

THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON TURNOVER INTENTION WITH EMPLOYEE ENGAGEMENT AS A MEDIATION VARIABLE

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Abstract: This study aims to analyze the effect of workload and work environment on turnover intention with employee engagement as a mediating variable among hospital employees. The research is motivated by the high turnover rate in the healthcare sector, which can disrupt service quality and operational continuity. This research employed a quantitative approach. The population consisted of all contract employees at Hospital X in Surabaya City, totaling 300 employees. The sample size was determined using the Slovin formula, resulting in 171.4, which was rounded to 172 respondents. Sampling was conducted using a random sampling technique with a purposive sampling approach. Data analysis was performed using the Partial Least Squares (PLS) method, with SmartPLS version 4 as the analytical tool.

The results indicate that workload has a positive and significant effect on turnover intention, whereas work environment and employee engagement have a negative and significant effect on turnover intention. Workload has a negative and significant effect on employee engagement, while work environment has a positive and significant effect on employee engagement. Furthermore, employee engagement significantly mediates the effect of both workload and work environment on turnover intention. Workload, as conceptualized by Hart and Staveland (1988), consists of two main indicators: quantitative workload and qualitative workload.

Keywords: Workload, Work Environment, Employee Engagement, Turnover Intention

1. Introduction

A hospital is a healthcare institution that provides integrated promotive, preventive, curative, and rehabilitative services, supported by professional staff and modern medical facilities. In addition to serving patients, hospitals also serve as centers for education, research, and referral within the national health system (World Health Organization, 2021). Their strategic role makes hospitals complex institutions focused not only on healing but also on developing human health resources and contributing to public health (Poudel et al., 2021).

As advanced healthcare providers, hospitals face the challenge of providing fast, high-quality, and safe services. This is impossible without the support of competent healthcare workers capable of fulfilling vital roles in curative, promotive, preventive, and rehabilitative aspects (kemenkes RI, 2024). However, the phenomenon of high turnover intention among healthcare workers poses a serious challenge. Contributing factors include heavy workloads, organizational pressure, lack of job satisfaction, and unsupportive leadership styles (Lu et al., 2019). High turnover disrupts continuity of care, increases patient waiting times, and potentially threatens patient safety.

National data shows that the workforce turnover rate in Indonesia remains high and fluctuating, reaching 34% in 2023 (Mercer, 2021); (Hermawati, Sambung, et al., 2022). This situation is also experienced by hospitals in Surabaya, where healthcare worker turnover reached an average of 8.84% between 2021 and 2024. This fluctuation reflects unstable human resource

management, which can lead to administrative burdens, retraining costs, and even a decline in service quality (Hermawati et al., 2019).

Table 1. Average Turnover Rate in Indonesia

Years	Turnover Rate
2021	25,6 %
2022	15,2 %
2023	34 %
2024	25 %

Source: Processed Secondary Data, 2025

The average turnover rate in Indonesia is relatively high and tends to fluctuate, with a peak of 25–34% in the hospital sector in 2023. A survey (Mercer, 2021) revealed that companies in Southeast Asia, including Indonesia, still struggle to retain employees because many leave due to dissatisfaction with salaries, benefits, and career opportunities. Gutmann's (2016) study ranked Indonesia as one of the five countries with the highest voluntary turnover rates. A 2013 Hay Group survey even ranked Indonesia third with a turnover rate of 25.8% (Tjahyanti & Purnomo, 2017).

This private hospital in Surabaya is a large type B hospital in the city, serving a wide area in South Surabaya. This hospital serves patients from all over Surabaya, especially in the southern part of the city, such as Wonokromo, Krembangan, Sawahan, Semampir, and the surrounding areas. Its strategic location also provides easy access from South Surabaya, and it employs 789 people.

Table 2. Turnover Intention Rates at X Hospital, Surabaya

No	Year	Turnover Rate	Turnover Percentage (%)
1	2021	141	17,87%
2	2022	41	5,2%
3	2023	59	7,48%
4	2024	38	4,82%
Total		279	Average 8,84%

Source: Processed Secondary Data, 2025

Turnover at Hospital X Surabaya shows an inconsistent trend, peaking at 7.48% in 2023. This phenomenon indicates serious issues in human resource management, particularly in retention and job satisfaction. Employee turnover data from 2021–2024 shows an imbalance that impacts service effectiveness and organizational stability.

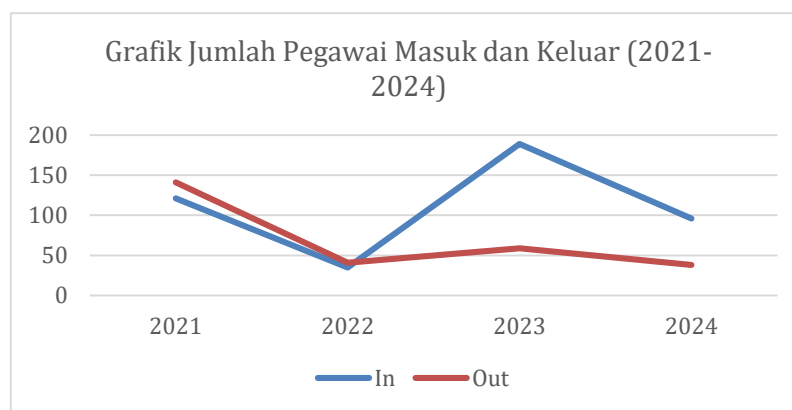


Figure 1. Graph of Number of Employees Entering and Leaving (2021-2024)

Source: HR Data from X Hospital, Surabaya (processed, 2025)

Based on the graph above, it can be concluded that in 2021 and 2022, the number of employees leaving was higher than the number of employees entering, and the number of employees leaving increased in 2023. Although in 2024 the number of employees leaving decreased, the potential for turnover intention still threatens the hospital's human resource management, so the factors causing it must be minimized. The following data categorizes the factors causing turnover intention according to hospital human resource management data.

Table 3. Estimation of Contribution of Factors Causing Turnover Intention

No.	Category Main	Causal Factor	Estimated Contribution
1	Excessive workload	Excessive overtime, night shifts	25-30%
2	Unsupportive work environment	Problems between employees or with superiors	10-15%
3	Lack of career path	No promotions or further training	8-10%
4	Low employee engagement	Lack of support, poor communication	15-20%
5	External factors	Offers from other institutions	5-10%

Source: HR Data of Hospital X Surabaya (Data processed, 2025)

An analysis of HR management at Hospital X Surabaya shows that excessive workload (25–30%) and an unsupportive work environment (10–15%) are the dominant factors contributing to turnover intention. Furthermore, lack of career advancement, low employee engagement, and external factors also contribute. Previous research supports these findings, stating that high workloads increase turnover intention (Tiar, 2023), while strong employee engagement can reduce turnover (Alifa Rizqia Rachmawati, 2024). Therefore, a management strategy based on work-life balance, environmental support, and increased employee engagement are key to reducing turnover, maintaining service continuity, and improving hospital quality (Hermawati & Yosiana, 2021).

From the phenomena and research gaps above, the researcher wants to know the analysis of the influence of workload and work environment on turnover intention with the mediation of employee engagement (study of employees of the A Yani Islamic Hospital in Surabaya).

2. Literature Review

Work Load (X1)

According to (Hart & Staveland, 1988), workload is the difference between task demands and an individual's ability to cope, encompassing mental, physical, temporal, performance, effort, and frustration levels. This definition later became the basis for the development of the NASA-TLX (Task Load Index) instrument to measure an individual's subjective perception of workload.

Work Environment (X2)

According to (Herzberg et al., 1959) in his Two-Factor Theory, the work environment is included in the hygiene (extrinsic) factors, namely external conditions of the job such as facilities, relationships between coworkers, organizational policies, and physical working conditions. A good work environment does not always increase motivation, but a bad one can cause dissatisfaction and encourage employees to leave.

Turnover Intention (Y)

According to (Tett & Meyer, 1993), turnover intention is defined as an individual's awareness and desire to leave the organization voluntarily, which is the closest predictor of actual turnover behavior.

Employee Engagement (M)

According to (Kahn, 1990), employee engagement is a psychological condition when employees fully involve themselves in their work, both physically, cognitively and emotionally, so that they channel their energy, attention and commitment into the work role they carry out.

3. Method

This study employed a quantitative approach with an explanatory research design. The aim was to explain the influence of independent variables on dependent variables through mediating variables and to test previously established hypotheses (Cresswell, 2019). Based on the observation time, this study is a cross-sectional study, meaning data collection occurred at a single point in time.

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS), as this method is capable of analyzing complex causal relationships, both direct and indirect, between workload (X1), work environment (X2), employee engagement (M), and turnover intention (Y).

The study population was all 300 contract employees at the A. Yani Islamic Hospital in Surabaya. The sampling technique used purposive sampling, with contract employees having worked for at least six months. The sample size was calculated using the Slovin formula with a 5% margin of error, resulting in 172 respondents.

Data collection used a closed-ended questionnaire based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The research instrument includes indicators of workload variables, work environment, employee engagement, and turnover intention.

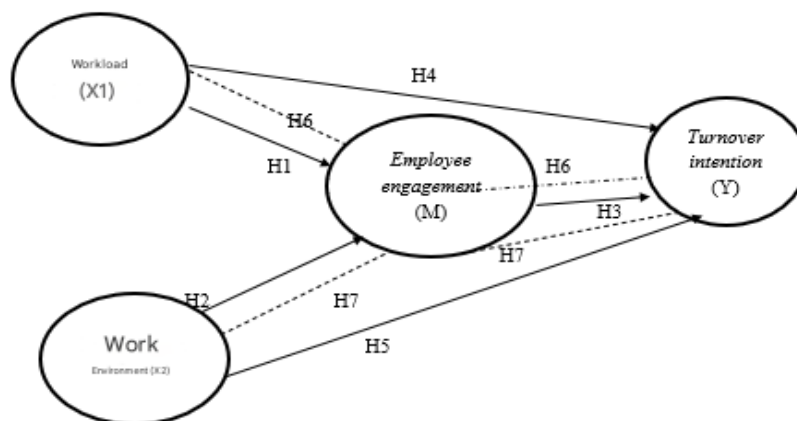


Figure 2. Conceptual Framework of Research (2025)

Information:

————> Direct relationship

- - - -> Indirect relationship (mediation)

Hypothesis:

H1 : Workload has a significant positive effect on turnover intention

- H2 : The work environment has a significant negative effect on turnover intention.
 H3 : Employee engagement has a significant negative effect on turnover intention.
 H4 : Workload has a significant negative effect on employee engagement.
 H5 : Work environment has a significant positive effect on employee engagement.
 H6 : Employee engagement mediates the influence of workload on turnover intention.
 H7 : Employee engagement mediates the influence of the work environment on turnover intention.

4. Result and Discussion

4.1 Result

Information in this study regarding respondent characteristics includes: 1) Gender, 2) Age, 3) Last Education, and 4) Length of Service.

Table 4. Characteristics Based on Gender

No.	Gender	Frequency	Percentage
1	Man	32	18.6%
2	Woman	140	81.4%
Total		172	100%

Source: Processed primary data (2025)

Based on the description of respondent characteristics by gender above, 32, or 18.6 percent, were male, and 140, or 81.4 percent, were female. These results indicate that the majority of respondents observed were female.

Table 5. Characteristics Based on Age

No	Age	Amount	Percentage
1	17 - 25 years	70	40.7%
2	26 - 34 years	95	55.2%
3	>34 years	7	4.1%
Total		172	100%

Source: Processed primary data (2025)

Based on the description of respondent characteristics based on age above, 70 people, or 40.7 percent, were aged 17-25 years, 95 people, or 55.2 percent, were aged 26-34 years, and 7 people, or 4.1 percent, were aged >34 years. These results indicate that the majority of respondents observed were aged 26-34 years.

Table 6. Respondent Characteristics Based on Work unit

No.	Work Unit	Amount	Percentage
1	Medical	114	66.3%
2	Non Medical	58	22.7%
Total		172	100%

Source: Processed data (2025)

The majority of Kebon Agung Sugar Factory employees have higher education, with the largest number of undergraduate graduates (43 people/34%), followed by diploma graduates (36 people/29%), making up 63% of employees with at least a diploma. Sixteen (13%) have

master's degree degrees, 17 (14%) have high school/vocational school degrees, and 13 (10%) have junior high school degrees. This data demonstrates the company's human resources possess high educational quality, supporting operational efficiency, innovation, and professionalism.

Table 7. Respondent Characteristics Based on Length of Service

No.	Years of service	Frequency	Percentage
1	1 month – 6 month	20	11.6%
2	>6 month - 1 years	81	47.1%
3	>1 years – 1.5 years	21	12.2%
4	>1.5 years - 2 years	37	21.5%
5	> 2 years	13	7.6%
Total		172	100%

Source: Processed primary data (2025)

Based on the results of the description of the characteristics of respondents based on work period, 20 people or 11.6 percent of respondents have worked for 1 month - 6 months, 81 people or 47.1 percent of respondents have worked for >6 months - 1 year, 21 people or 12.2 percent of respondents have worked for >1 year - 1.5 years, 37 people or 21.5 percent of respondents have worked for >1.5 years - 2 years, and 13 people or 7.6 percent of respondents have worked for >2 years. These results indicate that the majority of respondents observed work in medical work units.

A variable's degree of composite performance is measured using a set of metrics called Cronbach's Alpha if its alpha coefficient value is greater than 0.60. If a variable's composite score is more than 0.70, it is considered to have good composite performance (Cresswell, 2019). Furthermore, the genuine range variable or possible variation of a latent notion is indicated by a computed average variance of more than 0.50. The results of the Cronbach's alpha test, Composite Reliability, and Average Variance Obtained are shown in this table:

Table 8. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Variables	Cronbach's Alpha	Composite reliability (ρ_a)	Average variance extracted (AVE)
Workload (X1)	0.942	0.950	0.656
Work environment (X2)	0.919	0.924	0.577
Employee engagement (M)	0.920	0.924	0.583
Turnover intention (Y)	0.857	0.862	0.583

Source: Processed primary data (2025)

The results of construct validity and reliability testing indicate that all variables studied—workload (10 indicators), work environment (10 indicators), employee engagement (10 indicators), and turnover intention (6 indicators)—meet the measurement feasibility criteria. The Average Variance Extracted (AVE) value for each construct is more than 0.50, indicating that most of the indicator variance can be explained by the latent construct. Meanwhile, the Cronbach's Alpha and Composite Reliability (CR) values all exceed 0.70, thus confirming the indicator's consistency and good internal reliability. Thus, all indicators are declared valid and reliable, and can be used for further analysis in the study.

Table 9. Coefficient of Determination (R^2)

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Engagement	0.227	0.218
Turnover Intention	0.366	0.355

Source: Processed data (2025)

The coefficient of determination test for the influence on employee engagement yielded an R-square (R^2) of 0.227, indicating that 22.7 percent of the influence on employee engagement can be explained by workload and the work environment, while the remaining influence is explained by factors outside the study.

The coefficient of determination test for the influence on turnover intention yielded an R-square (R^2) of 0.366, indicating that 36.6 percent of the influence on turnover intention can be explained by workload, the work environment, and employee engagement, while the remaining influence is explained by factors outside the study.

Table 10. Summary of Hypothesis Test Results

Hypothesis	<i>Path (Track)</i>	Original Sample	<i>T</i> statistics	<i>P</i> values	Conclusion
H1	Work Load → Turnover Intention	0.185	2.293	0.022	Acceptable
H2	Work Environment → Turnover Intention	-0.389	5.142	0.000	Acceptable
H3	Employee Engagement → Turnover Intention	-0.267	2.912	0.004	Acceptable
H4	Work Load → Employee Engagement	-0.392	4.828	0.000	Acceptable
H5	Work Environment → Employee Engagement	0.240	3.072	0.002	Acceptable
H6	Work Load → Employee Engagement → Turnover Intention	0.104	2.495	0.013	Acceptable
H7	Work Environment → Employee Engagement → Turnover Intention	-0.064	2.084	0.037	Acceptable

Source: Processed primary data (2025)

4.2 Discussion:

4.2.1 Work Load on Turnover Intention

The results of this study indicate that workload has a significant influence on the turnover intention of private hospital employees, where the higher the workload, the greater the tendency of employees to leave the organization. The hypothesis test produced a coefficient of 0.185 with a t-statistic of 2.293 and a p-value of 0.022, indicating a positive and significant influence between the two variables, thus proving the hypothesis correct. This finding is in line with previous research, such as that conducted by (Setianto et al., 2022) at Panti Wilasa Citarum Hospital, Semarang, which found that excessive workload increases employee turnover intention, and research by (Rahagia & Zulkarnain, 2022) at Dr. Iskak Hospital, Tulungagung, which confirmed that high work pressure encourages nurses to leave their profession. (Hermawati, et al., 2022), (Mutia et al., 2021) also added that excessive workload can reduce organizational commitment and increase the desire to resign. Field conditions at Hospital X, Surabaya City support these results, where the increase in the number of patients due to the BPJS policy is not balanced by an increase in medical personnel and facilities, so employees

must endure excessive workloads in a long shift system. This situation causes fatigue, stress, and job dissatisfaction which ultimately strengthens the employee's intention to leave the organization.

4.2.2 Work Environment on Turnover Intention

The results of the study indicate that the work environment has a significant negative effect on the turnover intention of private hospital employees. The better the work environment, both physically and non-physically, the lower the employee's intention to leave the organization. This is demonstrated by the results of the hypothesis test with a coefficient value of -0.389, a t-statistic of 5.142, and a significance level of 0.000, which confirms that the hypothesis is accepted. This finding is in line with (Nugroho & Darmawati, 2018) research at PT Circle K Indonesia Utama, Yogyakarta Branch, which found that a conducive work environment can suppress turnover intention. In the field, Hospital X, Surabaya City, still faces obstacles in creating a comfortable work environment, such as inadequate work facilities, high workloads without emotional support, and stiff relationships between employees. Additional factors such as noise, unstable room temperature, and lack of management attention to employee welfare are also strong reasons that encourage increased turnover intention.

4.2.3 Employee Engagement on Turnover Intention

The results of this study prove that employee engagement has a significant negative effect on turnover intention among private hospital employees in Surabaya. The higher the employee's involvement in their work and organization, the lower their desire to leave the institution. The hypothesis test shows a coefficient of -0.267 with a t-value of 2.912 and a significance level of 0.004, confirming that the relationship between the two is negative and significant. This finding is in line with the research of (Janna & Paradilla, 2023) at Grestelina Hospital Makassar, which also found that employee engagement significantly influenced turnover intention with a p-value of 0.004. This means that high employee engagement can function as a protective factor against the intention to leave the organization. The results of field observations support this empirical evidence, where hospital employees who feel appreciated, empowered, and recognized for their contributions demonstrate high commitment, work enthusiasm, and active participation in improving service quality. Conversely, employees who are less emotionally engaged tend to experience psychological exhaustion and are more likely to seek employment opportunities elsewhere.

4.2.4 Work Load Influence on Employee Engagement

The research findings demonstrate a significant negative relationship between workload and employee engagement among private hospital employees in Surabaya. The higher the workload, the lower the employee's work engagement, while a proportional workload can actually increase their engagement. This finding is supported by the results of the hypothesis test, with a coefficient of -0.392, a t-value of 4.828, and a significance level of 0.000 indicating a significant negative effect. Consistent with research by (Simanungkalit et al., 2024), excessive workloads lead to decreased commitment and engagement because employees experience physical and mental fatigue, making it difficult to demonstrate enthusiasm and concentration in their work. In practice, many private hospitals in Surabaya are still unable to distribute their workload evenly. Nurses often face disproportionate patient ratios, while administrative staff are required to complete documents within tight deadlines. These conditions lead to fatigue, stress, and a loss of work morale, resulting in employees no longer being able to demonstrate pride, emotional involvement, or optimal concentration in carrying out their duties.

4.2.5 Work Environment on Employee Engagement

The research findings demonstrate that the work environment has a positive and significant impact on employee engagement among private hospital employees in Surabaya. This finding was demonstrated through hypothesis testing with a coefficient value of 0.240, a t-statistic of 3.072, and a significance value of 0.002, confirming that the better the perceived work environment, the higher the employee engagement. Conversely, unsupportive working conditions, both physically and psychologically, have the potential to reduce employee enthusiasm, dedication, and concentration in carrying out their duties. (Janna & Paradilla, 2023) research at Grestelina Hospital in Makassar also supports this finding, where employee engagement was shown to play a role in reducing turnover intention, and a conducive work environment is one of the key factors supporting this engagement. Field observations indicate that adequate facilities, comfortable room management, and harmonious relationships between employees can create high work morale, a sense of appreciation, and stronger loyalty to the organization. Conversely, a stressful work environment, minimal effective communication, and limited supporting facilities tend to reduce motivation, increase burnout, and negatively impact the quality of hospital services.

4.2.6 Employee Engagement as a Mediator Between Workload and Turnover Intention

The path analysis results showed that employee engagement significantly mediated the relationship between workload and turnover intention, with a path coefficient of 0.104, a t-value of 2.495, and a p-value of 0.013 (<0.05). These findings indicate that high workload can encourage turnover intention by reducing employee engagement. Although the coefficient is not large in absolute terms, its impact is practically significant, especially in the high-pressure healthcare sector. In the hospital context, fast-paced work, heavy responsibilities, and emotional demands often reduce healthcare worker engagement, thereby increasing the risk of turnover. Previous research supports these findings; (Setianto et al., 2022) and (Rahagia & Zulkarnain, 2022) found that high workload is positively correlated with turnover intention. Field findings at Hospital X in Surabaya revealed a similar situation: nurses faced high patient volumes and complex tasks, but those with strong engagement—reflected in enthusiasm, dedication, and involvement in service—tended to be better able to withstand the negative impact of workload on turnover intentions. This emphasizes the role of engagement as a crucial mediator in the dynamics of workload and turnover intention.

4.2.7 Employee Engagement as a Mediator between Work Environment and Turnover Intention

The results of this study indicate that employee engagement significantly mediates the relationship between the work environment and turnover intention, with a path coefficient of -0.064, a t-statistic of 2.084, and a p-value of 0.037 (<0.05). A negative coefficient indicates that the better employees perceive the work environment, the lower their intention to leave through increased engagement. This finding aligns with research by (Hidayat & Agustina, 2020), which confirms that engagement is an important mediator in the relationship between the work environment and turnover intention. This means that the influence of the work environment is not only direct but is also strengthened by employees' emotional and psychological involvement in their work. Field findings at Hospital X in Surabaya support this finding, where a conducive work environment, adequate facilities, and harmonious working relationships encourage nurses' enthusiasm, dedication, and attachment to their work, thereby suppressing their intention to leave. Overall, this study confirms that employee engagement acts as a partial mediator that is theoretically and practically relevant. Therefore, strategies to improve the

quality of the work environment must be integrated with efforts to build employee engagement to reduce turnover intention.

5. Conclusions

Based on the problem formulation, research objectives, research hypotheses, data analysis and discussion presented in the previous chapter, the researcher's conclusions are as follows:

1. Workload has a positive and significant effect on hospital employee turnover intention. This result indicates that the higher the workload employees perceive, the greater their likelihood of intending to leave their jobs.
2. The work environment has a negative and significant effect on turnover intention. These results indicate that the better the quality of the work environment perceived by employees, the lower their desire to leave their jobs.
3. Employee engagement has a negative and significant effect on turnover intention. Test results show that the higher the employee engagement, the lower their intention to leave.
4. Workload has a negative and significant effect on employee engagement. Results show that high workloads tend to decrease employee engagement.
5. The work environment has a positive and significant impact on employee engagement. Results show that a positive work environment can increase employee engagement.
6. Employee engagement positively and significantly mediates the effect of workload on turnover intention. Results show that high workload decreases employee engagement, which ultimately increases turnover intention. Thus, employee engagement acts as a mediator explaining how excessive workload can lead to employee turnover intentions by decreasing their involvement in their work and the organization.
7. Employee engagement positively and significantly mediates the influence of the work environment on turnover intention. Test results show that a conducive work environment increases employee engagement, which in turn reduces turnover intention. Thus, employee engagement is a crucial bridge explaining how a positive work environment can indirectly reduce turnover intention by increasing employee engagement.

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