

CHAPTER I

INTRODUCTION

1.1. Research Background

Health is a fundamental human necessity that significantly influences quality of life. A well-functioning healthcare system depends on highly skilled medical professionals. However, the increasing demand for healthcare services driven by population growth and medical advancements places considerable strain on provider. As a result, maintaining high-quality patient care becomes challenging (Phillips, 2020). This pressure often contributes to higher employee turnover rates. The tendency of an employee to consider leaving their current position in pursuit of new job opportunities in the near future is referred to as turnover intention (Zanabazar & Bira, 2023).

Turnover is generally classified into two types namely voluntary and involuntary. As noted by Hom and Seo (2024), voluntary turnover happens when employees decide to resign from their positions, typically driven by dissatisfaction of job, limited career growth, inadequate compensation, or job insecurity. In contrast, Lim and Parker (2020) defined involuntary turnover as the termination of employment by the organization, typically resulting from factors such as severe accidents, death, or other circumstances beyond the employee's control. While both types of turnover significantly affected organizations, they differed in their underlying causes, management approaches, and overall impact. Hom and Seo (2024) further noted that voluntary turnover often reflected employees

dissatisfaction or the pursuit of better opportunities, whereas involuntary turnover was primarily driven by organizational decisions.

According to Bothma and Roodt (2013), turnover intention refers to an employee's intentional and conscious decision to leave an organization serving as precursor to actual turnover. It provides organizations with a proactive tool to identify and address potential issue before they lead to employee departures (Nguyen et al., 2024). Aligned with this perspective, Fukui et al. (2019) defined actual turnover as the event in which an employee leaves an organization, either voluntarily or involuntarily. Unlike turnover intention, actual turnover is a measurable outcome that can be tracked through HR records. (Nguyen et al., 2024) argued that measuring turnover intention is more straightforward and timely compared to tracking actual turnover, which requires longitudinal data collection and analysis. additionally, a study by Ki and Choi (2022) research on shift work nurses revealed that those with turnover intention showed significantly higher more likely to leave their jobs within a year. This relationship highlights the importance of addressing turnover intentions to prevent actual turnover.

In the healthcare sector, the demanding nature of pediatric care often requires nurses to manage both anxious children and their families, leading to increase pressure and workload. This elevated stress can lead to dissatisfaction of job which in turn increases the likelihood of staff turnover (Yang & Chen, 2020). Research by Mobley et al. (1978) indicated that as employees age and their length of service increases, their likelihood of leaving the hospital is influenced by various factors contributing to turnover. Moreover, Bothma and Roodt (2013) noted that

employees with a weak work-based identity or low engagement, perceptions of better job opportunities elsewhere, and feelings of isolation or disconnection from the work environment are more likely to develop turnover intention.

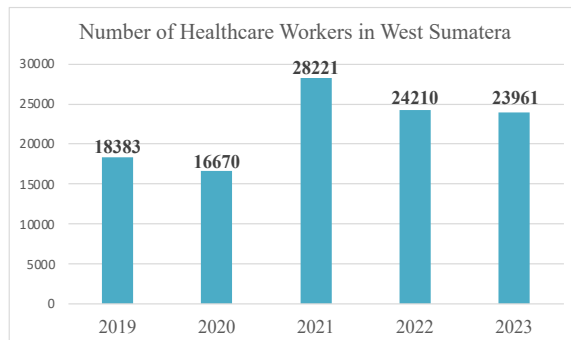


Figure 1 The Number of Healthcare Workers in West Sumatera
Source: BPS West Sumatera, data processed by author

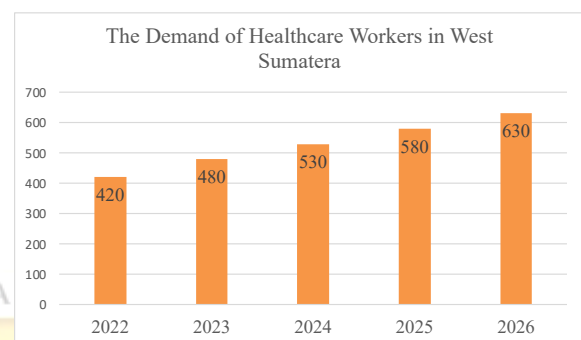


Figure 2 The Demand of Healthcare Workers in West Sumatera
Source: Health Services West Sumatera, data processed by author

The number of healthcare workers in West Sumatra over the past five years showed an increase only in 2021, reaching 28,221 healthcare workers, before declining in the following years, similar to the trend continuing the pattern observed in previous periods. On the other hand, the demand or target for the number of healthcare workers continues to grow each year. This shortage is a persistent issue in healthcare systems pandemic, which led many nurses to leave the profession while others considered doing so in the future (Galanis et al., 2024). Furthermore, employees who experience excessive workloads are more likely to seek work environments with more manageable demands, increasing their likelihood of leaving the organization (Shahzad et al., 2020). As healthcare workers depart, the remaining staff often face heavier workloads, leading to further burnout and turnover intentions. This cycle creates a challenging work environment, making it difficult for hospitals to maintain both staff morale and quality patient care (Maryanti et al., 2023).

Table 1 Number of Healthcare Workers for Each Region in West Sumatra

Region	Healthcare Workers			
	2020	2021	2022	2023
Kepulauan Mentawai	525	967	715	721
Pesisir Selatan	866	2465	2096	2059
Solok	976	1516	1047	988
Sijunjung	570	1100	841	834
Tanah Datar	834	1253	969	901
Padang Pariaman	724	1266	1338	1324
Agam	748	1289	977	946
Lima Puluh Kota	681	1357	1041	995
Pasaman	796	1586	1301	1365
Solok Selatan	579	1017	447	403
Dharmasraya	575	1539	1190	1199
Pasaman Barat	1098	2039	1684	1759
Kota Padang	3757	5721	5761	5536
Kota Solok	837	1035	997	984
Kota Sawah Lunto	382	539	454	481
Kota Padang Panjang	390	441	421	454
Kota Bukittinggi	1141	1468	1439	1453
Kota Payakumbuh	668	860	713	760
Kota Pariaman	523	763	779	799

Source: BPS West Sumatera, data processed by author

Although the overall number of healthcare workers in West Sumatra shows a fluctuating trend. The table 1 presents the number of healthcare workers in each region from 2020 to 2023, highlighting Pariaman City has maintained a relatively stable number of health workers over the years, in contrast to the rest of other regions that have experienced significant fluctuations. This stability suggests that, regionally, the availability of healthcare workers in Pariaman City has not been greatly affected by the broader trend of decline and shortages over the past four years after COVID-19. However, regional workforce stability does not always reflect conditions in individual healthcare institutions. Ongoing efforts to equalize health insurance coverage and improve healthcare access across different population groups are ongoing, though challenges remain in achieving equitable health outcomes (Kharisma, 2020). Muharram et al. (2024) argued that despite efforts to improve healthcare access, the uneven distribution of healthcare workers

continues to pose significant obstacles, particularly, specialists and dentists remains a significant challenge, hindering the ability to meet the growing demand for healthcare services.

Table 2 Number of Resignations in Aisiyyah Hospital Pariaman City

Year	Number of Healthcare Personnel	Number of Resignations
2020	97	6
2021	115	14
2022	134	19
2023	158	13
2024	171	48

Source: Aisiyyah Hospital, data processed by author

This issue reflected in the resignations trends at Aisiyyah Hospital in Pariaman City, West Sumatra. Between 2020 and 2024, the total number of healthcare workers increased from 97 in 2020 to 171 in 2024. However, the number of resignations fluctuated reaching their lowest number is 6 in 2020 before surging to peak of 48 in 2024. This increase suggest presence of multiple underlying factors influencing turnover. Economic disparities and inadequate working conditions in home countries serve as key incentives for migration (Leitão et al., 2024). Lessi et al. (2024) identified excessive workload, limited career advancement opportunities, and poor management practices as major contributors to healthcare workers resignations. Hämmig (2023) further noted that workplace violence and discrimination are strongly associated with intentions to leave the profession, as the create a negative work environment.

Numerous researchers have examined turnover rates among specific groups of workers. A meta-analysis by Guzeller and Celiker (2020) reviewed 13 scientific studies in the tourism and hospitality industry, findings indicate that the relationship

between organizational commitment and turnover intention varied across studies, with an overall effect size 96.54%. turnover intention is influenced by multiple factor. Kelly et al. (2021) found that burnout, particularly emotional exhaustion, significantly impacts turnover among direct care nurse, with turnover rate increasing by 12% for each unit rise in emotional exhaustion. Similarly, burnout among U.s primary care physicians has led to substantial turnover, contributing approximately \$260 million annually in excess healthcare costs, highlighting the urgent need for targeted interventions (Sinsky et al., 2022). Financial incentives also play a significant role in employee retention. Columna and Garcia (2024) revealed that employees have a higher tendency to leave organizations that fail to provide educational sector in the Philippines. On top of that, Oktafien and Kerja (2023) discover that workload in turnover intention at PT. Aeon Research Technology. In contrast, Wibowo et al. (2022) it was observed that workload had a significant impact on employee turnover, accounting for 43.5% of the variance. PT.XYZ, explaining an impressive 86.9% of the variance in turnover rates. Furthermore, Phillips (2020) emphasized that workload perception was a key factor among medical-surgical nurses, contributing to 26% of turnover decisions.

Moreover, opportunities for career advancement and recognition are critical for retaining employees. A lack of promotional opportunities and feeling undervalued can lead to higher turnover rates, particularly among millennials and frontline employees (Salmero, 2024). Not only that, but also individual characteristics, including age, marital status and overall health, can shape an employee's intention to leave. Bae (2023) found that the likelihood of newly

credentialed registered nurses are more likely to resign due to factors related to their personal well-being and lifestyle choices. High turnover rates pose challenges not only for individual organizations but also for the stability of entire sectors. This is particularly evident in healthcare, where employee turnover complicates workforce planning and resource allocation. As previously mentioned, addressing that root cause of turnover requires a comprehensive approach that consider fostering a supporting work environment, providing opportunities for professional growth, and ensuring employees feel valued and recognized. In healthcare settings, particularly in intensive care units, high turnover disrupts continuity of care, reduces service quality and safety, and increases the likelihood of medication errors (Daouda et al., 2021). Which indicates a direct impact on patient care quality (Shen et al., 2023).

Aisyiyah Hospital is a Class C healthcare facility managed by the Aisyiyah Muhammadiyah organization in Pariaman, West Sumatra. It originated from the Balai Kesehatan Ibu dan Anak (BKIA), which was established on September 23, 1978. Initially established to provide maternity care, BKIA later expanded its services to include general healthcare due to a limited patient base, eventually transforming into Aisyiyah Clinic in 1993.

In response to growing demand, Aisyiyah Maternity Home was inaugurated on January 15, 2004, and later upgraded to Aisyiyah Maternity Hospital in 2007. In 2011, Aisyiyah Clinic and Aisyiyah Maternity Hospital merged, forming Aisyiyah Hospital. Official operational permission was granted on August 3, 2011. The hospital continues to enhance its services and, in 2012, achieved full accreditation 16 programs from the Komisi Akreditasi Rumah Sakit (KARS), reinforcing its

commitment to high-quality healthcare. Hence, despite these achievements, the hospital faces several challenges. The dynamic work environment and high demands often place significant physical and mental strain on medical staff and hospital personnel. Employees frequently encounter heavy workloads, physical fatigue, stress, and even job dissatisfaction while fulfilling their duties.

According to Bothma and Roodt (2013), turnover intention signifies the final stage in an employee's decision-making process before formally resigning. Identifying and addressing turnover intention at this stage is crucial for organizations to retain employees and minimize the adverse effects of workforce attrition. To explore this phenomenon, the researcher conducted a pre-research on healthcare personnel at the Aisyiyah Hospital in Pariaman City. A total of 28 healthcare personnel provided data and responded to the questionnaire based on six items from Bothma and Roodt (2013) questionnaire. The responses from healthcare workers are presented in the following table:

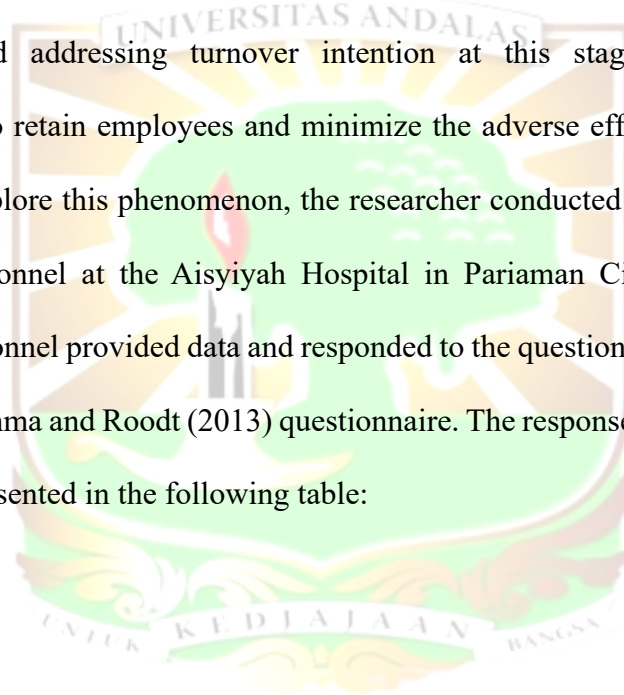


Table 3 Result of Turnover Intention Among 28 Healthcare Workers at Hospital Aisiyah Pariaman City

No	Question	Catagories	Responses	\bar{x}
1.	How often have you considered leaving your job?	Never	0	83,18
		Rarely	5	
		Sometimes	15	
		Usually	7	
		Always	1	
2.	How often are you frustrated when no given the opportunity at work to achieve your peronal work-related goals?	Very Satisfied	1	85,36
		Satisfied	3	
		Neither Satisfied/Unsatisfied	10	
		Dissatisfied	12	
		Very Dissatisfied	2	
3.	How often are you frustrated when no given the opportunity at work to achieve your peronal work-related goals?	Never	2	85,18
		Rarely	3	
		Sometimes	11	
		Usually	11	
		Always	1	
4.	How often do you dream about getting another job that will better suit your personal needs?	Never	2	87,18
		Rarely	3	
		Sometimes	9	
		Usually	13	
		Always	1	
5.	How likely are you to accept another job at the same compensation level should it be offered to you?	Very Unlike	0	84,56
		Unlike	2	
		Neither Unlike/Like	8	
		Like	14	
		Very Like	3	
6.	How often do you look forward to another day at work?	Always	0	84,36
		Usually	4	
		Sometimes	12	
		Rarely	10	
		Never	2	
Total Average				18,21

*Mean are 18

***The number of healthcare workers surveyed was 28

The table result of turnover intention among 28 healthcare workers at Aisiyah Hospital in Pariaman City. The respondents of the questionnaire consisted of 7 male and 21 female healthcare workers. The data indicated that most respondents displayed a tendency to leave the organization. Specifically, 19 respondent had turnover intention score above 18, reflecting a strong inclination to resign, whereas 8 respondents scored below, suggesting a preference to stay in their current roles. The respondents represented a diverse range of healthcare

professions, including nurses, midwives, pharmacists, and pharmaceutical technicians. The analysis of turnover intention scores showed an average of 18.21 surpassing the median score of 18, indicating a concerning level of turnover intention. The highest score recorded was 25, reflecting a strong desire to leave the organization, while the lowest score was 13, indicating a relatively lower tendency to resign. Neri (2024) mentioned that the shortage of staff is often influenced by heavy workloads leading to job dissatisfaction and burnout, which are critical determinants of turnover intention. As well as increased turnover rates raise concerns about workforce stability in the healthcare sector (Poon et al., 2022).

Whereas the questionnaire results provide a quantitative overview of turnover intention among healthcare workers, further qualitative exploration was necessary to understand the underlying factors influencing their decisions. Therefore, interviews were conducted with four healthcare workers at Aisyiyah Hospital in Pariaman City. The respondents were selected to represent different levels of work experience, including those who had been employed for more than five years, less than five years, and less than a year. Their insights provide valuable perspectives on workplace conditions, challenges and motivations. The detailed responses of the healthcare workers are presented in the following table:

Table 4 Interview Responses on Workload, Burnout, Organizational Commitment and Turnover Intention Among Healthcare Workers at Aisiyyah Hospital in Pariaman City

No	Question	Answer				Conclusion
		Respondent 1 (<1y)	Respondent 2 (2y)	Respondent 3 (5y)	Respondent 4 (8y)	
1	What are the main reasons that keep you working at Aisiyyah Hospital?	Comfortable work culture, family sense, sufficient salary.	Moral obligation to continue working.	Close to family.	Stays due to family, but work environment is not ideal (unfair scheduling by colleagues and head of departement).	Family ties and a sense of obligation influence retention, but work environment concerns exist.
2	How would you describe your workload at Aisiyyah Hospital?	There is no pharmacy admin, so extra tasks	Heavy workload due to working alone, needs support from colleagues	Workload is proportional to salary but low pay makes it feel heavier.	Tough workload, especially night shifts; pharmacy should have at least two staff per shift.	Workload is a challenge, worsened by understaffing and inadequate compensation, increasing pressure on healthcare workers.
3	Does your current workload affect your stress levels or cause burnout?	Not stressed, but inconvenient scheduling, sudden changes and unexpected absences increase workload	Workload greatly affects stress levels, which negatively impacts activities at home	Significant impact as salary affects motivation, increasing stress	Exhausted rather than stressed especially with monotonous shifts without rotation.	Workload leads to fatigue and stress, worsened by scheduling, insufficient support, and financial concerns.
4	To what extent do hospital values and work culture influence your decision to stay, If you ever consider leaving, do you feel a sense of responsibility or guilt about leaving	Feels guilty about leaving due to understaffing.	Salary influences decision, given difficult job market conditions.	Stays due to family, but would not feel guilty if leaving	Salary is at minimum wage with allowances and would not feel guilty if resigning with proper notice	Some healthcare workers feel responsibility to stay due to understaffing, while others prioritize financial stability and personal reasons, with minimal guilt about leaving
5	Have you ever considered leaving Aisiyyah Hospital?	Not actively looking, but may leave for education or follow husband's job in 2-5 years	Has considered leaving for a better job.	Considered leaving before but values being close to family, might stay while looking for extra income	Considering leaving due to low salary and no career development, plans to leave in 1-2 years to continue education	While family and stability keep some healthcare workers, others are considering leaving due to career prospects, workload, or education

*y are period of work

The interview responses in Table 3 offer deeper insights into the underlying factors driving turnover intention among healthcare workers at Aisiyyah Hospital in Pariaman City. Several key themes emerged, including workplace culture,

workload intensity, stress levels, salary concerns, and personal motivations for staying or leaving. While some respondents stayed due to workplace comfort, moral obligations, or proximity to family, others remained primarily because of limited job opportunities.

A major concern was excessive workload due to staff shortages and the absence of pharmacy administrative support, forcing workers to handle multiple responsibilities. Night shifts were particularly challenging, often requiring employees to work alone, which increased stress and fatigue. Other respondents noted that poor scheduling and monotonous routine contributed to exhaustion, impacting both their job performance and well-being. These challenges were experienced across different periods of work, with both long-term (more than five years) and newer staff (less than five years or less than one year) highlighting similar concerns.

Salary played a crucial role in job commitment, with financial stability being a major factor in the decisions to stay. While some healthcare workers felt guilty about leaving due to staffing shortages, most believed submitting a resignation notice in advance relieved them of responsibility. The respondents had considered leaving due to low wages, lack of career growth, and the desire to continue their education. Those who had been employed for a shorter period expressed greater uncertainty about their long-term commitment compared to those with longer tenures.

These qualitative findings align with the quantitative results, showing a significant level of turnover intention among healthcare workers. High workloads,

stress and insufficient compensation were key reasons for employees wanting to leave, regardless of their period of employment. Considering the preliminary findings and insights from previous studies, this research aims to explore “The Impact of Workloads and Burnout on Turnover Intention Among Healthcare Workers at Aisyiyah Hospital Pariaman City: The Mediating Role of Organizational Commitment”

1.2. Research Question

Referring to the background outline given earlier, several research questions are outlined in the following way:

1. How does burnout influence turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City?
2. How does workload influence turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City?
3. How does organizational commitment influence turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City?
4. How does burnout influence organizational commitment among healthcare workers at Aisyiyah Hospital in Pariaman City?
5. How does workload influence organizational commitment among healthcare workers at Aisyiyah Hospital in Pariaman City ?
6. How does workload influence burnout among healthcare workers at Aisyiyah Hospital in Pariaman City?

7. How does organizational commitment act as a mediator in the relationship between burnout and turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City?
8. How does organizational commitment act as mediator in the relationship between workload and turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.

1.3. Research Objective

Based on the research questions, this study aims to:

1. Examine the impact of workload on turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.
2. Examine how burnout affects turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.
3. Examine how organizational commitment influences turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.
4. Examine how burnout influences organizational commitment among healthcare workers at Aisyiyah Hospital in Pariaman City.
5. Examine the impact of workload on organizational commitment among healthcare workers at Aisyiyah Hospital in Pariaman City.
6. Examine the impact of workload on burnout among healthcare workers at Aisyiyah Hospital in Pariaman City.
7. Examine the mediating role of organizational commitment in the relationship between burnout and turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.

8. Examine the mediating role of organizational commitment in the relationship between workload and turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City.

1.4. Research Contribution

From this study provides valuable contributions in several ways. Practically, it helps hospital administrators and HR managers at Aisyiyah Hospital in Pariaman City to better understand the factors influencing turnover intention among healthcare workers which could developing target HR policies to enhance employee retention, maintain service quality, and reduce recruitment and costs related to recruitment and training due to high employee turnover. Theoretically, this research enhances academic insights into the connection between workload, burnout, organizational commitment, and turnover intention. particularly in the context of hospitals in Indonesia. This study enriches existing literature and provides new evidence on the role of organizational commitment as mediator. Furthermore, these findings may inspire other hospital to adopt similar strategies, fostering broader improvements in the healthcare industry.

1.5. Research Scope

The scope of the study is examining the impact of workload and burnout on turnover intention among healthcare workers, with organizational commitment as a mediating variable. The research is specifically conducted at Aisyiyah Hospital in Pariaman City, providing a localized perspective on issues related to healthcare workforce management.

1.6. Research Outline

This research contains of five chapters and each chapters contains of subsections with the following systematization of writing:

CHAPTER I INTRODUCTION

This section compare of six subsections namely research background, research question, the research includes the objectives, contributions, scope, and outline of the study

CHAPTER II LITERATURE REVIEW

This section presents the theoretical framework and provides a detailed explanation of each variable examined in this research. Furthermore, the hypothesis development, previous studies, and the research conceptual framework are contained in. this chapter as well.

CHAPTER III RESEARCH METHOD

This section comprises the elucidation of the method uses in this research, the population and sample, the types and source of data, the measurement and operational definition of the research variables and the data analysis techniques.

CHAPTER IV RESULT AND DISCUSSION

This section comprises of the result of the data analysis, its discussion, the explanation about the research hypothesis whether they are supported or not supported, and the comparison with the theory uses and previous studies.

CHAPTER V CONCLUSION

This chapter contains the final section, which includes the research conclusion, research limitations, and recommendations for future studies.