, and the outcome of the conflict is perceived as uncertain and significant (Deswarta et al., 2021).

Table 3. Results of the Pre-Survey of Occupational Stress of Inpatient Nurses at Wiyung Sejahtera Hospital in 2025

No.	Statement	Yes	No
1.	I feel that my current job is causing me significant stress and anxiety.	18	12
2.	I feel that my current workload is too much and exceeds my capacity.	16	14

Source: Processed Data from Pre-Survey Distribution Results

A pre-survey at Wiyung Sejahtera Hospital showed that the majority of nurses experience significant job stress, with 60% of 30 respondents reporting stress and anxiety due to their work. Furthermore, 53.3% felt their workload exceeded their capacity. Interviews with informants at Wiyung Sejahtera Hospital revealed that several nurses experienced stress due to their extremely heavy and unbalanced workload. They felt overwhelmed by the number of patients they had to care for, leading to prolonged stress and anxiety.

One strategy to reduce turnover intention is to create a comfortable and supportive work environment. The work environment is crucial for nurses to effectively carry out their roles and functions (Haryanti & Asmuji, 2025). Employees who work in a supportive environment will feel comfortable and improve their performance. Conversely, an inadequate environment can reduce work enthusiasm and trigger a desire to leave the company (Suprpto & Kuncoro, 2022).

Table 4. Results of the Pre-Survey of Inpatient Nurse Work Environment Variables at Wiyung Sejahtera Hospital in 2025

No.	Statement	Yes	No
1.	I feel that communication and cooperation in my workplace is not yet effective and does not support the continuity of my work.	19	11
2.	I feel that my current work environment does not support and motivate me to continue working at this company.	21	9

Source: Processed Data from Pre-Survey Distribution Results

A pre-survey at Wiyung Sejahtera Hospital indicated significant dissatisfaction among nurses with their work environment. Of the 30 respondents, 19 nurses (63.3%) stated that communication and collaboration in the workplace were ineffective and did not support job continuity. Furthermore, 21 nurses (70%) felt that the current work environment did not motivate them to remain at the hospital.

This research is necessary because factors such as workload, job stress, and the work environment significantly impact nurse turnover intentions, which directly impact healthcare worker retention at Wiyung Sejahtera Hospital. In the complex context of healthcare, a thorough understanding of these variables is crucial for developing effective human resource management strategies.

Compared with previous research, this study stands out because it integrates all three variables simultaneously to analyze their influence on turnover intention, providing a more holistic insight. Many previous studies tend to focus on a single variable, thus under-representing the interaction between workload, stress, and the work environment. With this approach, this study not only provides relevant empirical data, but also strategic recommendations for creating a healthier and more supportive work environment, in order to improve the quality of hospital services and the welfare of nurses.

LITERATUR REVIEW

Workload

Workload is a collection of tasks or activities that need to be completed by an organizational unit or individual in a specific position during a specific time period. The assignment of workload to employees must be tailored to the abilities and competencies possessed by the employee. If it is not balanced, this can cause problems that can ultimately disrupt employee performance in the future (Gunawan in Lengkong et al., 2024). Research by Irna Wilis, Guston Sitorus, and Edi Siregar (2025) states that workload has a significant influence on turnover intention. There are three indicators to measure workload according to Koesomowidjojo in Aprelyani (2025) and according to Ahuja in Rahmatullah (2023) : targets to be achieved, work conditions, assignments that do not meet expectations.

H1: Workload has a positive effect on the turnover intention of inpatient nurses at Wiyung Sejahtera Hospital.

Job Stress

Job stress refers to the condition of employees who feel pressure in carrying out their work which results in disturbances such as unstable emotions, nervousness and excessive tension. Chaudhry in Anis (2021) states that job stress is an internal condition that arises in individual workers, which has the potential to affect organizational function, employee well-being, and their competence. Research by Shirleena Setiawan and Pauline H Pattyranie Tan (2021) suggests that job stress has a positive and significant effect on turnover intention, meaning that the higher the stress experienced by nurses, the higher their intention to change jobs. There are six indicators to measure job stress according to Igor in Muslim (2022), namely: pressure from colleagues, company leaders, and clients; the difference between demands and existing resources to

carry out tasks and obligations; incompatibility with work; dangerous work; frustrating, boring or repetitive work; overload; self-imposed factors such as unrealistic targets and expectations; self-criticism and support.

H2: Job stress has a positive effect on the turnover intention of inpatient nurses at Wiyung Sejahtera Hospital.

Work Environment

According to Nitisemito (in Sarip, 2023), the work environment encompasses all elements surrounding employees that can influence their performance in completing assigned tasks. This includes factors such as employee service, working conditions, and the dynamics of relationships between employees within the organization. Research by Shirleena Setiawan and Pauline H Pattyranie Tan (2021) states that there is a significant positive influence between the work environment and turnover intention, indicating that a good work environment can reduce nurses' intention to leave their jobs. There are five indicators of a non-physical work environment according to Sedarmayanti in Ati et al. (2022), including: work structure, work responsibilities, leadership attention and support, group cooperation, and smooth communication.

H3: The work environment has a negative effect on the turnover intention of inpatient nurses at Wiyung Sejahtera Hospital.

Turnover Intention

Turnover intention, according to Oley (2023), is an employee's voluntary desire to find a better job than their previous one. This occurs when employees have difficulty adapting to the company's workload and demands and can be an indicator of internal company problems. Turnover intention is an employee's intention to change jobs that has not yet been realized in concrete actions, while job transfer refers to the termination of employment with an organization or company for certain reasons (Aalang, 2023). There are three indicators used to measure turnover intention: thoughts of quitting, intention to quit, and intention to search for another job.

RESEARCH METHOD

This research is included in research that uses a quantitative approach. The population of this study is inpatient nurses. This study uses a non-probability sampling technique with saturated sampling, namely a sampling technique if all members of the population are used as samples. In this study, the sample taken amounted to 99 respondents. Research data collection used a questionnaire distribution technique to inpatient nurses at Wiyung Sejahtera Hospital with a response scale using a Likert scale measuring tool with a range of 1 to 5. Data analysis used in this study is the Structural Equation Modeling (SEM) method using the PLS analysis tool.

RESULTS AND DISCUSSIONS

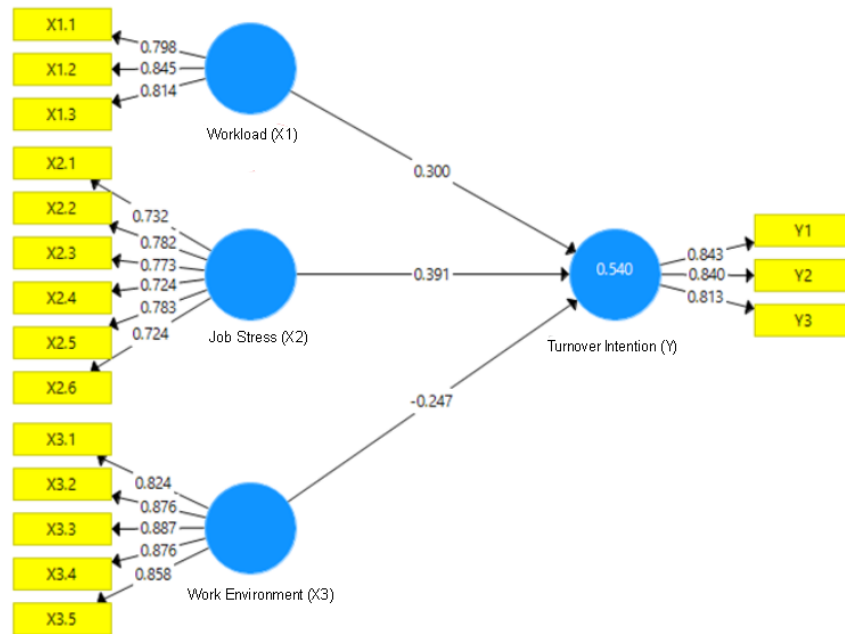
Results

The characteristics of the respondents in this study consisted of 99 nurses at Wiyung Sejahtera Hospital. The majority of respondents were aged 20-30 years (50.51%), followed by 31-40 years (40.40%) and 41-50 years (9.09%), with no respondents aged 51-55 years, indicating a predominance of young age which can influence nursing perspectives. In terms of gender, there were 40 male nurses (40.40%) and 59 female nurses (59.60%), reflecting a larger proportion of women, which influences the dynamics of the care team. Respondents' education showed that 50 people (50.51%) had a D3 Nursing background and 49 people (49.49%) had completed nursing education, which illustrates diversity in the quality of education. Most respondents worked in the Inpatient unit (68.69%), followed by the ICU, NICU, and PICU units, thus requiring special attention regarding training to improve the quality of care in these units.

1. Outer Model

An outer model is a measurement model that describes the relationship between latent variables and the indicators used to measure them. This model serves to test the validity of variables and the reliability of research instruments, and also assists in measuring latent variables through observable indicators. Furthermore, the outer model also plays a role in assigning weights to each indicator.

Figure 1. Outer Model displaying factor loadings, path coefficients, and R-squared values.



Source: Results from PLS data analysis.

The PLS output shows the factor loading values for each indicator above the arrows connecting the variables with their indicators. The path coefficients are displayed above the arrows between exogenous and endogenous variables. Workload (X1) has the largest influence on Turnover Intention (Y), with the highest indicator being X1.2 (0.845), followed by Job stress (X2) with indicator X2.5 (0.783). Meanwhile, Work Environment (X3) displays a negative impact with indicator X3.3 (0.887). The R-Square for Turnover Intention (Y), indicated in the circle, shows that 0.540 of the variance can be explained by these variables.

Convergent Validity Test

Table 5. Outer Loadings

	Workload (X1)	Job Stress (X2)	Work Environment (X3)	Turnover intention (Y)
X1.1	0.798			
X1.2	0.845			
X1.3	0.814			
X2.1		0.732		
X2.2		0.782		
X2.3		0.773		
X2.4		0.724		
X2.5		0.783		
X2.6		0.724		
X3.1			0.824	
X3.2			0.876	
X3.3			0.887	
X3.4			0.876	
X3.5			0.858	
Y1				0.843
Y2				0.840
Y3				0.813

Source: Results from PLS data analysis.

The table results show the loading factors for indicators related to Workload (X1), Job stress (X2), Work Environment (X3), and Turnover Intention (Y). For Workload, indicators X1.1, X1.2, and X1.3 have loading factors of 0.798, 0.845, and 0.814, all exceeding the threshold of 0.7, indicating good convergent validity. In the Job stress variable, six indicators (X2.1 to X2.6) have loading factors ranging from 0.724 to 0.783, all meeting the convergent validity criteria. Work Environment

comprises five indicators (X3.1 to X3.5) with loading factors between 0.824 and 0.887, with X3.3 being the highest. Finally, the Turnover Intention variable includes three indicators (Y1, Y2, and Y3) with loading factors of 0.843, 0.840, and 0.813, also demonstrating good convergent validity. Overall, all indicators show adequate loading factors, confirming their effectiveness in reflecting the constructs of the respective variables and their reliability for further analysis in this study.

Discriminant Validity Test

Table 6. Cross Loadings

	Workload (X1)	Job Stress (X2)	Work Environment (X3)	Turnover Intention (Y)
X1.1	0.798	0.595	-0.084	0.497
X1.2	0.845	0.690	-0.149	0.558
X1.3	0.814	0.612	-0.188	0.527
X2.1	0.572	0.732	-0.171	0.554
X2.2	0.613	0.782	-0.195	0.557
X2.3	0.578	0.773	-0.056	0.456
X2.4	0.581	0.724	-0.093	0.438
X2.5	0.608	0.783	-0.096	0.537
X2.6	0.537	0.724	-0.047	0.402
X3.1	-0.132	-0.064	0.824	-0.249
X3.2	-0.030	-0.035	0.876	-0.267
X3.3	-0.149	-0.145	0.887	-0.362
X3.4	-0.148	-0.110	0.876	-0.233
X3.5	-0.246	-0.248	0.858	-0.380
Y1	0.529	0.582	-0.259	0.843
Y2	0.528	0.520	-0.304	0.840
Y3	0.551	0.545	-0.331	0.813

Source: Results from PLS data analysis.

The results from the cross-loading table show the correlation between each indicator and its relevant construct, as well as with indicators from other constructs. For the Workload (X1) variable, indicators X1.1 (0.798), X1.2 (0.845), and X1.3 (0.814) have high loading factors, reflecting a strong relationship with the construct. Their correlations with indicators from other constructs, such as Job stress (X2) and Turnover Intention (Y), are much lower, indicating good discriminant validity. In the Job stress variable, indicators X2.1 to X2.6 show higher loading factors with their own construct, particularly X2.2 at 0.782, confirming their effectiveness in reflecting the Job stress construct. For the Work Environment (X3) variable, indicators X3.1 to X3.5 also show high loading factors, with X3.3 reaching 0.887, indicating a strong relationship. Similarly, indicators for Turnover Intention (Y) have loading factors of 0.843, 0.840, and 0.813, which are higher than their correlations with other constructs. Overall, the cross-loading analysis demonstrates that each indicator has stronger correlations with its relevant construct, establishing that all constructs in this study possess good discriminant validity.

Average Variance Extracted (AVE)

Tabel 7. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Workload (X1)	0.671
Job Stress (X2)	0.567
Work Environment (X3)	0.747
Turnover intention (Y)	0.693

Source: Results from PLS data analysis.

The results from the Average Variance Extracted (AVE) table show the AVE values for each construct in this study. For the Workload (X1) variable, the AVE value is 0.671, indicating that the proportion of variance in the indicators explained by this latent variable is quite high. The Job Stress (X2) variable has an AVE value of 0.567, which also meets the minimum criteria, although it is close to the threshold. Meanwhile, the Work Environment (X3) variable shows an AVE value of 0.747, and Turnover Intention (Y) has an AVE value of 0.693. These two values indicate that the indicators in these constructs adequately reflect the latent variables. Overall, all constructs have AVE values greater than 0.5, indicating that the convergent validity for each variable meets sufficient criteria.

Reliability Test

Reliability testing is a crucial step in research, ensuring the reliability of the instruments used to measure variables. Two common approaches to assess reliability are Cronbach's Alpha and Composite Reliability.

Table 8. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Workload (X1)	0.755	0.860
Job Stress (X2)	0.848	0.887
Work Environment (X3)	0.917	0.937
Turnover Intention (Y)	0.778	0.871

Source: Results from PLS data analysis.

From the table, the Cronbach's Alpha values for each construct are above 0.70, indicating good internal consistency. The Job stress (X2) and Work Environment (X3) constructs have higher values (0.848 and 0.937), indicating very good reliability. The Turnover Intention (Y) construct also meets the criteria with a value of 0.778. All Composite Reliability values are above 0.70, demonstrating that the measurement tools in this study have good reliability. Workload (X1) has a value of 0.860, Job stress (X2) has 0.887, Work Environment (X3) has 0.937, and Turnover Intention (Y) has 0.871. Although there are differences in the Cronbach's Alpha measurements, both are consistent in indicating that the indicators of the constructs are functioning well, providing a comprehensive picture of construct reliability.

2. Inner Model

The inner model in PLS (Partial Least Squares) analysis describes the relationship between latent variables in research, functioning to understand the interactions between constructs that cannot be measured directly through observable indicators.

R-Square

Table 9. R-Square

	R Square	R Square Adjusted
Turnover Intention (Y)	0,540	0,460

Source: Results from PLS data analysis.

The R-Square value of 0.540 indicates that 54% of the variation in turnover intention can be explained by the exogenous variables in the model. Meanwhile, the Adjusted R-Square of 0.460 shows that after adjusting for the number of variables, 46% of the variation can still be explained. These results indicate that the model is quite effective in explaining turnover intention, although there is potential to improve the explanation with other relevant variables.

3. Hypothesis Testing

Based on the analysis results from the Path Coefficients table, which presents the T-Statistics and P-Values, the following conclusions can be drawn from each hypothesis:

Table 10. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X1) -> Turnover intention (Y)	0.300	0.295	0.117	2.561	0.005
Job Stress (X2) -> Turnover intention (Y)	0.391	0.399	0.106	3.672	0.000
Work Environment (X3) -> Turnover intention (Y)	-0.247	-0.246	0.113	2.186	0.015

Source: Results from PLS data analysis.

Discussion

The Effect of Workload (X1) on Turnover Intention (Y)

Workload (X1) has a positive effect on Turnover Intention (Y). This is supported by a path coefficient of 0.300, with a T-statistic value of 2.561, which is greater than 1.96 (the T-table value at $\alpha = 0.05$), and a P-Value of 0.005 that is less than 0.05, indicating a positive (significant) result. Therefore, the hypothesis can be accepted.

The findings indicate that workload contributes to turnover intention among inpatient nurses at Wiyung Sejahtera Hospital; the higher the workload, the greater their intention to leave their jobs. Descriptive analysis shows that job condition indicators have the strongest influence on turnover intention. Nurses who interact intensively with medical equipment feel pressured by high demands, creating uncertainty and concern about their performance. This dissatisfaction may lead to a

desire to seek other positions if not addressed. These findings align with research conducted by Irna Wilis, Guston Sitorus, and Edi Siregar (2025), which concludes that workload affects turnover intention.

Job stress (X2) on Turnover Intention (Y)

Job stress (X2) also has a positive effect on Turnover Intention (Y). With a path coefficient of 0.391, the T-statistic value of 3.672 is greater than 1.96, and the P-Value of 0.000 is less than 0.05, indicating a positive (significant) result. Therefore, the hypothesis can be accepted.

The findings indicate that job stress contributes to turnover intention among inpatient nurses at Wiyung Sejahtera Hospital. Nurses experiencing high stress tend to have the intention to leave their jobs. Descriptive analysis reveals that excessive workload is the most influential factor in increasing turnover intention. Many respondents feel pressure due to overload, which leads to a desire to leave their jobs. This stress can cause emotional exhaustion, negatively impacting productivity and quality of care, as well as creating dissatisfaction due to the mismatch between job demands and capabilities. These findings align with research conducted by Dheny Yunitasari, Dicky Yulius Pangkey, and Ani Nuraini (2023), which states that there is an influence of job stress on turnover intention among inpatient nurses. Nurses experiencing excessive job stress are more likely to choose to leave their jobs.

Work Environment (X3) on Turnover Intention (Y)

The Work Environment (X3) has a negative impact on Turnover Intention (Y). A path coefficient of -0.247 indicates a negative relationship, with a T-statistic of 3.672 that is greater than 1.96, and a P-Value of 0.015 that is less than 0.05. This result suggests that the influence of the work environment is significant and negative. Therefore, the hypothesis is rejected, and the findings support that the work environment contributes to the turnover intention of inpatient nurses at Wiyung Sejahtera Hospital.

The better the working conditions, the lower the nurses' intention to leave their jobs. Creating a conducive work environment is effective in maintaining nurse loyalty. Descriptive analysis shows that attention and support from leaders are the most influential indicators regarding turnover intention. When leaders provide good attention and support, nurses feel valued and motivated, which not only increases job satisfaction but also fosters a positive work environment. The better the leadership support, the lower the nurses' intention to change jobs.

This finding aligns with research conducted by Nia Ramadhani Nur, Anwar Ramli, and Tenri S.P Dipatmodjo (2025), which states that there is an inverse relationship between the work environment and turnover intention. The better the work environment, the lower the intention of nurses to leave their jobs.

CONCLUSION

Based on the results of testing using PLS to examine the influence of Workload, Job Stress, and Work Environment on Turnover Intention among inpatient nurses at Wiyung Sejahtera Hospital, the following conclusions can be drawn:

1. Workload has a significant impact on the intention of inpatient nurses at Wiyung Sejahtera Hospital to leave. Nurses who frequently interact with equipment and face high demands experience more stress, which leads to dissatisfaction and a desire to leave the profession.
2. Job stress contributes to the intention of inpatient nurses at Wiyung Sejahtera Hospital to leave. The mismatch between nurses and job demands is a primary factor that causes turnover intention, resulting in emotional exhaustion that negatively impacts job satisfaction and increases the desire to move.
3. The work environment plays a role in reducing turnover intention among inpatient nurses at Wiyung Sejahtera Hospital. Research shows that a good environment, particularly in terms of work structure, enhances loyalty and satisfaction among nurses, creating a positive atmosphere that reduces the intention to quit.

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