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Job Stress and Turnover Intention among Nurses: Mediating Roles of Burnout and Job Satisfaction

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Abstract

The persistent health problems in Indonesia have forced the government to act so that the public can still feel justice and obtain their rights. Since the government regulation regarding the tiered referral system was implemented, there has been an increase in referrals to D-type and C-type hospitals because of their position as the first-level referral facility in the BPJS health service program. In the healthcare industry, nurses play a crucial role as essential human resources in hospitals, responsible for monitoring patient health and providing care. However, hospitals continue to grapple with the serious issue of employees intending to leave their jobs. The data collection technique in this study was to use questionnaires distributed directly and randomly through Google Forms to 100 respondents from C-type hospital nurses in Malang City. The data collected was analyzed using Structural Equation Modeling (SEM-PLS). The research findings conclude that turnover intention is directly influenced by job stress, burnout, and job satisfaction, and that the job stress variable has a positive effect on burnout and job satisfaction. Additionally, Burnout and Job Satisfaction mediate the influence of Job Stress on turnover intention.

Keywords: job satisfaction; burnout; job stress; turnover intention; hospital nurses



Introduction

The persistent health problems in Indonesia have forced the government to take action so that the public can still feel justice and obtain their rights without incurring losses. To improve public health, the government provides social security. This social security is organized by the government and is useful for meeting basic decent living needs, starting with Jamkesmas, Jamkesda, and BPJS Kesehatan. Since the government regulations regarding the tiered referral system were implemented, BPJS participants cannot directly refer to A and B type hospitals, resulting in an increase in patients at D and C type hospitals. The increase in referrals to D and C type hospitals is due to their position as the first-level referral for the BPJS health service program (1).

Similarly, Type C Hospitals in Malang City are experiencing an increase in patient numbers. This is because middle-class residents tend to choose mid-level hospitals, specifically type C, due to factors such as referral systems, treatment costs, the relatively large number of hospitals, and their strategic locations in Malang City. Type C hospitals are the most numerous compared to other types of hospitals. This requires C-type hospitals and their personnel to perform well in order to provide comprehensive healthcare services to the community. Hospitals must perform well to increase their benefits without neglecting their social function. Based on initial discussions conducted by the researcher with hospital administrators, the problems affecting the performance of Type C hospitals in Malang include the need to improve nurses' commitment, minimal nurse empowerment, incentives, high workload, and the need to enhance cooperation among nurses. Another factor that contributes to improved nurse performance is adherence to government regulations and policies (2). Human resources are a crucial factor in the success of any organization, including those in the healthcare sector. Nurses are the largest group of healthcare professionals, numbering 219,264 (45.65%) of all healthcare workers in hospitals across Indonesia. Nationally, the number of nurses is 87.65 per 100,000 people, which is still far from the national target of 180 per 100,000 Indonesian population set in 2020. This naturally leads to an increased workload, which can increase work stress (3). Nurses have a responsibility to monitor their health and care for the people we love while they are in the hospital. Nurses are at the forefront of providing direct nursing care, so their performance, commitment, and retention significantly impact the quality of hospital services. However, the phenomenon of turnover intention, or the intention to leave a job, remains a serious problem faced by hospitals, both nationally and globally. The high turnover intention among nursing staff can lead to various negative consequences. Research shows that turnover impacts increased costs for recruiting, training, and onboarding new employees. Additionally, the loss of experienced nurses can reduce service continuity, increase the workload of remaining nurses, and ultimately lower the quality of patient care. Data from the World Health Organization (4) indicates a shortage of nurses in many countries, including Indonesia, which exacerbates the high mobility of healthcare workers. In Indonesia, a report by the Ministry of Health (5) shows that the nurse-to-patient ratio is still uneven across different regions, and high turnover can worsen the distribution and availability of nursing staff. Turnover can be defined as the voluntary withdrawal of employees from an organization or profession (6). Research conducted (7) shows that the turnover rate among nurses at Sint Carolus Jakarta Health Services is 69.9% if the health service conditions remain the same for the next five years. Another study can be found in Purnasari (8). According to data obtained from "X" Hospital in Yogyakarta, 48.98% of employees have a high turnover intention, while 42.86% have a low turnover intention. Additionally, 8.16% have a very high turnover intention. Healthcare professionals at "X" Hospital in Yogyakarta have a significant desire to seek job opportunities elsewhere and are actively looking for new employment soon. This problem also occurs in the city of Malang. In some hospitals, the issue of turnover can occur among medical staff, particularly nurses.

One of the main factors influencing nurses' turnover intention is job stress. Nursing is a highly challenging profession, characterized by a heavy workload, responsibility for patient safety, administrative demands, long and rotating work hours (shift work), and emotional pressure when

dealing with critically ill patients and their families. According to the job stress theory proposed by Lazarus and Folkman (9), stress arises when individuals feel that job demands exceed their abilities and resources. In the context of hospital nurses, this condition is often unavoidable and leads to increased psychological pressure, ultimately causing nurses to consider leaving their jobs.

The issue of turnover intention among nurses is not only relevant from an academic perspective but also has significant practical implications for hospital management. High turnover can disrupt workforce stability, lower the quality of healthcare services, and damage the hospital's reputation. Therefore, understanding the psychological mechanisms that link job stress to turnover intention through the roles of burnout and job satisfaction becomes crucial. This research is important to conduct to provide a more comprehensive overview of the factors influencing turnover intention among hospital nurses, which can serve as a basis for designing more effective human resource management strategies.

Job stress is a condition that pressures a person to behave outside of their usual habits, perform below their potential, and function outside of normal conditions in their work. The research results conducted by (10) and (11) indicate that job stress is one of the main factors influencing employee turnover intention. Job stress is an individual's conceptualization of their work reaction to environmental characteristics that employees will face, including threats that employees may also encounter while working in an organization (12). Nurses are vulnerable to common stressors, such as excessive workload, long working hours, uncertain working conditions and environment (too many patients and too little time for each patient), sleep disturbances due to night shifts, lack of work-life balance, isolation, relatively low wages compared to job risks, long training and working hours, low promotion prospects, professional responsibility, dealing with illness and death on a daily basis, feelings of failure, fear of malpractice lawsuits, and others (13). Previous research with 787 female nurses from 3 hospitals in Japan reported that over 70% of the nurses experienced moderate depression (14).

Although job stress is directly related to turnover intention, previous research has shown that this effect is not always linear but can be mediated by other psychological factors. One important mediator that has received a lot of attention is burnout. Burnout is a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment that arises from prolonged stress (15). In the nursing profession, burnout often arises due to the high intensity of work, the emotional burden from patients, and limited organizational support. Nurses experiencing burnout tend to lose motivation, feel cynical about their work, and ultimately increase their intention to leave the profession. Several studies support the role of burnout as a mediator in the relationship between job stress and turnover intention, as poorly managed stress will accelerate the onset of burnout, which in turn increases the intention to leave the organization.

Meanwhile, (16) found that burnout syndrome has similarities regardless of geographical, cultural, and organizational variations. Burnout was first researched in healthcare workers by Herbert Freudenberger, who stated that many dedicated and committed healthcare providers are prone to burnout. Nurses working in hospitals have a higher rate of mental health problems than the general working population (17). Research indicates that burnout can lead nurses to develop negative self-concepts, work attitudes, and reduced attention to patients (18), which can decrease the quality of care and have serious consequences for workers' personal lives.

Besides burnout, job satisfaction also plays an important mediating role. Job satisfaction is defined as the level of pleasure or positive feeling an individual has toward their work (19). Factors influencing nurses' job satisfaction include salary, recognition, relationships with supervisors, opportunities for self-development, and supportive working conditions. High job stress tends to decrease nurses' job satisfaction, thus increasing turnover intention. Previous research has shown that job satisfaction has a negative relationship with turnover intention; the lower the job satisfaction, the higher the likelihood of nurses leaving their jobs. Thus, job satisfaction has the potential to explain how job stress impacts turnover intention. Research (20) states that beside burnout, job stress is also closely related to job satisfaction. Increasing nurses' job satisfaction can

lead to positive outcomes (21), especially in relation to patient safety, which is why job satisfaction is considered an important factor for nurses working in hospitals. This aligns with research by Rahman et al. (22) and Ning et al. (11), which states that job satisfaction influences the desire to change jobs.

Based on the description, research on the mediating role of burnout and job satisfaction on the influence of job stress on turnover intention among hospital nurses is highly urgent. From a theoretical perspective, this research can enrich the literature related to organizational behavior and human resource management, particularly in the context of the healthcare sector. From a practical standpoint, the findings of this study can provide input for hospital management to develop policies focused on managing job stress, preventing burnout, increasing job satisfaction, and reducing nurses' turnover intention rates.

Research Methods

This research is quantitative research using the survey method. The population in this study consists of nurses currently working in C-type hospitals in Malang City, totaling 3,461 (Malang City Health Department, 2024), with a sampling technique using Simple Random Sampling. The sample size used was 100 respondents, referring to Cooper and Emory's opinion that when dealing with a large or unknown population, a sample size of 100 respondents is considered sufficient. The variables in this study are Job Stress, burnout, job satisfaction, and turnover intention, with indicators and indicator items as shown in Table 1.

Table 1 Research Variables and Indicators

Variable	Indicator	Item
Job stress	Environmental Stress	Ever-updating advancements in information technology Economic policy uncertainty
	Organizational Stress	Job requirements Role demands
	Individual Stress	Family problems Family economic problems
Job satisfaction	Work	Proud of their work The work done is enjoyable.
	Promotion	Opportunities for promotion Fair promotion
	Colleagues	Competent colleagues Harmonious relationships with colleagues
Burnout	Physical fatigue	Physical condition at work Health problems
	Emotional fatigue	Disappointment Job burnout
	Mental fatigue	Feeling depressed Loss of self-confidence
Turnover intention	Considering quitting	Desire to leave the workplace
	Seeking Other Employment	Activeness in seeking job opportunities elsewhere
	Intention to Leave	Desire to leave the workplace as soon as possible

Source: Processed data (2025)

Data collection methods involved obtaining a proportional sample of hospital nurses across five sub-districts by sending questionnaires directly to respondents and via Google Forms. The analysis technique used is Structural Equation Modeling-Partial Least Squares (SEM-PLS). SEM-PLS is used to test the model formed by these variables (23) so that it can later be used to predict the variables that influence turnover intention.

Result

Respondent Profile

Based on the results of distributing the questionnaire to respondents, 100 questionnaires were fully completed. The characteristics of the respondents in this study are shown in Table 2.

Table 2 Respondent Profile

Respondent Characteristics		Amount	Percentage
Gender	Female	62	62
	Male	38	38
Age	Under 26	13	13
	26-35	41	41
	36-45	34	34
	46-55	12	12
Education	High School	13	13
	Vocational School	39	39
	Bachelor's Degree	48	48

Source: Processed data (2025)

PLS Model Test Results

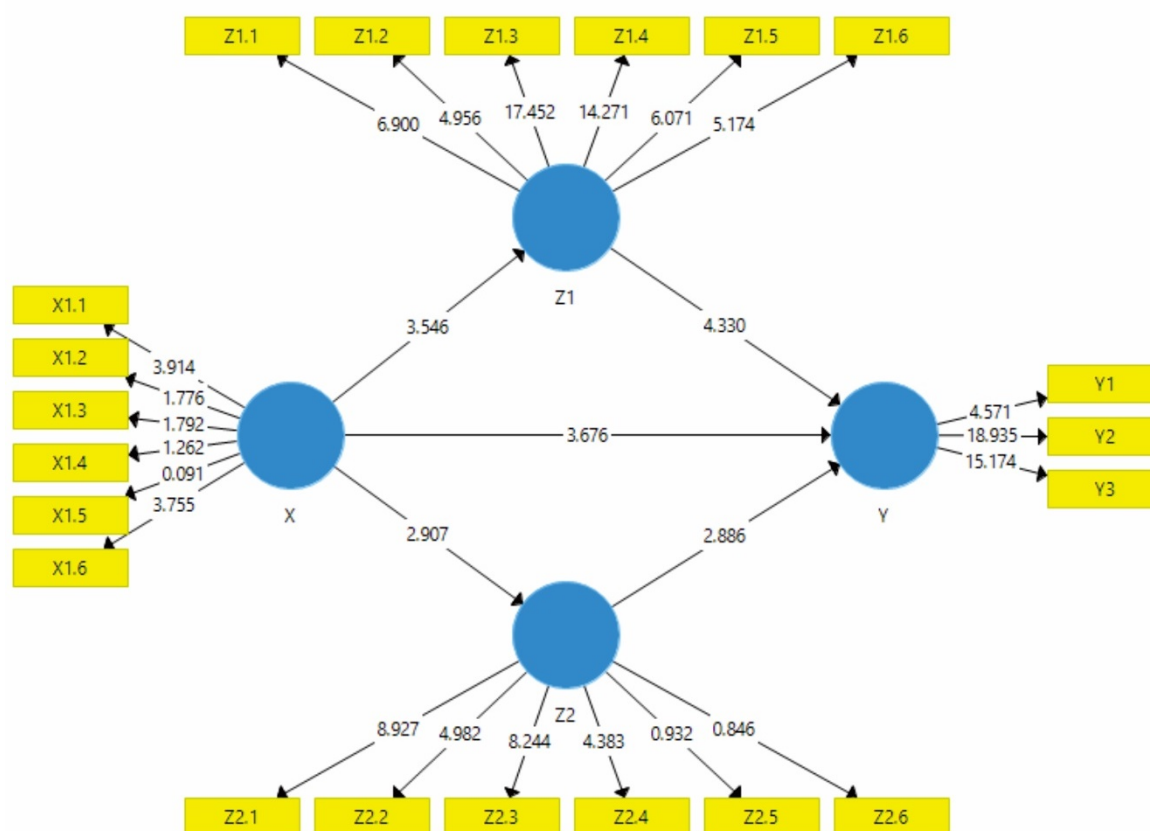


Figure 1 Structural Model

Note

X = Job Stress

Z1 = Burnout

Z2 = Job Satisfaction

Y = Turnover Intention

From the PLS output image above, you can see the magnitude of the factor loading values for each indicator located above the arrow between the variables, as well as the magnitude of the path coefficients located above the arrow between the exogenous variable, Job Stress, the mediating variables in this study, Job Satisfaction and Burnout, and the endogenous variable, Turnover Intention. Additionally, you can see the magnitude of the R-Square, which is located directly inside the circle of the endogenous variable, Turnover Intention.

Validity Test (Outer Model)

Table 3 Factor Loading Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values
X.1 <- X	0,799	0,753	0,204	3,914	0,000
X.2 <- X	0,719	0,768	0,136	4,776	0,000
X.3 <- X	0,653	0,633	0,197	3,792	0,000
X.4 <- X	0,700	0,690	0,124	4,262	0,000
X.5 <- X	0,720	0,726	0,151	4,091	0,000
X.6 <- X	0,728	0,671	0,167	3,755	0,000
Y1 <- Y	0,616	0,616	0,135	4,571	0,000
Y2 <- Y	0,828	0,831	0,044	18,935	0,000
Y3 <- Y	0,810	0,809	0,053	15,174	0,000
Z21.1 <- Z21	0,637	0,634	0,092	6,900	0,000
Z21.2 <- Z21	0,525	0,528	0,106	4,956	0,000
Z21.3 <- Z21	0,833	0,831	0,048	17,452	0,000
Z21.4 <- Z21	0,830	0,823	0,058	14,271	0,000
Z21.5 <- Z21	0,582	0,583	0,096	6,071	0,000
Z21.6 <- Z21	0,533	0,528	0,103	5,174	0,000
Z22.1 <- Z22	0,733	0,727	0,082	8,927	0,000
Z22.2 <- Z22	0,626	0,599	0,126	4,982	0,000
Z22.3 <- Z22	0,758	0,734	0,092	8,244	0,000
Z22.4 <- Z22	0,637	0,609	0,145	4,383	0,000
Z22.5 <- Z22	0,644	0,721	0,162	5,932	0,000
Z22.6 <- Z22	0,722	0,689	0,126	4,846	0,000

Source: Processed data (2025)

From the Table 3, the validity of the indicators is measured by looking at the Factor Loading values from the variable to its indicators. It is considered sufficiently valid if it is greater than 0.5 and/or the T-Statistic value is greater than 1.96 (the Z2 value at $\alpha = 0.05$). Factor Loading is the correlation between the indicator and the variable; if it is greater than 0.5, its validity is considered fulfilled, and similarly, if the T-Statistic value is greater than 1.96, its significance is fulfilled.

Based on the outer loading table above, all reflective indicators for the variables Job Stress (X), Burnout (Z1), Job Satisfaction (Z2), and Turnover Intention (Y) show factor loadings (original sample) greater than 0.50 and/or are significant (T-Statistic value greater than Z2 $\alpha = 0.05$ (5%) = 1.96). Therefore, the estimation results for all indicators have met Convergent validity or are well-validated.

Reliability Test

Composite reliability is an index that indicates the extent to which a measuring instrument can be relied upon. If a tool is used twice to measure the same phenomenon and the results obtained are relatively consistent, then the tool is reliable. In other words, reliability indicates the consistency of a measuring tool in the same phenomenon. The complete results can be seen in Table 4.

Table 4 Data Reliability

Variables	Composite Reliability
Job Stress (X)	0,882
Burnout (Z1)	0,767
Job Satisfaction (Z2)	0,799
Turnover Intention (Y)	0,824

Source: Processed data (2025)

Construct reliability, measured by the composite reliability value, is considered reliable if the composite reliability value is above 0.70, indicating that the indicators are consistent in measuring their latent variables.

The results of the Composite Reliability test show that the Job Stress variable (X) is 0.882, the Burnout variable (Z1) is 0.767, Job Satisfaction (Z2) is 0.799, and Turnover Intention (Y) is 0.824. All four variables show a Composite Reliability value above 0.70, indicating that all variables in this study are reliable.

Testing the Structural Model (Inner Model)

Testing the inner model or structural model is done to see the relationships between variables, the significance values, and the R-squared of the research model. After knowing the significant relationship between the variables. Thus, a hypothesis can be concluded regarding the customer satisfaction problem. Hypothesis testing was performed using the bootstrap resampling method. The test statistics used are the t-test statistic. Testing of the structural model is done by looking at the R-Square value, which is a test of the model's goodness-of-fit. Testing of the inner model can be seen from the R-square value in the equations between latent variables in Table 5.

Table 5 R-Square

	R Square
Turnover Intention (Y)	0,614
Burnout (Z1)	0,236
Job Satisfaction (Z2)	0,196

Source: Processed data (2025)

The R^2 value for Turnover Intention (Y) is 0.614, which can be interpreted as the contribution of the independent (exogenous) variables to Turnover Intention, with a variance of 61.4%. The remaining 38.6% (100% - 61.4%) is explained by other variables. The R^2 value for the burnout and job satisfaction variables is relatively small, this is because the independent variable studied in this study is only job stress, while there are still many other variables that influence burnout and job satisfaction.

Hypothesis Test Results

Direct Effect

Testing for direct effects was used to test hypotheses 1 through 5, as shown in Table 6. The statistical analysis results in the table above show that Job Stress (X) has a significant positive effect on Turnover Intention (Y), with a T-statistic value of 3.676, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0,058 which is less than 0.05. Therefore, H1 is accepted. Job Stress (X) also has a positive effect on Burnout (Z1), with a T-statistic value of 3.546, which is greater than the α value of 0.05 (5%) = 1,96 and a p-value of 0.000, which is less than 0.05. Therefore, H2 is accepted. Additionally, Job Stress (X) has a positive effect on Job Satisfaction (Z2), with a T-statistic value of 2.907, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.004, which is less than 0.05. Therefore, H3 is accepted. Meanwhile, Burnout (Z1) has a positive effect on Turnover Intention (Y), with a T-statistic value of 4.330, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.000, which is less than 0.05. Therefore, H4 is accepted. Additionally, Job Satisfaction (Z2) has a positive effect on Turnover Intention (Y), with a

T-statistic value of 2.886, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.004, which is less than 0.05. Therefore, H5 is accepted.

Table 6 Inner weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Y	0,474	0,471	0,149	3,676	0,058
X -> Z1	0,486	0,507	0,137	3,546	0,000
X -> Z2	0,442	0,482	0,152	2,907	0,004
Z1 -> Y	0,500	0,497	0,115	4,330	0,000
Z2 -> Y	0,335	0,350	0,116	2,886	0,004

Source: Processed data (2025)

Indirect Effect

Besides the direct effect as shown in the hypothesis testing above, this modeling reveals the total effect, indirect effect, or influence (through mediating variables), which is the influence of Job Stress (X) on Turnover Intention (Y) through Burnout (Z1) and Job Satisfaction (Z2), as shown in the following total effect Table 7.

Table 7 Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Z1 -> Y	0,243	0,252	0,091	2,676	0,008
X -> Z2 -> Y	0,248	0,268	0,081	2,832	0,007

Source: Processed data (2025)

From the total effect table above, it can be concluded that Job Stress (X) positively influences Turnover Intention (Y) through Burnout (Z1) as a mediating variable, with a T-statistic value of 2.676, which is greater than the α value of 0.05 (5%) = 1.96. The p-value is 0.008, which is less than 0.05, so H6 is accepted. Job Stress (X) positively influences Turnover Intention (Y) through Job Satisfaction (Z2) as a mediating variable, with a T-statistic value of 2.832, which is greater than the α value of 0.05 (5%) = 1.96. The p-value is 0.007, which is less than 0.05, so H7 is accepted.

Discussion

The Influence of Job Stress on Turnover Intention.

Based on the research conducted, the results obtained indicate that Job Stress has a positive influence on Turnover Intention. This means that the higher the level of job stress experienced by employees, the greater the likelihood they will have a desire to leave their jobs. Job stress arises when job demands exceed an individual's capacity to cope, leading to both emotional and physical strain (9). This condition reduces employee comfort, motivation, and commitment to the organization, ultimately leading to an intention to seek more suitable alternative employment. According to the Job Demands-Resources theory (24), a high workload without sufficient work resources will lead to stress, which in turn increases turnover intention. Empirical research findings also support this relationship, such as the study conducted by Zhang & Feng (25), which found that job stress significantly affects turnover intention among hospital nurses in China. Similarly, research by Sangivikumar & Thamodaran (26) states that job stress has a positive influence on turnover intention in the IT industry, and research by Lu et al. (27) confirms that job stress is one of the main predictors of turnover intention in various work sectors. Similarly, Salama et al. (28), Lin et al. (29), and Ambarwati et al. (30) concluded that the higher the level of job stress experienced by employees, the greater their tendency to intend to leave the organization. However, these results contradict the research by Desiana, Andrias, and Ahyinaa (31), Kaffaso and Mahyuni (32), and Nauffer and Kumar (33), which states that Job Stress negatively affects turnover intention.

The Influence of Job Stress on Burnout.

Based on the research conducted, the results obtained indicate that Job Stress has a positive influence on Burnout. The higher the level of job stress experienced, the greater the potential for employees to experience depersonalization and a decline in personal achievement in their work. Thus, it can be understood that job stress has a positive influence on burnout, where increasing stress intensity will accelerate the occurrence of psychological and emotional exhaustion, which ultimately reduces the quality of individual and organizational performance. Job stress plays a significant role in increasing the risk of burnout among employees. According to the job stress theory of Lazarus and Folkman (9), stress arises when individuals feel that job demands exceed their ability or resources to cope with them. This condition, if it continues, will lead to emotional exhaustion, decreased motivation, and feelings of helplessness, ultimately triggering burnout. Burnout itself, as stated by Maslach and Leiter (15), is a psychological syndrome characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment resulting from chronic, unresolved work-related stress.

A number of empirical studies also support this relationship. Research by Ahmad & Afgan (34) shows that job stress has a positive and significant impact on burnout in the service sector workforce. Similar results were also found by Anwar & Shahzad (35), who confirmed that the higher the level of job stress experienced by employees, the greater the likelihood of them experiencing burnout. Thus, it can be understood that an increase in job stress will be directly proportional to an increase in the level of burnout experienced by employees, so organizations need to pay attention to stress management as an effort to prevent burnout. These results are also consistent with research conducted by Natasha et al. (36) and Üngüren (37), which states that burnout is a result of prolonged stress and occurs when a person begins to question their personal values.

The Influence of Job Stress on Job Satisfaction.

Based on the results of the research conducted, it was found that Job Stress has a positive influence on job satisfaction. The research results indicate that Job Stress has a positive influence on job satisfaction. Job stress doesn't always have a negative impact on individuals, as to a certain extent, stress can have a positive influence on job satisfaction. According to Selye (38), there are two forms of stress: eustress (positive stress) and distress (negative stress). Eustress arises when employees face job challenges that demand creative thinking, enhance their competence, and require them to complete tasks more effectively. This condition can bring a sense of achievement, motivation, and satisfaction after successfully overcoming the pressure. Research conducted by Jex and Beehr (39) also shows that job stress at a reasonable intensity can increase job performance and satisfaction because employees feel more engaged with their work. Therefore, it can be concluded that job stress has a positive influence on job satisfaction when managed appropriately, as measured pressure can be a source of motivation and strengthen feelings of satisfaction with the job.

This research aligns with previous studies conducted by Naser et al. (40) and Jaafar (41), which found that job stress significantly impacts job satisfaction. However, this differs from the findings of Mardikaningsih & Sinambela (42), Arik et al. (43), and Lin et al. (29), who concluded that job stress negatively affects job satisfaction, as well as the study by Natasha et al. (36), which found that personal stress does not influence job satisfaction.

The Influence of Burnout on Turnover Intention.

Based on the research conducted, the results obtained indicate that burnout has a positive influence on turnover intention. These findings show that burnout positively affects turnover intention. This finding means that the higher the level of emotional, mental, and physical fatigue experienced by hospital nurses, the greater their tendency to intend to leave their jobs. Burnout, which arises from prolonged work pressure, excessive demands, and a lack of organizational support, causes employees to lose motivation, feel unable to adapt to the workload, and ultimately leads to a desire to seek more suitable alternative employment. Thus, burnout not only negatively impacts productivity and psychological well-being but also serves as a significant factor increasing the risk of high turnover intention within an organization.

Burnout is one of the psychological factors that significantly influences the increase in turnover intention within an organization. Individuals experiencing burnout tend to feel emotional exhaustion, loss of motivation, and a decline in their attachment to their work or organization. According to Maslach and Leiter (15), burnout is characterized by three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. When this condition persists chronically, employees will no longer feel job satisfaction, prompting them to leave their jobs and seek a working environment considered healthier. Research by Kim and Kao (44) confirms that burnout positively influences turnover intention, meaning the higher the level of employee burnout, the greater their desire to leave the organization. Thus, it can be concluded that burnout significantly contributes to increasing turnover intention, so organizations need to pay attention to prevention and management strategies.

The results of this study are consistent with research conducted by Lu and Gursoy (27), Salama (28), Üngüren et.al. (37), which shows that the level of burnout has a positive and significant effect on turnover intention. This is also in line with research conducted by Zheng, J., Feng, S., Feng, Y. et al. (45), which concluded that there is a positive influence of burnout on turnover intention among hospital nurses in China. Higher levels of burnout can increase nurses' intention to leave. However, this result contradicts the research by Santi (46), which concluded that burnout does not directly affect turnover intention.

The Influence of Job Satisfaction on Turnover Intention.

Based on the research conducted, the results obtained indicate that Job satisfaction has a positive influence on Turnover intention. This finding means that the level of job satisfaction felt by employees does not necessarily decrease their intention to leave the organization but can actually encourage them to seek new opportunities. This can happen when the satisfaction obtained is only partial, for example, being satisfied with relationships with colleagues or the work environment but still feeling that there are insufficient opportunities for career advancement, personal development, or work-life balance. In that context, job satisfaction strengthens employees' confidence to explore other jobs considered more promising. Thus, these results indicate that job satisfaction is not always synonymous with loyalty, but rather, under certain conditions, can trigger an increase in turnover intention.

Job satisfaction is essentially a crucial factor in determining employee loyalty and their intention to stay within the organization. However, in some conditions, job satisfaction can lead to an increase in turnover intention. This can happen when employees' perceived satisfaction is limited to certain aspects, such as relationships with colleagues or the work environment, while other more fundamental aspects, such as career opportunities, compensation, or work-life balance, are not well met. According to the discrepancy theory proposed by Locke (19), job satisfaction arises from the alignment between an individual's expectations and the reality of their work. When there is a gap between the satisfaction obtained and future career expectations, employees, even if they are reasonably satisfied with their current situation, still have the potential to leave their jobs in search of alternatives they consider more suitable. Research conducted by Lum et al. (47) indicates that job satisfaction can have a positive relationship with turnover intention in certain contexts, particularly when employees perceive more favourable external opportunities. Thus, it can be understood that job satisfaction does not always suppress turnover intention, but rather, under certain conditions, it can strengthen employees' intention to leave the organization.

The results of this hypothesis testing support the opinion of Zhang et al. (25), who stated that job satisfaction can lead to a higher desire for nurses to leave, and conversely, if nurse satisfaction is high, the rate of nurses' desire to leave decreases. However, this result is not consistent with the research by Noermijati (48), which concluded that job satisfaction has a negative effect on turnover intention.

Burnout mediates the influence of Job Stress on turnover intention.

Based on the results of the study conducted, it was found that Burnout is an acceptable mediating variable for the influence of Job Stress on Turnover intention. Burnout acts as a mediating variable in the relationship between job stress and turnover intention. High job stress due to excessive workload, tight time demands, and role conflict leads to sustained psychological pressure. This pressure does not directly push employees to leave their jobs, but rather first leads to burnout, characterized by emotional exhaustion, depersonalization, and a decline in personal accomplishment (15). Thus, the higher the job stress experienced, the greater the likelihood of employees experiencing burnout, and consequently, the higher the turnover intention that arises.

Theoretically, if the results of this study are linked to Social Exchange Theory, it can be said that hospitals must pay attention to the reciprocal relationships between nurses so that it will ultimately lead to a low intention to leave the hospital. The findings of this study have implications for human resource development strategies in hospitals, suggesting a greater focus on indicators of job stress and burnout. The main things to consider are fatigue during work, which the hospital should address by considering each nurse's capabilities to ensure they are suitable for the tasks assigned, and burnout, where emotional exhaustion or work burnout is the key variable to monitor. This can be achieved by the hospital paying attention to the external and internal environments to prevent nurses from experiencing work burnout leading to emotional exhaustion. Therefore, this research is expected to be used as a consideration for decision-makers in reducing nurse turnover rates by lowering nurses' turnover intention. Prolonged stress will lead to burnout, which will eventually result in the intention to resign (15).

Several studies support this mediating role, such as the findings by Cropanzano et al. (49); Ahmad & Afgan (34); and Üngüren et al., (37), which show that burnout is a significant path connecting job stress with employees' desire to leave their jobs. This confirms that job stress management needs to be implemented to prevent burnout, thereby effectively reducing turnover intention. The role of burnout as a mediating variable is to determine the relationship between Job Stress and burnout, and the relationship between turnover intention and burnout. In this study, burnout received high results, so burnout is considered a mediating variable because to achieve low turnover intention results, the level of burnout must first be reduced, which will then lower the level of Job Stress and ultimately reduce turnover intention.

Job satisfaction mediates the influence of Job Stress on turnover intention.

Based on the results of the study conducted, it was found that Burnout is an acceptable mediating variable for the influence of Job Stress on Turnover intention. High job stress generally lowers employee job satisfaction levels, as they feel burdened by job demands, a lack of organizational support, and an imbalance between work and personal life roles. This declining job satisfaction is what then drives employees' desire to leave their jobs. Thus, the influence of job stress on turnover intention not only occurs directly, but also through a decrease in job satisfaction. The job satisfaction–turnover model theory proposed by Mobley (50) explains that low job satisfaction is a primary psychological factor that strengthens employees' intention to leave the organization. Therefore, organizational efforts to manage job stress while simultaneously increasing job satisfaction are an important strategy for reducing turnover intention rates.

Minimizing dissatisfaction by giving nurses the opportunity to enjoy leisure time has proven beneficial for the hospital in the long run, which will reduce turnover intention. Such efforts by the Hospital to provide nurses with the means to express their individuality in the form of their interests and hobbies can ultimately equip the Hospital with more satisfied and loyal nurses. A stressed worker tends to have low job satisfaction. This resulted in the worker considering the option to quit or having the intention to resign.

The results of this study support the research conducted by Jung et al. (51), who found that job satisfaction significantly mediates the effect of job stress on turnover intention across various

industrial sectors. However, this result is not consistent with the research by Saputro (52), which concluded that job satisfaction does not mediate the influence of job stress on turnover intention.

Conclusion

Based on the analysis and discussion above, it can be concluded that job stress and burnout have a significant and positive influence on turnover intention. This means the higher the level of stress and burnout, the greater the employees' desire to leave their jobs. Job stress, whether caused by high job demands or a lack of resources, can trigger burnout (emotional exhaustion, depersonalization, and a decline in personal achievement). High stress levels don't directly lead to turnover, but rather through the mediator of burnout, which acts as a mediating variable. However, these findings contradict some other studies which state that job stress has a negative effect on turnover intention, and that job satisfaction can even increase turnover intention under certain conditions. This highlights the complexity of the relationships between these variables and suggests that their effects can vary depending on context and other factors.

The findings, though significant, may not fully capture the complex dynamics between job stress, burnout, and turnover intention, as they don't account for other mediating or moderating factors such as organizational culture, social support, or specific demographic characteristics. The contradictory results found when comparing with other studies highlight that these findings may not be universally generalizable and depend heavily on the specific context of the industry, methodology, or sample. Therefore, for future research, it is highly recommended to explore more comprehensive models that include additional mediating and moderating variables to gain a deeper understanding. Furthermore, conducting comparative studies across different work sectors would be valuable to see how the relationships between these variables change depending on the work environment.

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