

Analysis of workload and role conflict on work stress and their implications on turnover intention

Bambang Dwi Suseno^{1*}, Basrowi², Yuni Kuwartika³

^{1,2,3}Program Magister Manajemen, Universitas Bina Bangsa, Indonesia

Abstract

The aim of the research is to analyze the influence of workload, role conflict on work stress and its implications for honorary nurse turnover. The method used was quantitative research with a sample size of 160 honorary nurses, data was obtained using a questionnaire and analyzed using smart PLS 3.0. The research results found that work stress was influenced by role conflict, not because of workload. Other findings reveal that turnover intention is influenced by role conflict and work stress, while workload does not affect turnover intention. So work stress mediates the effect of role conflict on turnover intention, and also mediates the effect of workload on turnover intention. This research is able to provide a theoretical contribution regarding the pseudo-effect of work stress in mediating the indirect influence of workload and role conflict on turnover intention. Managers who want to reduce turnover intention can evaluate role conflict and workload to reduce work stress.

Keywords: workload, work stress, role conflict, turnover intention

Abstrak

Tujuan penelitian adalah menganalisis pengaruh beban kerja, konflik peran terhadap stres kerja dan implikasinya terhadap turnover perawat honorer. Metode yang digunakan adalah penelitian kuantitatif, jumlah sampel 160 perawat, data diperoleh dengan menggunakan kuesioner dan data dianalisis menggunakan smart PLS 3.0. Hasil penelitian menemukan bahwa stres kerja dipengaruhi oleh adanya konflik peran, bukan karena beban kerja. Temuan lain mengungkapkan bahwa turnover intention dipengaruhi oleh konflik peran dan stress kerja, sedangkan beban kerja tidak mempengaruhi turnover intention. Jadi stres kerja memediasi pengaruh konflik peran terhadap turnover intention, serta memediasi pengaruh beban kerja terhadap turnover intention. Penelitian ini mampu memberikan kontribusi teoritis mengenai pseudo-efek stres kerja dalam memediasi pengaruh tidak langsung beban kerja dan konflik peran terhadap turnover intention. Manajer yang ingin menekan turnover intention dapat mengevaluasi konflik peran dan beban kerja untuk mengurangi stres kerja.

Kata kunci: beban kerja, stres kerja, konflik peran

Permalink/DOI : <https://doi.org/10.21067/jem.v19i2.7533>

How to cite : Suseno, B. D., Basrowi & Kuwartika, Y (2023). Analysis of workload and role conflict on work stress and their implications on turnover intention. *Jurnal Ekonomi Modernisasi*, 19(2). 96-111.

Article info : Received: March 2023; Revised: Oct 2023; Accepted: Nov 2023

*Corresponding Author:
Universitas Bina Bangsa
Jalan Raya Serang-Jakarta KM3 No. 1b, Pakupatan Kota Serang, Provinsi Banten.
Email: bambangds_mm@binabangsa.ac.id

ISSN 0216-373X (print)
ISSN 2502-4078 (online)



Introduction

The size of the loss in a company is caused by high employee turnover intention tinggi (Wibowo et al., 2021). Turnover intention can be interpreted as the desire or desire possessed by an employee to stop working due to several factors that make the background of an employee to make this decision (Sudnanti & Wijayant, 2018). The desire of employees to stop working can cause losses because the company will certainly recruit new employees at a calculated cost (Satyaningrum & Djastuti, 2020). If the employee submitting the dismissal is the best employee with some of the abilities and achievements he has, it will be difficult for the company to get new employees with the same quality (Iskandar & Sutrisna, 2019).

In the 2020 Central Statistics Agency (BPS) report, it is reported that health services are included in the top 3 industries that have high turnover intention rates after the hospitality and banking industries. According to Novel and Marchyta (2021) one of the human resources that has an important role for the hospital and determines whether or not the services provided to patients are nurses (Dewi & Suartina, 2022). Nursing is a mentally, emotionally, and physically challenging profession. Nurses are required to work quickly in their environment, always ready to provide nursing care to patients, reassure their family members, and are required to always follow the SOP that has been determined by the Hospital. This has the potential to cause stress to nurses, so that many health care organizations have high nurse turnover intention rates (Authar, 2019).

Turnover intention is a normal phenomenon in hospital institutions if the prevalence of events is still according to standards. According to Raihan and Chaerudin (2021) standard turnover intention is 5-10% per year is considered as ideal conditions. But the facts show that the turnover intention that occurs in hospital

organizations tends to increase above the standard limit. Several studies have reported the incidence of turnover intention in health services. According to the 2014 American Health Care Association "AHA" survey, their turnover intention was recorded as having a turnover intention incidence of 44.3% (Yunus, 2021) while in Canada, based on research (Sutikno, 2020) the average incidence of nurse turnover intention in hospitals reaches 19.9% per year.

Indonesia is a country that has problems in turnover intention. Based on several studies in Indonesia, it was recorded that in West Sumatra, nurse turnover intention was quite high in private hospitals, which was recorded at 24.3% (Alfatah & Endratno, 2021), while in Bogor it was 24.3%. Data recorded at the Surabaya Private Hospital in 2014 was 13.67%, 13.69% in 2015, and 16.91% in 2016 (Novel & Marchyta, 2021). According to Elizabeth (2012) the health service turnover intention rate is 23% of the total employee turnover intention and 50% of them are nurses. The high prevalence of turnover intention in hospitals will certainly have a negative impact on health services, one of which is turnover intention (Situmorang & Wardhani, 2022).

In the results of the initial observations that researchers conducted on honorary nurses at Tibe B Hospital in the province of Banten non-Tangerang Raya, where the hospital is a hospital with good accreditation domiciled in Serang city, Cilegon city, and Lebak regency. Where in the city of Serang there are two hospitals of the same type, namely the Banten General Hospital which is a hospital owned by the Banten provincial government, and the Drajat Prawiranegara Hospital which is a hospital owned by the Serang district government. For type B hospitals in the city of Cilegon there is the Stage Rawi Hospital, and in the Lebak district there is the Adjidarmo Hospital. These four hospitals are regional

Table 1. Data on Honorary Nurse Turnover intention in Type B Hospitals in Banten Non-Tangerang Raya

Name Hospital	Number of Honorary Nurses	Number of Nurses Turnover intention	Percentage
RSUD Banten	329	42	12,76%
RS Drajat Prawiranegara Kab Serang	434	57	13,13%
RS Panggung Rawi	353	43	12,18%
RS Adjidarmo	282	32	11,35%
Total	1,398	174	12,40%

Source: Observation results, 2022

government-owned hospitals domiciled in the non-Tangerang Raya Banten province which accommodate non-government honorary employees and are financed by the regional government. As the beginning of the research, the author tries to dig up data from the four hospitals in table 1.

From the data above it can be seen that there were 1,398 honorary nurses consisting of 329 honorary nurses at Banten Hospital, 434 honorary nurses at Drajat Prawiranegara Hospital, 353 honorary nurses at Panggung Rawi Hospital, 282 honorary nurses at Adjidarmo Hospital, an accumulative percentage of 12.40% stated to stop working. High turnover intention is declared if it shows a figure of more than 10%. Thus the turnover intention rate that occurs in honorary nurses who work in Type B hospitals in the province of Banten non-Tangerang Raya shows a relatively high rate.

In research conducted by Normijati, et al. (2020) states that there are nine factors that cause a nurse to experience turnover intention, one of which is stress in doing her job where workload and role conflict are factors that have positive factors on Turnover intention. As for the intensity of overtime performed by honorary nurses who work in Type B hospitals in the province of Banten non-Tangerang Raya, the figure is relatively high. From the data obtained, it is known that the intensity of overtime performed by honorary nurses who work in Type B hospitals in Banten non-Tangerang Raya province shows a

relatively high number with overtime hours more than the time required to work. This is one of the indicators of the problem in looking at the phenomenon of turnover intention of honorary nurses working in Type B hospitals in the province of Banten non-Tangerang Raya.

Besides that, other factors that affect nurse turnover intention in hospitals are also caused by several other variables, one of which is work stress (Ngantung et al., 2017). According to the National Institute for Occupational Safety and Health (NIOSH) which revealed that the nursing profession is a profession that has a high risk of work stress (Putra & Mujiati, 2019), This condition occurs because nurses have a very high duty and responsibility for the safety of human life. Nurses as health workers are expected to work professionally in providing health services to the community (Iskandar & Sutrisna, 2019). Working hours and workload both physically and psychologically are often factors of fatigue at work, so that nurses experience psychological imbalance or stress (Pratiwi et al., 2020).

Work stress on nurses is also motivated by the high demands of the patient's family who have concerns for their family members who become patients (Islamiah & Hermawati, 2022). This makes nurses run out of time and energy to serve the wishes and demands of the patient's family, so that nurses experience work stress and have an impact on physical health with symptoms in the form of

headaches, back or neck, muscle pain, high blood pressure, while the effect on psychological conditions is the emergence of feelings of anxiety, feeling depressed, lack of concentration and difficulty in making decisions, even this makes nurses decide to resign from the hospital where they work (Suswati, 2020).

This research needs to be carried out because the turnover rate for honorary employees in hospitals is very high, while the workload is not too heavy, and role conflict is low because the educational background and placement of the majority are suitable, and work stress is also low. The novelty of this research is,

The novelty of this research is that it is able to provide theoretical contributions regarding the pseudo-effect of work stress in mediating the indirect influence of workload and role conflict on turnover intentions. The aim of the research is to analyze: the influence of workload, role conflict on work stress and its implications for turnover instruction for honorary nurses in type B hospitals in Banten province, non-Tangerang Raya.

Based on the results of field observations of the phenomenon of work stress, the researchers found it in four type B hospitals in Banten Province, non-Tangerang Raya.

Workload and Turnover intention

Turnover intention is the degree of attitude tendency possessed by employees to look for a new job elsewhere or there is a plan to leave the company in the next three months, the next six months, the next year, and the next two years. Junaidi et al. (2020) state that a request to leave may occur if an employee sees greater career opportunities elsewhere.

Previous research revealed that workload shows a positive impact on turnover intention (Faturrahman et al., 2020). Workload will lead to a higher turnover intention rate for employees and they will look for new jobs elsewhere or

plan to leave the company (Wibowo et al., 2021). Situmorang and Wardhani (2022); Pradana & Salehudin (2015) states that the workload of employees has a significant effect on turnover intention. The results of the research he has done show that transformational leadership has a significant negative effect on employee turnover intention, while workload has a significant positive effect on employee turnover intention, and job satisfaction has a significant negative effect on employee turnover intention, and transformational leadership, workload and job satisfaction have a simultaneous and significant effect on employee turnover.

Lert-Asavapatra (2018) state that employee workload has a positive and significant effect on turnover intention, in managing employee resources, companies should pay more attention to the workload carried out by their employees, besides that companies are required to provide salaries according to workload and employee responsibilities as well as improve employee training and development provision to improve performance employee. Based on the findings of previous research, the authors assume that employee workload can significantly affect a company's turnover intention.

H₁: There is a direct effect of workload on the turnover intention

Role Conflict and Turnover intention

Role conflict is a situation that occurs in individuals when faced with conflicting behaviors, mindsets and values due to different role expectations so that individuals experience difficulties in taking an action or making a decision. Role conflict arises when an individual has two or more roles that must be carried out at the same time. Role conflict is a psychological symptom that can cause discomfort and potentially can reduce work motivation so that it can result in a decrease in overall performance.

Previous research revealed that role conflict has a significant relationship to turnover intention, one of the factors that drives employee motivation to look for a new job elsewhere or plans to leave the company. The work turnover intention rate must be lowered for the company to experience change to benefit from the increased employment of the staff.

According to Khan et al. (2020) explained that the results of the research he conducted showed that role conflict had a positive and significant effect on turnover intention. Employee retention is at the center of attention of all organizations today. Employee retention is primarily based on management support and their affiliation with the organization.

Apart from that, other researchers Fong et al. (2018) explains that there is a significant influence between the role conflict that is owned by an employee on turnover intention. So things that indicate performance improvement need to be based also on role conflict in employees. Based on the findings of previous research, the authors assume that role conflict can significantly affect a company's turnover intention:

H₂: There is a direct effect of role conflict on the turnover intention

Effect of Workload on Employee Work Stress

Workload is the body's ability to accept work. Every workload that a person receives must be appropriate and balanced with the physical and psychological abilities of the worker who receives the workload. The majority of causes for the emergence of workload impacts are the behavior of workers who pay little attention to ergonomics (setting situations in the work environment). Factors that need to be considered in designing ergonomics related to humans are the physical and mental limitations possessed by humans and the different physical conditions of each person.

Study Hakim and Sudarmiatin (2018)

explained that the results of his research indicated that workload had a direct and significant positive effect on work stress. The results of his research show that there is a positive relationship and influence between workload and employee work stress, and the authors suggest that companies hold employee refreshments, rotate work shifts every week, and ensure that workers relax their bodies during their rest periods (Christy & Priartini, 2019). Hamim (2015) in his research explained that the effect of workload on work stress on nurses has a positive and significant influence. Workload is multidimensional which is divided into 3 dimensions, namely: time burden, mental effort burden, and psychological pressure burden. Kaewanuchit and Sawangdee (2016) explains that there is a significant influence of employee workload on work stress. Work stress in nurses can be caused by various factors which include the work environment and excessive work both physically and mentally. Nurses in the inpatient room at RSU Kaban Jahe experience many complaints of muscle and joint pain, irritability, difficulty concentrating, apathy, feeling tired and decreased appetite. This can cause strong stressors for nurses in their work environment. Based on the findings of previous research, the authors assume that workload can significantly affect the work stress of a company's employees.

H₃: There is a direct effect of workload on work stress.

Effect of Role Conflict on Work Stress

Conflict arises because there are underlying conditions (antecedent conditions). These conditions, which are also known as sources of conflict, consist of three categories, namely: communication, structure, and personal variables (Kaewboonchoo et al., 2014).

According to research Zhao (2010) explained that role conflict has a positive influence on a person's work stress so that

it encourages an employee to leave the company where he works. The results of partial and simultaneous testing show that Work Conflict and Ambiguity have an influence on Job Stress. The direct and indirect effect of work conflict variables on employee performance through work stress results obtained by the results of the direct effect value of work conflict variables on employee performance is greater than the effect of work conflict variables on employee performance through work stress, so it can be concluded that work stress variables act as pseudo mediators because in the absence of work stress, work conflict variables can significantly affect employee performance.

In research conducted by Khan et al. (2017) the results of hypothesis testing conducted show that role conflict has a positive and significant effect on work stress, role ambiguity has a negative and significant effect on work stress, role conflict has no significant indirect effect on employee performance through work stress, role ambiguity has a direct significant effect on performance employee.

Another research conducted by Khan et al. (2017) also explained the results of his research showed that a high workload would increase work stress. Role conflict is an unpleasant situation that can originate from the individual or their social environment so that they tend to be avoided or try to find a way out. Based on the findings of previous research, the authors assume that workload can significantly affect the work stress of a company's employees.

H₄: There is a direct effect of role conflict on work stress

Effect of Work Stress on Turnover intention

Employees are social beings who have their own background, personality and way of thinking. Employees also often have different ways of dealing with problems, including in terms of handling work stress

so that the company cannot predict the attitude of these employees which is feared will interfere with the process of achieving goals (Khuong & Yen, 2016). Increased workload and other factors can cause stress and discomfort for employees so that it interferes with their performance, and if this happens continuously then the desire to move is even stronger (Kurniawaty et al., 2019).

According to Lu et al. (2017) states that work stress is the dominant factor affecting turnover intention, stress has a positive effect on employee turnover intention. Therefore, companies must take actions and approaches to understand the needs of their employees so as to reduce the turnover intention rate that occurs. One approach that can be given to employees is social support.

Research that has been done by Pradana and Salehudin (2015) explained that his research showed that work stress, workload and work environment partially affect turnover intention and it is known that these three variables affect turnover intention simultaneously. Someone who has low social support is very vulnerable to stress due to discomfort in the work environment caused by a lack of harmony between employees

According to Shabbir et al. (2017) in his research stated that turnover intention in nurses refers to the psychological, emotional and behavioral tendencies in which nurses intend to leave the organization or their profession. Job stress is a predictor of nurse turnover intention and emotional intelligence as a moderator factor of turnover intention at work. The nurse turnover intention rate at Allam Medica Hospital is quite high, from these problems it can be hypothesized that the work stress of nurses is related to the intention to change jobs (turnover intention). The results of this study indicate that job stress has an effect on turnover intention. Based on the findings of previous research, the authors assume that

employee work stress can significantly affect turnover intention.

H₅: There is a direct effect of work stress on the turnover intention

H₆: There is an indirect effect of workload on the turnover intention through the intervening variable work stress

H₇: There is an indirect effect of role conflict on the turnover intention through the intervening variable work stress

Method

Research approach and design

The approach used in this research is quantitative with a causality descriptive design. The approach used is structural equation modeling (SEM).

Population and Sample

The population is all honorary nurses at non-Tangerang Raya Type B Hospitals in Banten Province with a total of 1,398 people. Based on the calculation above, the minimum sample size is 160 people (Table 2). As for the maximum number of respondents obtained from the number of honoreer nurses in each type B hospital in Banten non-Tangerang Raya Province (Hair et al., 2014) .

Table 2. Population and Sample

Name Hospital	Population	Sample
RSUD Banten	329	38
RS Drajat Prawiranegara Kab Serang	434	50
RS Panggung Rawi	353	40
RS Adjidarmo	282	32
Total	1,398	160

Data Types and Sources

The survey method is used in primary data collection (Ghozali, 2020). The questionnaire was developed based on the theory, dimensions and indicators from

several experts. Test the validity by using the factor loading test as shown in Table 3.

On average, each manifest variable analyzed has a Loading Factor value of > 0.7, as can be seen from the output data in table 4.9 above. Therefore, the overall manifest used in this investigation meets the criteria of being reliable and can be used for future examinations.

To ensure that each concept of each construct or latent variable is different from other variables, discriminant validity is used (Ferdinand, 2014; Sugiyono, 2019). The table 4 displays the findings of the discriminant validity of the research model based on the cross loading value (Ferdinand, 2014b). Table 4 is a presentation of data related to the AVE value, the AVE root and the correlation between t variables.

All AVE roots are greater than the correlation values between constructs, indicating that each construct in the calculated model meets the criteria of discriminant validity. Composite reliability values for each variable used in this study are as follows in table 5 (Ghozali, 2014).

Data analysis

In this study, inferential analysis was carried out using the Partial Least Square-Structural Equation Model (PLS-SEM). The use of PLS-SEM is based on the reason that the PLS method is an appropriate method in testing the predictive effect of the relationship between variables in a model (Siswoyo, 2017).

Results

The following is a picture of the calculation results of the PLS SEM model using the PLS-SEM algorithm with the results shown in Figure 1.

Validity refers to the extent to which research and results are true or support what is claimed. Testing for each relationship is carried out using a

Table 3. Loading factors

Construct	Workload	Role conflict	Work stress	Turnover intention
UMA1	0.967			
UMA2	0.982			
UMA3	0.973			
UMA4	0.985			
UMA5	0.970			
UMA6	0.967			
UMA7	0.964			
UMA8	0.982			
UMA9	0.978			
UMA10	0.985			
UMA11	0.972			
UMA12	0.927			
PLE1		0.925		
PLE2		0.967		
PLE3		0.867		
PLE4		0.929		
PLE5		0.956		
PLE6		0.879		
PLE7		0.864		
PLE8		0.873		
PLE9		0.956		
PLE10		0.875		
PLE11		0.956		
PLE12		0.957		
SLA1			0.845	
SLA2			0.949	
SLA3			0.953	
SLA4			0.904	
SLA5			0.877	
SLA6			0.805	
SLA7			0.944	
SLA8			0.953	
KG1				0.925
KG2				0.921
KG3				0.948
KG4				0.960
KG5				0.828
KG6				0.830
KG7				0.833
KG8				0.960
KG9				0.967
KG10				0.962

Source: Data processed by Smart-PLS

Table 4. AVE, AVE Square, and Latent Variable Correlation

Variable	AVE	AVE Square	Turnover intention	Role conflict	Work stress	Workload
Turnover intentions	0.841	0.917	1.000	0.309	0.338	0.819
Role conflict	0.854	0.924	0.309	1.000	0.536	0.176
Work stress	0.820	0.905	0.338	0.536	1.000	0.236
Workload	0.943	0.971	0.819	0.176	0.236	1.000

Source: Data processed by Smart-PLS

Table 5. Composite Reliability

Variables	Composite Reliability
Turnover intentions	0.986
Role conflict	0.989
Work stress	0.973
Workload	0.995

Source: Data processed by Smart-PLS

Table 6. Path Coefficients

	Path Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Workload -> Work Stress	0,140	0,134	0,073	1,933	0,054
Role Conflict -> Work Stress	0,504	0,509	0,087	5,811	0,000
Free Work -> Turnover intention	0,764	0,768	0,069	11,093	0,000
Role Conflict -> Turnover intention	0,127	0,123	0,039	3,271	0,001
Work Stress -> Turnover intention	0,096	0,090	0,049	1,968	0,050

Source: Data processed by Smart-PLS

simulation with the bootstrapping method for the sample (Ferdinand, 2014). This test aims to minimize the problem of abnormal research data, the test results with the bootstrapping method using the SmartPLS software in table 6.

After the bootstrapping process is carried out on the measurement model, the results of hypothesis testing are obtained as follows:

From the results of the path coefficient obtained between workload and work stress of 0.146 with a P-value of 0.054 <0.05 it can be concluded that there is no significant effect between workload and

work stress. The positive value of the parameter coefficient means that the higher the workload, the higher the work stress, however it has no significant effect, so H₁ is accepted.

From the results of the path coefficient obtained between role conflict on work stress of 0.504 with a P-Value of 0.000 <0.05 it is concluded that there is a significant influence between role conflict on work stress. A positive value on the parameter coefficient means that the higher the role conflict, the higher the work stress, then H₂ is accepted.

From the results of the path

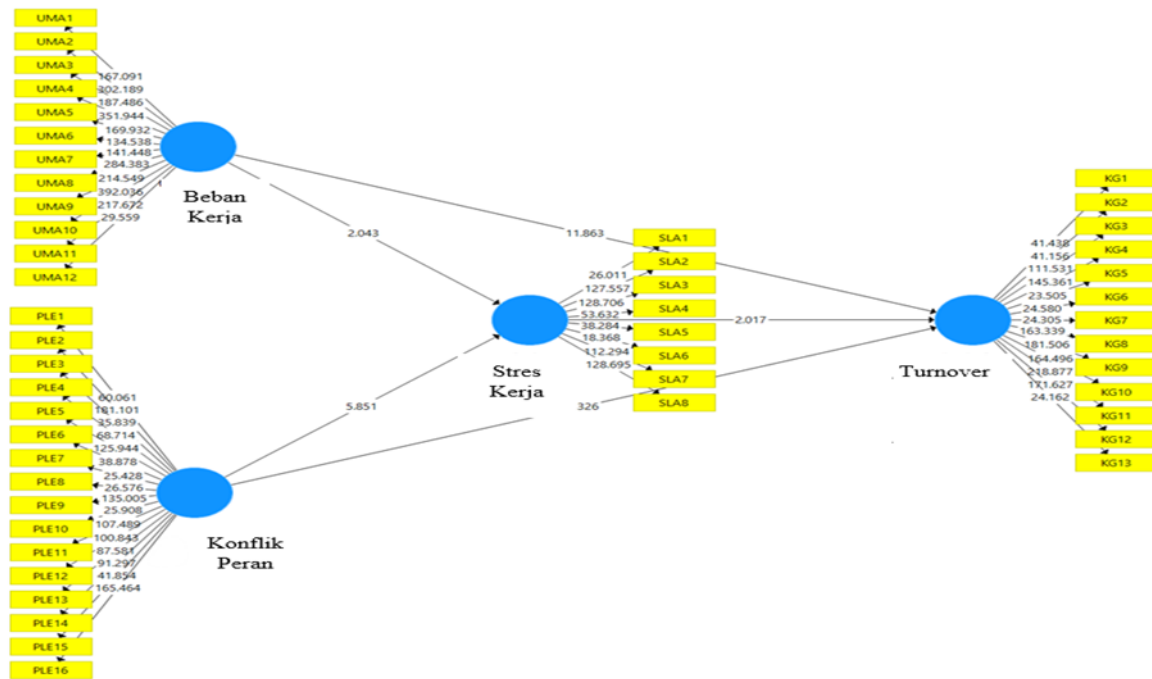


Figure 1. PLS-SEM algorithm

coefficient obtained between Workload on Turnover intention of 0.764 with a P-Value of 0.000 < 0.05 it is concluded that there is a significant influence between Workload on Turnover intention. The positive value of the parameter coefficient means that the higher the workload, the higher the Turnover intention, then H3 is accepted.

From the results of the path coefficient obtained between role conflict on turnover intention of 0.127 with a P-Value of 0.001 < 0.05 it is concluded that there is a significant influence between role conflict on turnover intention. A positive value on the parameter coefficient means that the higher the role conflict, the higher the Turnover intention, then H4 is accepted.

From the results of the path coefficient obtained between work stress on turnover intention of 0.088 with a P-value of 0.050 = 0.05 it can be concluded that there is a significant influence between work stress on turnover intention. The positive value of the parameter coefficient means that the higher the work stress, the higher the Turnover intention, then H5 is accepted.

Based on the results of the sixth

hypothesis test, the path coefficient was 0.013 and the calculated t was 1.220 < 1.96 and the p value was 0.223 > 0.05 so it was not significant. There is no indirect influence between workload on turnover through work stress.

Based on the results of the sixth hypothesis test, the path coefficient was 0.049 and the calculated t was 1.848 < 1.96 and the p value was 0.065 > 0.05 so it was not significant. There is no indirect effect between role conflict on turnover through work stress.

Discussion

Testing the first hypothesis is whether workload has a positive effect on work stress. The results of this study prove that workload has no significant effect on work stress. This proves that the higher the workload does not necessarily increase work stress.

So, work stress is not solely caused by workload. The workload enjoyed by nurses is not a cause of work stress. In other words, work stress is affected by factors other than workload. Manager

When giving workload to nurses with a portion that is in accordance with the main tasks and functions of nurses, it does not cause work stress. Thus, for nurses the workload is no longer a cause of work stress.

This means that to reduce work stress, the aspect that hospital directors need to pay attention to is reducing the workload of the existing workforce so that they are more comfortable at work.

The findings of this study are not in line with previous research conducted by Haryono and Saad (2019) which stated that workload has a positive and significant effect on work stress. However, this research is in line with the results of Sheraz, et al. (2014) that there is no effect of workload on work stress. Testing the second hypothesis is whether role conflict has a positive effect on work stress. The results of this study prove that role conflict has a positive and significant effect on work stress. This means that the higher the role conflict, the higher the work stress. Managers should be able to reduce role conflicts that occur in nurses, so that their work stress does not increase. Role conflict that can be controlled properly, the chance of job stress on nurses will decrease.

The findings of this study are in line with previous research conducted by Tziner, et al. (2015) which stated that role conflict has a significant positive effect on work stress. However, this is not in line with the results of Vernekar and Shah (2018) that there is no significant effect between role conflict and work stress. Testing the third hypothesis is whether workload has a positive effect on Turnover intention. The results of this study prove that workload has a positive and significant effect on Turnover intention. This proves that the higher the workload, the higher the Turnover intention.

Excessive workload, exceeding the main tasks and functions that must be carried out by nurses causes them to look for the same or different jobs elsewhere, resulting in turnover intention or turnover

intention of nurses in a health service provider organization. The findings of this study are in line with previous research conducted by Xiaoming et al. (2014) which stated that workload has a significant positive effect on turnover intention. However, this is not in line with the research results of Zahra et al. (2018) that workload has no effect on turnover intention.

Testing the fourth hypothesis is whether role conflict has a positive effect on Turnover intention. The results of this study prove that role conflict has a positive and significant effect on Turnover intention. This proves that the higher the role conflict that nurses have, the higher the chance of turnover intention (Normijati et al., 2020). Thus, when the hospital manager or head of the health center wants to reduce the turnover intention of honorary nurses, the aspect that needs to be reduced is role conflict. In the absence of role conflict, it is expected that nurses can work well, work stress decreases so that turnover intention also decreases (Nurfitriani & Arwin, 2020). The findings of this study are in line with previous research conducted by Wibowo et al. (2021) which stated that role conflict has a significant positive effect on Turnover intention. However, it is not in line with the research results of Satyaningrum & Djastuti (2020) that role conflict has no effect on Turnover intention.

Testing the fifth hypothesis is whether work stress has a positive effect on Turnover intention Mitu et al. (2016). The results of this study prove that work stress has a positive and significant effect on Turnover intention (Iskandar & Sutrisna, 2019). This proves that the higher the work stress, the higher the turnover intention that will occur in nurses. Managers of hospitals or work units in the health sector, when they want to reduce the turnover intention of paid nurses, should be able to carry out various

activities that can reduce stress for nurses by reducing workload and reducing the intensity of conflicts that occur in the organizational environment they lead. The results of this study support the findings of Situmorang & Wardhani (2022). which prove that work stress has a positive effect on turnover intention. Meanwhile, Aness et al. (2021) states that there is no significant effect between work stress on turnover intention.

Testing the sixth hypothesis is whether workload affects Turnover intention through the mediation of work stress (Widodo et al., 2021). The results of this study indicate that work stress does not have an effective mediating effect (apparent effect) between workload and turnover intention (Shahzad et al., 2012). This shows that workload can directly affect turnover intention but does not affect indirectly through the mediation of work stress (I. Y. Pratiwi et al., 2019). When hospital managers want to reduce turnover intention, they should be able to directly reduce workload, there is no need to reduce work stress, because work stress is not an effective intervening variable (Authar, 2019).

An interesting finding in this research is that the workload does not cause an increase in work stress but can actually increase turnover because honorary employees in principle want to choose the workplace that gives them the highest salary. Even though the workload is high, as long as the wages they receive are high, they will not be stressed. When their wages are low, they will change jobs.

Testing the seventh hypothesis is whether role conflict affects Turnover intention through the mediation of work stress. The results of this study indicate that work stress does not have an effective mediating effect (apparent effect) between role conflict and turnover intention (Raihan & Chaerudin, 2021). This shows that workload can directly affect turnover intention but does not affect it indirectly

through the mediation of work stress. When hospital managers want to reduce turnover intention, it can be done by reducing role conflict directly without having to reduce work stress.

Conclusion

The research results accept the conception that the higher the workload, the higher the work stress. The lower the workload, the lower the work stress, so to reduce work stress, the aspect that needs to be reduced is the workload of nurses. Research findings reveal that the higher the role conflict, the higher the work stress. Role conflict is an unpleasant condition when nurses are unable to maintain good tolerance, cooperation, and coordination

Empirical tests reveal that the higher the workload, the more positive the Turnover intention. This study focuses on workload on Turnover intention. The results of the analysis prove that the higher the role conflict, the higher the Turnover intention. Acceptance of the empirical test of this hypothesis can be argued that through role conflict can reduce the quality of work with an indication of the many differences of opinion between one nurse and another.

The test results stated that the higher the work stress, the higher the Turnover intention. Acceptance of the empirical test of this hypothesis can be argued that when employees, in this case nurses, have high work stress, the steps taken by nurses are trying to change jobs. This is what causes the high turnover intention rate.

Empirical tests do not support the hypothesis that work stress can mediate the relationship between workload and turnover intention. Rejection of the hypothesis can be interpreted that workload is something that must be reduced by hospital managers, so that turnover intention decreases without having to go through a reduction in work stress.

The results of the analysis do not support the hypothesis that work stress can mediate the relationship between role conflict and turnover intention. Rejection of the hypothesis can be interpreted that role conflict can increase turnover intention directly without going through work stress. Hospital managers can reduce turnover intention by reducing role conflict without having to go through a reduction in work stress.

References

- Alfatah, I., & Endratno, H. (2021). Pengaruh Work Family Conflict, Beban Kerja Dan Kompensasi Non Finansial Terhadap Turnover Intention Karyawan Bagian Produksi Unit Pre Proses Pada PT. Royal Korindah Di Purbalingga. *Master: Jurnal Manajemen Dan Bisnis Terapan*, 1(1), 63. <https://doi.org/10.30595/jmbt.v1i1.10407>
- Anees, R. T., Heidler, P., Cavaliere, L. P. L., & Nordin, N. A. (2021). Brain Drain in Higher Education. The impact of job stress and workload on turnover intention and the mediating role of job satisfaction at universities. *European Journal of Business and Management Research*, 6(3), 1–8.
- Authar, R. A. (2019). Analisis Pengaruh Beban Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Turnover Intention Sebagai Variabel Intervening. *Business Management Analysis Journal (BMAJ)*, 2(2), 79–94. <https://doi.org/10.24176/bmaj.v2i2.4068>
- Christy, M. Y. P., & Priartini, P. S. (2019). Role of work stress and organizational commitments in educating workload effect on intention to quit. *International Research Journal of Management, IT and Social Sciences*, 6(4), 8–16.
- Dewi, N. P. P., & Suartina, I. W. (2022). Pengaruh Stres Kerja , Beban Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan UD . Cahaya Dewata di Badung. *Widya Amrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 2(1), 104–110.
- Elizabeth, M. (2012). Hubungan antara pelanggaran kontrak psikologis menurut perawat intention to quit dan kepuasan kerja perawat rumah sakit x tahun 2011. In *Lontar Universitas Indonesia*.
- Faturrahman, F., Parminto, A., & Irwansyah, I. (2020). Analysis of the Effect of Work Stress, Work Load and Work Environment Turnover Intention. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(03), 1–15. <https://doi.org/10.29040/ijebar.v4i03.1278>
- Ferdinand, A. (2014). *Metode Penelitian Manajemen*. Semarang: BP Universitas Diponegoro.
- Fong, L. H. N., Chui, P. M. W., Cheong, I. S. C., & Fong, D. K. C. (2018). Moderating effects of social support on job stress and turnover intentions. *Journal of Hospitality Marketing & Management*, 27(7), 795–810.
- Ghozali, I. (2014). *Structural Equation Modeling*. Semarang: Badan Penebit Universtas Diponogoro.
- Ghozali, I. (2020). *Aplikasi Analisis Multivariat Dengan Program SPSS*. Semarang: Badan Penebit Universtas Diponogoro.
- Hakim, A. L., & Sudarmiatin, S. (2018). The effect of work stress on turnover intention with work satisfaction and commitment as intervening variable (study at pt infomedia solusi humanika in Malang). *European Journal of Business and Management*, 10(12), 85–95.
- Hamim, N. (2015). Workload and work stress on caring behavior in nurse on

- nursing services. *International Journal of Human Resource Studies*, 5(3), 148–160.
- Haryono, S., & Saad, M. S. M. (2019). The mediating role of work-family conflict on the effects of workload. *Opción: Revista de Ciencias Humanas y Sociales*, 20, 832–849.
- Iskandar, D., & Sutrisna, E. (2019). *The Effect of Work Stress on Turnover Intention among Nurses in Allam Medica Hospital , with Emotional Intelligence as a Moderating Variable*. 5(1), 220–227.
- Islamiah, A. F., & Hermawati, A. (2022). *Analyzing The Mediation Effect of Job Stress on Turnover Intention Based On Work Hour and Job Characteristic*. 02(02), 1–12.
- Junaidi, A., Sasono, E., Wanuri, W., & Emiyati, D. (2020). The effect of overtime, job stress, and workload on turnover intention. *Management Science Letters*, 10(16), 3873–3878.
- Kaewanuchit, C., & Sawangdee, Y. (2016). A path model of job stress using Thai job content questionnaire (Thai-JCQ) among Thai immigrant employees at the central region of Thailand. *Iranian Journal of Public Health*, 45(8), 1020.
- Kaewboonchoo, O., Yingyuad, B., Rawiworrakul, T., & Jinayon, A. (2014). Job stress and intent to stay at work among registered female nurses working in Thai hospitals. *Journal of Occupational Health*, 56(2), 93–99.
- Khan, F., Mateen, A., Hussain, B., Sohail, M., & Khan, A. (2017). Factors affecting job turnover: A case study of private schools of District Swat. *Sarhad Journal of Management Sciences*, 3(01), 46–56.
- Khan, M. I., Shah, S. H. A., Haider, A., Aziz, S., & Kazmi, M. (2020). the Role of Supervisor Support on Work-Family Conflict and Employee Turnover Intentions in the Workplace With Mediating Effect of Affective Commitment in Twin Cities in the Banking Industry, Pakistan. *International Review of Management and Marketing*, 10(6), 42–50. <https://doi.org/10.32479/irmm.10807>
- Khuong, M. N., & Yen, V. H. (2016). Investigate the effects of job stress on employee job performance--a case study at Dong Xuyen industrial zone, Vietnam. *International Journal of Trade, Economics and Finance*, 7(2), 31.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9 (6), 877–886.
- Lert-Asavapatra, P. (2018). Factors Influencing Employees' Turnover Intention In Bangkok, Thailand. *The EUrASEANs: Journal on Global Socio-Economic Dynamics*, 4 (11), 46–73.
- Lu, Y., Hu, X.-M., Huang, X.-L., Zhuang, X.-D., Guo, P., Feng, L.-F., Hu, W., Chen, L., Zou, H., & Hao, Y.-T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: a cross-sectional study. *BMJ Open*, 7(5), e014894.
- Mitu, F., Akter, M., Mita, F., & Mustafi, M. (2016). The effectiveness of training and development on employee performance at private commercial banks in Bangladesh: SEM approach. *International Scholar Journal of Accounting and Finance*, 2(2), 43–54.
- Ngantung, G. R., Saerang, D. P. E., & Pandowo, M. (2017). the Effect of Job Stress, Workload and Work Environment on Employee Turnover (Case Study At Pt Hasjrat Abadi Manado). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 15(5), 851–861.

- Normijati, Wongviboonrath, S., Itlay, W., & Sudiro, A. (2020). Emotional Exhaustion: Their Influence on the Turnover Intention of Indigenous. *Journal of Applied Management*, 18(1), 1–13.
- Novel, C., & Marchyta, N. K. (2021). Pengaruh Beban Kerja Melalui Kepuasan Kerja Terhadap Turnover Intention Karyawan Swalayan Valentine Di Kairatu. *Agora*, 9(2).
- Nurfitriani, N., & Arwin, A. (2020). The Effect of Work Stress on Employee Turnover Intention in Pt Bank Rakyat Indonesia Makassar Branch Ahmad Yani. *Journal of Applied Business Administration*, 4(2), 227–234.
- Pradana, A., & Salehudin, I. (2015). Work overload and turnover intention of junior auditors in greater Jakarta, Indonesia. *The South East Asian Journal of Management*, 9(2), 108–124.
- Pratiwi, D. M., Sunaryo, H., & Wahono, Bu. (2020). Pengaruh Beban Kerja, Stres Kerja, Dan Kepuasan Gaji Terhadap Turnover Intention Karyawan Pada PT. Beringin Gigantara KC Surabaya. *E-Jurnal Riset Manajemen (E-JRM)*, 09 (14), 92–103.
- Pratiwi, I. Y., Ratnadi, N. M. D., Suprasto, H. B., & Sujana, I. K. (2019). The effect of role conflict, role ambiguity, and role overload in burnout government internal supervisors with tri hita karena culture as moderation. *International Research Journal of Management, IT and Social Sciences*, 6(3), 61–69. <https://doi.org/10.21744/irjmis.v6n3.630>
- Putra, D. M. B. A., & Mujiati, N. W. (2019). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 8(7), 4045. <https://doi.org/10.24843/ejmunud.2019.v08.i07.p02>
- Raihan, M. A., & Chaerudin, C. (2021). *Influence Compensation , Workload and Job*. 2(5), 882–897.
- Satyaningrum, D. I., & Djastuti, I. (2020). Relationship between emotional labor, work stress, employee creativity, and turnover intention: study on Indonesian bank frontliners. *Diponegoro International Journal of Business*, 3(1), 1–16. <https://doi.org/10.14710/dijb.3.1.2020.1-16>
- Shabbir, B., Naqvi, R., & Jinnah, M. A. (2017). Impact of workload and job complexity on employee job performance with the moderating role of social support and mediating role of job stress: A study of travel agencies in Rawalpindi, Islamabad and AJK. *Journal of Accounting & Marketing*, 6(01), 1–7.
- Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975–985.
- Sheraz, A., Wajid, M., Sajid, M., Qureshi, W. H., & Rizwan, M. (2014). Antecedents of Job Stress and its impact on employee's Job Satisfaction and Turnover Intentions. *International Journal of Learning & Development*, 4(2), 204–226.
- Siswoyo, H. (2017). *Metode SEM Untuk Penelitian Manajemen AMOS LISREL PLS*. Jakarta: Luxima Metro Media.
- Situmorang, E. D., & Wardhani, N. K. (2022). The Influence of Transformational Leadership Style, Workload and Job Satisfaction on Turnover Intention. *Dinasti International Journal of Management Science*, 3(3), 463–476. <https://doi.org/10.31933/dijms.v3i3.1092>

- Sudnanti, N. K., & Wijayant, N. W. (2018). Pengaruh Pengembangan Karir, Stress Kerja Dan Pemberdayaan Karyawan Terhadap Turnover Intention Di Kayumanis Nusa Dua Private Villa & Spa Bali. *Jurnal Ilmiah Manajemen & Bisnis*, 3(2), 167–178.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Cetakan Ke). Alfabeta.
- Suswati, E. (2020). the Influence of Work Stress on Turnover Intention: Employee Performance As Mediator in Casual-Dining Restaurant. *Jurnal Aplikasi Manajemen*, 18(2), 391–399. <https://doi.org/10.21776/ub.jam.2020.018.02.20>
- Sutikno, M. (2020). Pengaruh Beban Kerja dan Kompensasi Terhadap Turnover Intention dengan Kepuasan Kerja Sebagai Variabel Intervening. *Pengaruh Beban Kerja Dan Kompensasi Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening*, 450–473.
- Tziner, A., Rabenu, E., Radomski, R., & Belkin, A. (2015). Work stress and turnover intentions among hospital physicians: The mediating role of burnout and work satisfaction. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 31(3), 207–213.
- Vernekar, S. P., & Shah, H. (2018). A study of work-related stress among nurses in a tertiary care hospital in Goa. *International Journal of Community Medicine and Public Health*, 5(2), 657–661.
- Wibowo, A., Setiawan, M., & Yuniarinto, A. (2021). the Effect of Workloads on Turnover Intention With Work Stress As Mediation and Social Support As Moderated Variables. *Jurnal Aplikasi Manajemen*, 19(2), 404–412. <https://doi.org/10.21776/ub.jam.2021.019.02.16>
- Widodo, A. B., Djamil, M., & Saluy, A. B. (2021). Effect of Work Environment and Work Competency on Performance of Kppu Employees with Work Discipline as Intervening Variable. *Dinasti International Journal of Digital Business Management*, 2(5), 872–897.
- Xiaoming, Y., Ma, B.-J., Chang, C. L., & Shieh, C.-J. (2014). Effects of workload on burnout and turnover intention of medical staff: A study. *Studies on Ethno-Medicine*, 8(3), 229–237.
- Yunus, K. (2021). *Desember 2021 Rekam jejak artikel: Terima 30 Oktober 2021; Perbaikan. 1(1)*.
- Zahra, S. S., Khan, M. I., Imran, M., Aman, Q., & Ali, R. (2018). The relationship between job stress and turnover intentions in the pesticide sector of Pakistan: An employee behavior perspective. *Management Issues in Healthcare System*, 4, 1–12.
- Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197–206.