

The Relationship Between Workload and Nurse Turnover Intention at the RS PMI Bogor in 2025

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Introduction: Human resource problems often faced by hospital management are high nurse turnover rates. Turnover is the departure of employees from an organization. Turnover is one of the alternatives that employees do to get a better job. One of the reasons employees want to move or leave is that employees feel the workplace atmosphere is no longer in accordance with their expectations. **Objective:** The purpose of this study is to determine the Relationship between Workload and Nurse Turnover Intention at PMI Hospital in 2025. **Method:** The research method uses quantitative research with analytical descriptive research and uses a Cross Sectional design, where the research is conducted at the time of data collection between independent variables and dependent variables which are carried out together at the same time. The population is 43 nurses with a total sampling technique, namely with a sample of 43 respondents. **Results:** The results of univariate research were obtained from 43 respondents, There is a significant relationship between the Relationship between Workload and Nurse Turnover Intention at PMI Hospital in 2025. The results of the Chi-square statistical test obtained a P-value = 0.019. The Odds Ratio value of 7.192 means that respondents who have a heavy workload have a 7 times greater chance of having bad Turnover Intention compared to respondents with a moderate workload.

Keywords: Workload, Nurses, and Turnover Intention

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1. Introduction

According to Indonesian Minister of Health Regulation No. 340/Menkes/Per/III/2010 concerning Hospital Clarification, a hospital is a health service institution that provides comprehensive individual health services, including inpatient, outpatient, and emergency care. Meanwhile, according to Indonesian Minister of Health Regulation No. 11 of 2016, hospitals provide a way for the public to receive faster and more convenient outpatient services. Hospitals must be given the opportunity to provide outpatient services (Situmorang et al., 2023). Hospitals play a critical role in improving community health and are considered the backbone of the healthcare system (Tan & Lim, 2018).

Individual performance is influenced by job satisfaction, and nurse job satisfaction is significantly related to hospital performance. Nurse performance improves when nurses feel satisfied with their work, as job satisfaction reflects an employee's positive attitude toward their work and organizational environment (Okwerita et al., 2023; Locke, 1976). Job satisfaction has been linked not only to performance but also to organizational commitment, retention, and quality of patient care (Spector, 1997).

According to the WHO, there are 19.3 million nurses worldwide, while in Indonesia there are 147,264 nurses. Nationally, the nurse-to-population ratio is 87.65 per 100,000 population, which is far below the 2019 target of 180 per 100,000 population (Ridulloh, 2022). This shortage indicates that nursing staff is

still very limited, which can result in a high workload. Increased workload has been shown to negatively affect both job satisfaction and the quality of care provided (Aiken et al., 2002). A heavy workload, combined with insufficient human resources, can lead to fatigue, stress, and burnout among nurses, which in turn increases the likelihood of turnover (Dall'Ora et al., 2015).

A persistent challenge in hospital management is the high nurse turnover rate. Turnover, which refers to the departure of employees from an organization, is one strategy employees use to seek better employment or work conditions (Hancock et al., 2013). Employees often consider leaving when the workplace fails to meet their expectations, including in areas such as workload, support, and career development opportunities. Cresswell (in Holland, 2012) stated that a typical business should maintain an average turnover rate of 4%, but in high-service environments such as nursing, an ideal turnover rate ranges from 3% to 6% per year (Mayawati, 2021).

High nurse turnover in hospitals can disrupt patient care, increase costs, and decrease organizational efficiency (Muharni et al., 2020; Duffield et al., 2014). Nurse turnover may occur through resignation, transfer out of the unit, dismissal, or death. Research shows that high turnover is often associated with occupational stress, insufficient support from supervisors or coworkers, role ambiguity, excessive job demands, and lack of control over tasks (Lestiani et al., 2024; Laschinger et al., 2001).

Considering these challenges, understanding the relationship between workload and turnover intention among nurses is crucial. Workload, defined as the physical and psychological demands placed on nurses in performing their duties, has been consistently identified as a predictor of turnover intention (Tourangeau et al., 2010). Therefore, the researchers felt the need to conduct a study entitled "The Relationship Between Workload and Nurse Turnover Intention at the Indonesian Red Cross Hospital in Bogor in 2025," to provide evidence-based insights that can inform hospital management strategies aimed at improving nurse retention and patient care quality.

2. Methods

This study is a quantitative study with a cross-sectional design. The purpose of this study was to examine the relationship between workload and turnover intention among nurses at the Indonesian Red Cross Hospital in Bogor in 2025. Data were collected using a questionnaire containing closed-ended questions that had been tested for validity and reliability. The questionnaire was administered to all nurse respondents, and the responses were then statistically analyzed using a correlation test to determine the extent to which workload influenced turnover intention. Data analysis was performed using statistical software appropriate for quantitative research.

The population in this study were 43 nurses working at the Indonesian Red Cross Hospital in the Soka and Seruni Inpatient Wards. This study sample used the entire population, namely 43 respondents, making this study a full population study or census. All nurse respondents were interviewed and administered questionnaires directly, so the data obtained is considered representative of the population studied.

3. Results and Discussion

Research Results

Distribution of Turnover Intentions at PMI Hospitals in 2025

No	Turnover Intention	Frequency	Precentage
1	Good	24	55,8 %
2	Bad	19	44,2 %
Total		43	100 %

Source: SPSS Data Processing

Table 1 Frequency Distribution of Turnover Intention Variable with n=43

Based on Table 4.1.1, of the 43 respondents, 24 (55.8%) had good turnover intentions and 19 (44.2%) had poor turnover intentions.

Frequency Distribution of Workload Variable at Home for Indonesian Migrant Workers in 2025

Table 2. Frequency Distribution of Workload Variables with n = 43

No	Workload	Frequency	Precentage
1.	Heavy Workload	13	30,2%
2.	Moderate Workload	30	69,8%
3.	Light Workload	0	0%
Total		43	100%

Source: SPSS Data Processing

Based on Table 2, it can be concluded that of the 43 respondents, 30 (69.8%) had a moderate workload.

Relationship between Workload and Turnover Intention at PMI Hospitals in 2025

Table 3. Relationship between Workload and Turnover Intention

Workload	Turnover Intention				Total	P value	OR
	Good		Bad				
	N	%	N	%			
Heavy Workload	11	84,6%	2	15,4 %	13	100 %	7,192
Moderate Workload	13	43,3 %	17	56,7 %	30	100 %	
Total	24	55,8 %	19	44,2 %	43	100 %	

Based on Table 3, it can be seen that of the 30 respondents, 17 respondents experienced moderate workloads with negative turnover intentions, and 13 respondents experienced good turnover intentions. Meanwhile, 13 respondents experienced heavy workloads with negative turnover intentions, 2 respondents experienced good turnover intentions, and 11 respondents experienced good turnover intentions. The Chi-square statistical test yielded a P-value of 0.019, with a P-value α (0.05), thus concluding that there is a significant relationship between workload and nurse turnover intentions at PMI Hospital Bogor in 2025.

The odds ratio of 7.192 indicates that respondents with heavy workloads are seven times more likely to experience bad turnover intentions compared to respondents with moderate workloads.

Research Discussion

1. Respondent Characteristics

The characteristics of the nurse respondents studied in relation to workload and turnover intention included age, length of service, and so on. Furthermore, factors such as job satisfaction, motivation, compensation, and work environment also play a role in influencing the relationship between workload and nurses' desire to leave their jobs (turnover intention).

2. Overview of Workload and Turnover Intention

High nurse workloads can reduce nurse performance and lead to turnover intention. Several studies have shown that high workloads can contribute to increased turnover intention in nurses. Excessive workloads can lead to physical and mental exhaustion, stress, job dissatisfaction, and work-life imbalance. All of these factors can influence nurses' desire to leave their jobs (Rahagia & Zulkarnain, 2022).

3. Relationship between Workload and Turnover Intention at PMI Hospital in 2025

The Chi-square statistical test results yielded a P-value of 0.019, with a P-value $< \alpha$ (0.05). This concludes that there is a significant relationship between workload and nurse turnover intention at PMI Hospital in Bogor in 2025. The odds ratio of 7.192 indicates that respondents with moderate workloads were seven times more likely to have poor turnover intention than respondents with heavy workloads.

These results align with research by Rahagia, R., & Zulkarnain, O. (2022). "The Relationship Between Workload and Turnover Intention Among Nurses in the HCU Ward at Dr. Iskak Hospital, Tulungagung." The purpose of this study was to analyze the relationship between workload and turnover intention among nurses in the HCU ward. This was a correlational analytic study with a cross-sectional approach. The sample size was 37, drawn using a purposive sampling technique. The results were tested using the Pearson statistical test with a significance level of $\alpha = < 0.05$ using SPSS 23. The research instruments used were the workload questionnaire and the CBAS (Caring Behaviors Assessment Scale). This study was conducted at Dr. Iskak Hospital, Tulungagung. The results of the Pearson correlation test, with an error level (α) = 0.05, yielded a p-value of 0.011. This indicates a significant relationship between workload and turnover intention among nurses in the HCU ward at Dr. Iskak Hospital, Tulungagung. The lower the workload, the more likely it is for nurses to demonstrate turnover intention in providing nursing care (Rahagia & Zulkarnain, 2022).

Nurses with high workloads tend to experience burnout and show a loss of empathy, sympathy, and responsiveness to patients. This can also lead to decreased nurse performance. Nurse workload is a significant predictor of mental health issues, stress, dissatisfaction, and burnout. These conditions can negatively impact patients, nurses, and hospitals. Turnover intention is the essence of nursing and the heart of nursing practice, built on the values of kindness, caring, compassion for oneself and others, and respect for patients' spiritual beliefs. High nurse workloads can decrease nurse performance and lead to turnover intention. Several studies have shown that high workloads can contribute to increased turnover intention in nurses. Excessive workloads can lead to physical and mental exhaustion, stress, job dissatisfaction, and work-life imbalance. All of these factors can influence nurses' desire to leave their jobs (Rahagia & Zulkarnain, 2022). Researchers believe that workload is related to the processes a person undergoes in carrying out their work activities. Therefore, it can be concluded that high workloads and turnover intention in nurses have a negative impact on the healthcare sector as a whole. High turnover intention can lead to nursing shortages, increase replacement costs, and disrupt continuity of patient care. Furthermore, nurses

experiencing high/heavy workloads and high turnover intention can also experience a decline in the quality of care and patient well-being. Turnover intention also reflects the professional behavior of nurses in providing nursing services based on their intellectual and technical abilities to patients, families, and the community with attention, care, friendliness, courtesy, therapeutic communication, and a constant readiness to provide the best for clients.

4. Conclusion

Based on the univariate results, the frequency distribution shows that out of 43 respondents, 13 (30.2%) showed a heavy workload, 30 (69.8%) showed a moderate workload. Of the 43 respondents, 24 (55.8%) showed good turnover intentions and 19 (44.2%) showed poor turnover intentions.

There is a significant relationship between workload and turnover intentions at PMI Hospital in 2025. The Chi-square statistical test results yielded a P-value of 0.019. The odds ratio of 7.192 indicates that respondents with a heavy workload are 7 times more likely to have poor turnover intentions than respondents with a moderate workload.

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