

## CHAPTER V

### CONCLUSION

#### 5.1. Research Conclusion

This research examines the effect of burnout, workload, and organizational commitment on turnover intention among healthcare workers at Aisyiyah Hospital in Pariaman City. It also explored whether organizational commitment plays a role in reducing the reducing the desire to quit. The number of respondents that match the criteria is 108. The data obtained was processed and analyse using statistical software. The following are the conclusions based on the discussion in the previous chapter:

1. Burnout has a positive and significant influence on turnover intention. It means that healthcare workers who experience higher levels of burnout are more likely to have turnover intentions.
2. Workload has a positive and significant effect on turnover intention. This indicates that increased workload significantly raises the turnover intention among healthcare workers.
3. Organizational commitment has a negative but insignificant effect on turnover intention. This suggests that organizational commitment does not significantly affect healthcare workers' intention to stay or leave the organization.
4. Burnout has a negative and insignificant impact on organizational commitment. This shows that burnout does not significantly reduce healthcare workers' organizational commitment.

5. Workload has a negative and insignificant effect on organizational commitment. It implies that workload does not significantly influence healthcare workers' commitment to the organization.
6. Workload positively and significantly affects burnout. This means that a higher workload contributes to increased burnout among healthcare workers.
7. Organizational commitment does not mediate the relationship between burnout and turnover intention. Although burnout increases turnover intention, this effect is not transmitted through organizational commitment.
8. Organizational commitment does not mediate the relationship between workload and turnover intention. Despite the workload affecting turnover intention, organizational commitment does not serve as a mediator in this relationship.

## **5.2. Research Implication**

The findings of this research can help improve how hospitals and healthcare systems manage their staff. These findings have both academic and practical uses:

### **1. Academic Implications**

This study adds to the existing research on healthcare workers' well-being, especially in terms of job stress, heavy workload, and burnout. It helps strengthen the understanding of how these issues affect people working in hospitals. Future researchers may use these findings to develop models that better explain and address burnout and stress management in similar healthcare institutions, particularly in developing countries. The study also provides empirical evidence to

support the theory that job demands and organizational fairness are critical factors in employee well-being and performance.

## 2. Practical Implication

For hospital management, healthcare administrators, and policymakers, this study offers practical insights into improving employee welfare and reducing burnout. The results of this study can be applied to develop strategies to enhance staff well-being, efficiency, and resilience in hospital operational systems, especially in settings similar to Aisyiyah Hospital, Pariaman City. Based on the research findings, several strategic recommendations can be made:

- a) Burnout and workload serve as practical indicators of turnover risk. Hospital administrators should monitor these variables regularly to preempt staff attrition.
- b) Retention efforts should prioritize emotional and workload management. These are more impactful than solely enhancing organizational commitment.
- c) Monitoring workload helps prevent burnout. Real-time tracking systems can identify overload risks early.
- d) Contextual constraints matter. The weak role of organizational commitment may reflect limited job alternatives, implying the need for realistic, context-specific HR strategies.
- e) Hospital policies should be locally tailored. Uniform policies may not be effective in all institutions, especially smaller or rural hospital.

### 5.3. Research Limitation

This research, while offering useful insights, has certain limitations that need to be considered when interpreting the findings:

1. Some of the data was collected manually mainly from the hospital's own records and admin systems. Because of that, there might be some mistakes, missing details, or delays in getting and processing the data.
2. The research only looked at four factors which is workload, burnout, organizational commitment and turnover intention. There may be other important factors that didn't explore.
3. The research was only done at one place that is Aisyiyah Hospital in Pariaman City and the results might not reflect what is happening in other hospital or regions.
4. The sample size used in this study was relatively small. This could affect how strong and reliable the findings are. A bigger sample in future studies would help give clearer and more accurate picture.
5. The study found that burnout and workload on organizational commitment did not have a significant direct effect on turnover intention. This result may suggest that the relationship is influenced by other unmeasured variables or contextual factors specific to the hospital.
6. The unit of analysis in this study was at the individual level, not at the group, departement, or organization level. While this provides insight into personal perceptions and experiences, it limits the ability to analyze broader organizational dynamics or team-level influences

#### **5.4. Suggestion for Future Research**

Based on the limitations of this research, the following suggestions are offered for future studies to improve and build upon the current findings:

1. Since some of the data in this study was still collected by hand, it would be better if future research used automated systems in hospitals. This way, the data would be more accurate and less likely to include human errors.
2. This study only looked at four variables which are workload, burnout, organizational commitment and turnover intention. Future research could also explore the other important things, such as job satisfaction, leadership styles, emotional support, and work life balance.
3. To make the results more applicable to other places, future studies should involve more hospitals especially ones different areas or with different ways of working.
4. This study didn't have a lot participants, the results might not be strong enough. it would be helpful if future research included a larger and more varied group of people to get more reliable results.
5. Given the insignificant direct relationships found that between workload, burnout, organizational commitment, and turnover intention, future research should explore potential mediating or moderating variables.
6. Since this study focused on individuals, future research may adopt a multilevel approach that examines team dynamics, leadership behavior, and organizational culture at the group or departement level. This would offer a broader view of how collective factors shape individual attitudes and behavior.