

The Influence of Workload, Work Stress, and Work Motivation on Turnover Intention Amongst Non-Civil Servant Nurses of the Mataram City Hospital, Indonesia

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ABSTRACT

This study aims to determine the effect of Workload, Work Stress and Work Motivation on Turnover Intention in non-civil servants at the Mataram City Hospital. Data collection using the survey method. The sampling technique used was purposive sampling with the criteria of employees of the Emergency Department, Stroke center and intensive care unit with a sample of 65 people from a total population of 260 non-civil servants at the Mataram City Hospital. The results showed that workload and work stress have a significant positive effect on turnover intention, while work motivation has a positive but insignificant effect on turnover intention . Based on the significant influence of workload and work stress on turnover intention, MCH is recommended to optimize employee workload and develop a work stress management program. Increasing work motivation through a fair reward system and career development is also recommended to reduce employees leaving the company.

INTRODUCTION

Hospitals are health services needed by the wider community; quality hospital services depend on the performance of hospital employees. Nurses are an important component in health services in hospitals. Nurse performance directly affects service quality and patient satisfaction. However, the phenomenon of turnover intention or intention to leave the job is a challenge in itself. High levels of turnover intention can have a negative impact on the continuity of health services, cost efficiency and organisational stability. Mataram City Hospital (MCH) is one of the public health service institutions in West Nusa Tenggara Province of Indonesia which is headquartered at Jl. Bung Karno no 3 Pagutan Raya Mataram. Turnover intention often occurs in various workplaces including MCH. An interesting phenomenon occurred at MCH, where initial observations showed dissatisfaction among employees related to high workload and increasing work stress. For example, many employees reported that they often have to handle a number of patients that exceeds the ideal capacity which has an impact on the quality of service they provide, especially when the patients are entrusted by superiors or families of officials, which means there is pressure when handling these patients. In addition, based on the interview results, it was found that MCH rarely gives awards or recognition to employees for their performance, which is expected to increase work motivation.

Although various studies have examined the effect of workload, work stress, and work motivation on turnover intention, most have been conducted in the private sector or on permanent employees, so not many have addressed the context of non-civil servant nurses in government hospitals. In addition, previous results showed a significant influence of work motivation on reducing turnover intention, but this study found that work motivation did not have a significant effect. This condition shows that there is a research gap, both in terms of organizational context, respondent characteristics, and inconsistency of results, which is an important basis for conducting this research.

This study aims to analyse the effect of workload, work stress and work motivation on turnover intention amongst non-civil servant nurses at the MCH. By understanding the factors that influence turnover intention, it is hoped that an effective strategy can be formulated to reduce turnover rates, improve nurses' welfare and maintain the quality of health services at the MCH.

THEORETICAL REVIEW

Turnover intention refers to the attitude of employees with the desire to leave a company (Sa'adah, S Prasety, 2018) . According to Putra et al (2020) turnover intention is defined as a step towards awareness that a person's desire to move, namely from one workplace to another has not yet materialised. The occurrence of turnover intention causes the company to have to incur costs to recruit new employees, if this is allowed, the company will experience losses Lestari & Primadineska R (2021) . Therefore, it is very important for companies to pay attention to the causes of turnover intention. Workload is also one of the factors that can affect turnover intention. According to Suwanto & Priansa (2021) states that workload contains the concept of using basic energy and available

reserve energy. An employee's task is considered heavy (overload) if the basic energy has been used up and must use reserve energy to complete the task. It is better if the task is considered light (under overload) if the basic energy is still slightly used to complete the task. Levinson et al (1965) stress stemming from high workloads can cause employees to feel stressed and unable to fulfil the demands of their jobs, thus increasing the desire to seek other jobs that are more in line with their capacities and expectations.

Latansa, Noor and Rozak (2024) and Purnama (2023) in their research found that workload has a positive and significant effect on turnover intention, which means that when employees feel a high workload, the intention of employees to leave their place of work will also increase. In contrast to the results of research Based on the description above, the following hypothesis can be formulated:

H1: workload has a significant positive effect on the turnover intention of non-civil servant nurses at the MCH"

A high workload can cause pressure on employees, resulting in a negative impact on physical and mental health. When employees are overburdened with too many and difficult tasks it causes work stress levels. according to Job Stress is a feeling of pressure experienced by employees in dealing with work. Prolonged work stress can disrupt work-life balance and lead to feelings of dissatisfaction with work. Employees who experience stress tend to have a higher intention to look for work elsewhere, considering that they are unable to cope with the existing pressure.

Research conducted by Hisbih et al (2023) and Wulandari et al (2024) in his research found the results that job stress has a positive and significant effect on turnover intention, which means that the higher the job stress, the more likely employees have the intention to leave the company. However, research conducted by Astuti et al (2022) and Kuntari (2019) explains that job stress does not have a positive and significant effect on employee turnover intention. Based on the description above, the following hypothesis can be formulated:

H2: work stress has a significant positive effect on the turnover intention of non-civil servant nurses at the MCH .

On the other hand, work motivation also plays an important role in determining turnover intention. According to Handoko (2002), work motivation is a person's personal condition that encourages individual desires to carry out certain activities in order to achieve goals. Motivated employees tend to be more bound to have a higher commitment to the organisation. High work motivation is one of the key factors in reducing employees' intention to leave the company. Dissatisfaction arises when employees feel less motivated, which can encourage them to seek other more satisfying jobs (Deci & Ryan, 2000) (Teet & Mayeer, 1993) , good work motivation is negatively related to turnover intention, where the higher the work motivation, the lower the intention to leave the job. Research conducted by Tjendra (2019) and Tj (2020) in his research found the results of

work motivation has a negative influence on turnover intention. This is different from research conducted by Krisdianto et al (2023) the results of the study showed that motivation affects turnover intention. where motivated employees have the intention to stay with the company. This can be interpreted that the higher the work motivation of employees will minimise the turnover intention that occurs.

H3: work motivation has a positive and insignificant effect on the turnover intention of non-civil servant nurses at the MCH.

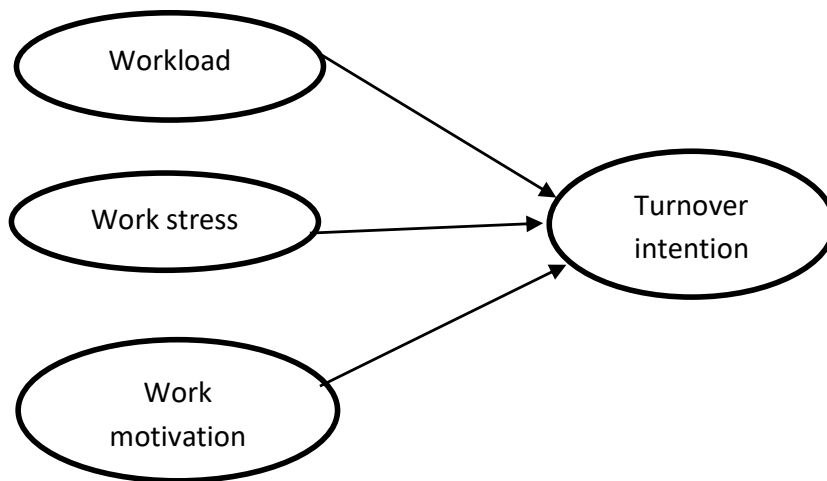


Figure 1. Conceptual Framework

Based on previous research from various journals, the conceptual framework of this study is made on the basis of consistent findings that high workload and work stress significantly contribute positively to employee turnover intention, this is evidenced by research conducted by Purnama (2023) and Wulandari et al (2024) which underline the negative impact of pressure at work on the desire to leave the company. However, on the contrary, work motivation is generally proven to have a negative relationship with turnover intention. This is evidenced by research conducted by Tjendra (2019) and Tj (2020) which shows that highly motivated employees tend to be more attached and satisfied, thus reducing the intention to move or leave the company. Therefore, this study assumes that in employees of the MCH, workload and work stress will increase, while work motivation will reduce turnover intention, is expected to provide empirical insights for the development of effective employee retention strategies in the hospital environment.

METHODOLOGY

The type of research used is associative research using a causal relationship that aims to determine the relationship between research variables. The population of this study were all non-civil servant nurses at the MCH , namely 260 people with a sample size of 65 people non-civil servant nurses. The sampling method used in this study is a nonprobability technique with

purposive sampling, which according to Sugiyono (2013) is a technique in determining samples / respondents using certain criteria and conditions . as for the sample criteria, namely non-official nurses of the Emergency Department unit, Stroke center and intensive care unit at MCH.

RESULTS

Validity test is to state the extent to which the data obtained through the research instrument (in this case a questionnaire) will measure what you want to measure (Abdullah, 2015). Based on the validity test, all statement items from the workload, work stress, and work motivation variables are declared valid because the calculated r value is greater than r table 0.240. Reliability is a term used to indicate the extent to which a measurement result is relatively consistent if the measuring instrument is used repeatedly, other steps should not be used as a tool to measure length because each step is not the same length (Abdullah, 2015). The reliability test shows that the Cronbach's Alpha value for all variables is greater than 0.60, so that all statements in the questionnaire are declared reliable. The results of the classical assumption test show that the data of all research variables are normally distributed with an Asymp.Sig (2-tailed) value of 0.200 which is greater than 0.05, there is no multicollinearity between independent variables because the tolerance value is above 0.10 and the VIF value is below 10 for each variable, and there is no heteroscedasticity due to the random distribution of residual points, so this research data qualifies for further analysis with a good and ideal regression model.

Table.1 Multiple Linear Regression Test Results

Coefficients ^a				
Model		Unstandardised Coefficients		Standardised Coefficients
		B	Std. Error	Beta
1	(Constant)	-2.712	2.035	
	Workload	.741	.110	.607
	Work Stress	.238	.103	.245
	Work Motivation	.080	.071	.121

a. Dependent Variable: Turnover Intention

The constant value of -2.712 indicates the prediction of employee intention to leave the MCH when workload, work stress, and work motivation have no

effect. The coefficient of workload (X1) of 0.741 means that every increase of one unit of workload will increase the intention to leave by 0.741 units (*ceteris paribus*), and vice versa. The coefficient of work stress (X2) of 0.238 indicates that each increase of one unit of work stress will increase the intention to leave by 0.238 units (*ceteris paribus*), and vice versa. Meanwhile, the coefficient of work motivation (X3) of 0.080 implies that every one unit increase in work motivation will decrease exit intention by 0.080 units (*ceteris paribus*), although this interpretation is followed by a contradictory statement regarding the two-way effect by linking it to work discipline and performance.

Table. 2 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9796.743	3	3265.581	120.408	.000 ^b
	Residuals	1627.257	60	27.121		
	Total	11424.000	63			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Work Motivation, Workload, Work Stress						

Based on the results of the F test, the calculated F value of 120.408 is greater than the F table 3.14 with a significance level of less than 0.000 (≤ 0.05), so the alternative hypothesis is accepted, which means that workload, work stress, and work motivation simultaneously have a significant effect on employee exit intention at the MCH, and the regression model used meets the assumptions.

Table.3 t-test results

Variables	Regression coefficient	t count	t table	Significance value	Description
Workload (X1)	0.607	6.724	1.997	0.000	Significant
Job Stress (X2)	0.245	2.304		0.025	Significant
Work Motivation (X3)	0.121	1.119		0.268	Not Significant

The t value of the workload variable (X1) is 6.724 with a significance of 0.000, because $t(\text{count}) > t(\text{table})$ ($6.724 > 1.997$). The t value of the work stress variable (X2) is 2.304 with a significance of 0.025, because $t(\text{count}) > t(\text{table})$ ($2.304 > 1.997$). The tcount value of work motivation (X3) is 0.121 with a significance of 0.268, because $t(\text{count}) < t(\text{table})$ ($0.121 < 1.997$). Based on these results, the three hypotheses proposed are statistically proven ACCEPTED and one hypothesis, namely work motivation, has no significant effect on the dependent variable.

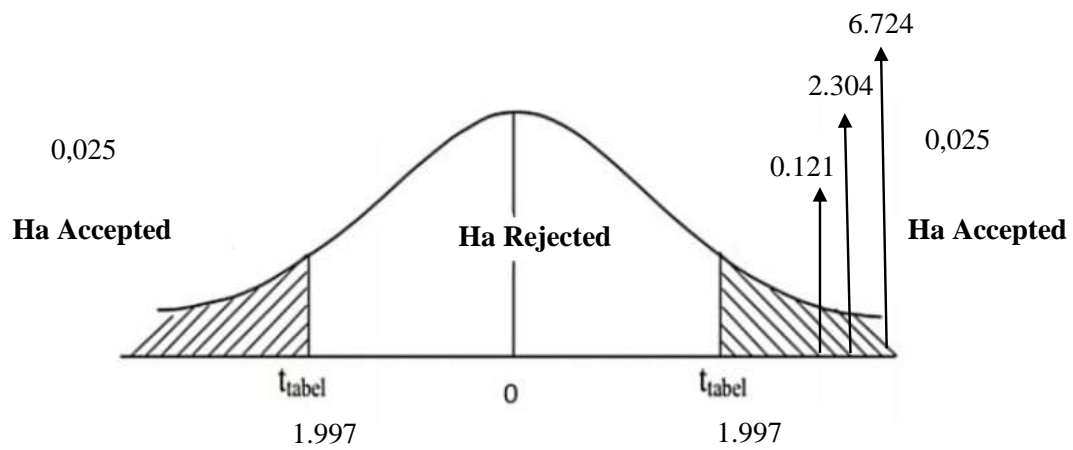


Figure. 2 Graphical Results of the t Test

Table. 4 Determination Test Results (r2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.852	5.16613
a. Predictors: (Constant), Work Motivation, Workload, Work Stress				

Based on the table above, the adjusted R Square value of 0.852 is transformed into a coefficient of determination of 85.2%, meaning that the ability of the independent variables to explain the variance of the dependent variable is 85.2%, the remaining 14.8% is explained or can be influenced by other variables outside the research variables that are not included in this research model, including: leadership, compensation, work performance, job satisfaction, and so on.

DISCUSSION

Based on the data obtained from the analysis, several conclusions can be drawn as follows:

Workload (X1) significantly and favorably affects turnover intention. This is demonstrated by the partial analysis, which shows that the significance test value is $0.000 < 0.05$ and the t count result is $6.724 > t$ table 1.997. This indicates that the study's H0 is rejected. This implies that the intention of non-civil servant nurses at the MCH to leave will rise in proportion to the amount of work they own. The results of this study are in line with research conducted by (Purwati & S, 2021) and Sholehah & Ratnasari (2019) the results showed that workload had a significant effect on turnover intention.

The intention to leave a job is positively and significantly impacted by job stress (X2). This is proven by the partial analysis which indicates that the t count result is $2.304 > t$ table 1.997 and the significance test value is $0.025 < 0.05$. This is in line with research conducted by Klassen & M (2011) and Gofur (2018) Suggests that job stress has a positive effect on employee intention to quit where when employees experience excessive stress has implications for intention to quit.

Turnover intention is positively and negligibly impacted by work motivation (X3). This is demonstrated by the partial analysis, which shows that the significance test value is $0.268 > 0.05$ and the t count result is $0.121 < t$ table 1.997. this is in line with research conducted by Angelisa et al (2023) the results showed that work motivation has a positive and insignificant effect on turnover intention.

The influence between workload, work stress and work motivation on turnover intention of employees of the MCH is jointly proven to have an effect and one variable, namely work motivation, is not significant to the dependent variable, this is also evidenced by the results of the simultaneous test analysis that F Count has a value of 120.408 so that the value of F Count $> F$ Table of 3.14 and the significance test value of $0.000 < 0.05$.

The results of multiple linear regression testing show that the variable that most influences the occurrence of turnover intention in employees of the MCH is the workload variable. This is evidenced by the results of the regression coefficient analysis that workload has a value of 0.741 or 74.1% when compared to the work stress variable which has a value of 0.238 or 23.8% and the work motivation variable 0.080 or 8%.

Workload and work stress jointly and significantly affect turnover intention. Although work motivation individually does not have a significant influence, when considered together with workload and work stress, these factors together have a significant influence on nurses' desire to leave the hospital. Workload is the most influential factor on turnover intention. Among the three variables studied, workload has the strongest influence on the turnover intention of non-civil servant nurses at the MCH

CONCLUSIONS AND RECOMMENDATIONS

From the analysis that has been done in this study, it can be concluded that Workload and Work Stress have a significant effect on Turnover intention. This means that the higher the workload and work stress experienced, the greater the possibility of having an intention to leave the company.

In an effort to reduce Workload and Job Stress experienced by non-civil servant nurses at the MCH, a comprehensive approach is needed that involves various aspects of human resource management. Firstly, hospital management needs to evaluate the distribution of workload, ensuring that each nurse has a proportional task. Optimisation of work scheduling, additional nurses if needed and the use of technology for administrative efficiency can help reduce excess pressure. Secondly, stress management training programmes should be conducted regularly to equip nurses with the ability to manage stress effectively and maintain a work-personal balance. Furthermore, it is important to create a supportive work environment, management must be pro-active in receiving and listening to complaints and input from nurses and rewarding good performance in order to increase work motivation. Finally, flexible policies related to leave and time off need to be considered, by giving nurses the opportunity to recover from work pressure, it is hoped that the workload and work stress of non-civil servant nurses at MCH can be reduced which in turn will improve the quality of health services and can increase work motivation and reduce turnover intention.

RECOMMENDATIONS

1. Workload Evaluation and Redistribution

The management of MCH is advised to conduct a thorough evaluation of the workload of nurses, especially in high-pressure units such as emergency rooms, stroke centers, and ICU. It is necessary to redistribute tasks and add nursing personnel if necessary so that the workload is more proportionate.

2. Stress Management Program

Hospitals need to develop and routinely implement stress management programs, such as coping mechanism training, counseling, and mindfulness-based psychological approaches to help nurses manage work stress in a healthy and productive manner.

3. Increased Motivation through the Reward System

Although motivation did not have a significant effect in this study, increased motivation was still important. MCH can implement a fair reward system, career development opportunities, and incentives based on

FURTHER STUDY

Based on the direct experience of researchers in this research process, there are several limitations that are experienced and can be a factor that can be more considered for further research to further refine the research because this research itself certainly has shortcomings that need to be improved in further research, some of the limitations in this study, among others:

1. This study only tests the relationship and influence. For future research, it is recommended to conduct more varied tests by including several types of independent and dependent variables.
2. In the data collection process, the information provided by respondents through questionnaires sometimes does not show the actual opinions of respondents. This happens because sometimes differences in thinking. Different assumptions and understanding of each respondent, as well as other factors such as honesty in filling in the respondent's opinion in the questionnaire.

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