



**IMPACT OF WORKLOAD, OCCUPATIONAL STRESS, AND REMUNERATION ON
STAFF TURNOVER PROPENSITY**

Shiela Stefani*, Kosasih, Ayu Laili Rahmiyati, Vip Paramarta, Farida Yuliaty

Master of Management Postgraduate Directorate, Universitas Sangga Buana YPKP, Jl. Khp Hasan Mustopa No.68,
Cikutra, Cibeunying Kidul, Bandung, Jawa Barat 40124 Indonesia

*shiela.stefani@med.maranatha.edu

ABSTRACT

This study analyzes the influence of workload, job stress, and compensation on turnover intention among hospital staff in Bandung. Utilizing a quantitative verificative design, data were collected from 103 employees and analyzed via Multiple Linear Regression using SPSS. The research aimed to quantify how these organizational factors collectively and individually drive the propensity of human capital to depart, which is critical in the competitive healthcare sector where replacement costs and knowledge loss are substantial. Descriptive findings reveal that while workload, stress, and compensation levels are currently moderate, the resulting turnover intention remains low. However, inferential analysis confirms a significant impact from all variables. Job stress is the most dominant predictor, uniquely accounting for 31.7% of the variance, followed by compensation (15.8%) and workload (9.2%). Collectively, these three factors explain 56.7% of the total fluctuations in turnover intention ($R^2 = 0.567$). The results demonstrate that workload and stress significantly increase the likelihood of exit, while higher compensation levels effectively mitigate it. These findings suggest that turnover intent is a latent risk highly sensitive to psychological and financial drivers. Management must prioritize proactive retention strategies, specifically targeting stress reduction through clearer job descriptions and improved work environments. Furthermore, maintaining competitive remuneration and equitable workload distribution is essential to prevent moderate dissatisfaction from escalating into actual attrition. By addressing these core determinants, healthcare institutions can stabilize their workforce, preserve institutional knowledge, and ensure the continuity of high-quality patient care.

Keywords: compensation; employee; job stress; hospital; turnover intention; work load

How to cite (in APA style)

Shiela, S. S., Kosasih, K., Rahmiyati, A. L., Paramarta, V., & Yuliaty, F. (2025). Impact of Workload, Occupational Stress, and Remuneration on Staff Turnover Propensity. *Indonesian Journal of Global Health Research*, 8(2), 293–300. <https://doi.org/10.37287/ijghr.v8i2.1142>.

INTRODUCTION

Employee turnover intention presents a significant managerial obstacle for Indonesian hospitals, with direct consequences for the quality of patient care. The resulting operational instability, compounded by the escalating costs of recruitment and training, necessitates robust retention strategies. As essential healthcare providers, nurses and medical professionals are particularly susceptible to intense workload and chronic job stress. Despite considerable national investment in healthcare infrastructure and technological advancement, the challenge of high turnover intention persists. Recent empirical evidence underscores this instability; for example, data from STIKES Baptis Hospital indicated that nearly all nurses (approximately 97.67%) reported a moderate intent to leave (Supriyadi, 2025). Furthermore, one hospital reported a staggering nurse turnover rate of 79.4% in 2022, far exceeding the accepted best-practice standard of 5-10% annually (Hanum & Meliala, 2023).

The Critical Imperative of Mitigating Employee Turnover Intention in Indonesian Healthcare. Employee turnover intention presents a significant managerial obstacle for Indonesian hospitals, with direct consequences for the quality of patient care. The resulting operational instability, compounded by the escalating costs of recruitment and training, necessitates robust retention strategies. As essential healthcare providers, nurses and medical professionals are particularly susceptible to intense workload and chronic job stress. Despite considerable national investment in

healthcare infrastructure and technological advancement, the challenge of high turnover intention persists. Recent empirical evidence underscores this instability, for example, data from STIKES Bapris Hospital indicated that nearly all nurses (approximately 97.67%) reported a moderate intent to leave (Supriyadi, 2025). Furthermore, one hospital reported a staggering nurse turnover rate of 79.4% in 2022, far exceeding the accepted best-practice standard of 5-10% annually (Hanum & Meliala, 2023). This trend reflects a critical behavioral shift where employees, burdened by excessive workload, persistent stress, and insufficient compensation, are proactively seeking more rewarding professional environments. Such instability often translates into substantial financial losses for healthcare institutions (Paul Yoke Limuria, Rian Adi Pamungkas, and Tjipto Rini 2025). This pervasive attrition undermines the consistency and reliability of medical services, jeopardizing patient trust and organizational credibility. Consequently, a holistic and data driven approach is paramount for identifying and managing the core factors specifically workload, stress, and compensation that fuel the intent of skilled personnel to depart.

The primary objectives of this study are systematically structured to investigate the relationship between key organizational factors and employee retention. Specifically, the research aims to (1) map the current state and level of workload, job stress, compensation, and turnover intention among hospital employees. Following this descriptive analysis, the study will quantify the influence of each independent variable on the dependent variable, examining the extent to which (2) workload, (3) job stress, and (4) compensation individually impact employee turnover intention. Finally, the research seeks to determine (5) the collective and simultaneous effect of workload, job stress, and compensation on the turnover intention of employees.

METHOD

The research object aligns directly with the study's title: The Influence of Workload, Job Stress, and Compensation on Employee Turnover Intention. The unit of analysis comprises the employees, situated at Taman Kopo Indah III Blok H No 1 Margahayu, Bandung Regency. This selection was informed by preliminary data collected through interviews and hospital profile documentation, providing a robust contextual basis for the study. The methodology employs a dual approach: descriptive and verificative research. The descriptive component aims to provide a thorough understanding of the current characteristics of the research object, particularly the state of workload, job stress, compensation, and turnover intention among staff. The verificative component is designed to statistically test and analyze the causal relationships (the influence) between the independent variables (workload, job stress, and compensation) and the dependent variable (turnover intention). The population for this study includes all employees, whose roles and experiences are relevant to the investigated variables: workload, job stress, compensation, and turnover intention. This clearly defined population encompasses individuals who are actively involved in the hospital's organizational dynamics, ensuring that the collected data accurately represent the factors influencing employees' decisions to either remain with or leave the institution. A precise population definition is crucial for obtaining representative data, thereby enhancing the generalizability and validity of the research findings.

RESULT

The sample for this study comprised 103 respondents, a number that satisfied the minimum statistical requirements. The demographic profile reveals several key characteristics of the sampled workforce. The hospital staff is predominantly female, comprising 59% of the respondents (61 individuals). Furthermore, the workforce is notably young and dynamic, with the majority (67%) falling within the young productive age bracket of 25-35 years. In terms of formal qualifications, the educational attainment is relatively high, dominated by Bachelor's Degree (S1) holders (49%), followed by Diploma (D3) graduates (24%). Analysis of employment status indicates that the sample is primarily composed of non-medical staff, with Contract (47 individuals) and Permanent (43 individuals) positions being the most prevalent. The minimal representation of doctors

(particularly permanent ones) suggests the study's primary focus lies on the larger body of support, nursing, and administrative personnel.

Empirical Findings and Analytical Rigor: Determinants of Turnover Intention

This chapter reports the empirical findings concerning the influence of workload, job stress, and compensation on employee turnover intention. The study utilized data from a sample of 103 respondents, employing both descriptive and verificative (multiple regression) analytical methods to quantify these relationships and satisfy the research objectives.

Respondent Demographics and Descriptive Overview

Sample Characteristics

The demographic profile reveals several key characteristics of the sampled workforce. The hospital staff is predominantly female, comprising 59% of the respondents (61 individuals). Furthermore, the workforce is notably young and dynamic, with the majority (67%) falling within the young productive age bracket of 25-35 years. In terms of formal qualifications, the educational attainment is relatively high, dominated by Bachelor's Degree (S1) holders (49%), followed by Diploma (D3) graduates (24%). Analysis of employment status indicates that the sample is primarily composed of non-medical staff, with Contract (47 individuals) and Permanent (43 individuals) positions being the most prevalent. The minimal representation of doctors (particularly permanent ones) suggests the study's primary focus lies on the larger body of support, nursing, and administrative personnel.

Descriptive Analysis of Study Variables

Table 1.

Descriptive statistics were calculated using a five-point Likert scale (where 2.61-3.40 indicates a Moderate perception).

Variable	Mean Score	Category	Key Insight
Workload	3.30 (SD 0.57)	Moderate	The high score for high concentration demands (Mean 4.19) indicates a significant perception of mental strain in their roles.
Job Stress	2.68 (SD 0.48)	Moderate	The major stressor appears to be physical work conditions (Mean 4.02, approaching 'High'), while ambiguity in duties (Mean 2.26) is a lesser factor.
Compensation	3.40 (SD 0.19)	Moderate (Upper Bound)	While holiday allowances show reasonable satisfaction (Mean 3.66), the adequacy of essential non-fixed benefits like health, transport, and meal allowances recorded the lowest satisfaction (Mean 3.14).
Turnover Intention	2.28 (SD 0.10)	Low	Despite moderate challenges across the independent variables, employees' concrete intent to leave is low. The most frequent manifestation is the cognitive contemplation of quitting (Mean 2.40).

Overall, the descriptive results suggest that staff operate under moderate levels of workload, stress, and compensation satisfaction. Crucially, the outcome variable, Turnover Intention, remains in the Low category, indicating that employees have not yet translated their moderate dissatisfaction into concrete, near-term exit plans.

Multiple Linear Regression Analysis and Hypothesis Testing

The influence of Workload (X1), Job Stress (X2), and Compensation (X3) on Turnover Intention (Y) was investigated using Multiple Linear Regression Analysis. This method allows for the direct assessment of the predictive power and direction of relationship between the independent variables and the dependent variable. The established regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y is Turnover Intention, X1 is Workload, X2 is Job Stress, X3 is Compensation, a is the constant, b1 to b3 are the regression coefficients, and e represents the model error.

Regression Model Formulation

The quantitative results derived from the SPSS v26.0 software yield the specific multiple linear regression equation: $Y=1.068+0.237X_1+0.526X_2-0.332X_3+e$

Interpretation of Regression Coefficients:

1. Constant ($\alpha=1.068$): This positive value indicates that if all independent variables (Workload, Job Stress, and Compensation) were held constant at zero, the estimated value of Turnover Intention would be 1.068.
2. Workload ($b_1=0.237$): The positive coefficient indicates a direct and unidirectional relationship. A one-unit increase in Workload is predicted to lead to a 0.237-unit increase in Turnover Intention, assuming all other factors remain constant.
3. Job Stress ($b_2=0.526$): The positive coefficient signifies a direct relationship. A one-unit increase in Job Stress is predicted to result in a substantial 0.526-unit increase in Turnover Intention, *ceteris paribus*.
4. Compensation ($b_3=-0.332$): The negative coefficient denotes an inverse relationship. A one-unit increase in Compensation is predicted to cause a 0.332-unit decrease in Turnover Intention, *ceteris paribus*.

Hypothesis Testing

Hypothesis testing was conducted to determine the statistical significance of the influence of the independent variables on turnover intention, both individually (partial test) and collectively (simultaneous test).

1. Partial Hypothesis Testing (t-test)

The t-test was employed to examine the individual significance of Workload, Job Stress, and Compensation on Turnover Intention, using a critical t-value (t_{table}) of 1.984 (for $df=n-k-1=103-3-1=99$). The decision rule is to reject the null hypothesis (H_0) if $|t_{count}|>t_{table}$ or if the significance level (p-value) is less than 0.05.

a. Workload (X_1) vs. Turnover Intention (Y)

Hypotheses: H_{01} : Workload has no significant influence on Turnover Intention. H_{a1} : Workload has a significant influence on Turnover Intention.

Result: The t-count is 2.608 (Table 4.18), which is greater than t_{table} (1.984).

Conclusion: H_{01} is rejected and H_{a1} is accepted. There is a significant positive influence of Workload on Turnover Intention.

b. Job Stress (X_2) vs. Turnover Intention (Y)

Hypotheses: H_{02} : Job Stress has no significant influence on Turnover Intention. H_{a2} : Job Stress has a significant influence on Turnover Intention.

Result: The t-count is 5.898 (Table 4.19), which is substantially greater than t_{table} (1.984).

Conclusion: H_{02} is rejected and H_{a2} is accepted. There is a significant positive influence of Job Stress on Turnover Intention.

c. Compensation (X_3) vs. Turnover Intention (Y)

Hypotheses: H_{03} : Compensation has no significant influence on Turnover Intention. H_{a3} : Compensation has a significant influence on Turnover Intention.

Result: The t-count is -4.945 (Table 4.20). Comparing this to the negative critical value (due to the inverse relationship) $-t_{table}$ (-1.984), we find that $-4.945<-1.984$ (i.e., $|t_{count}|>t_{table}$).

Conclusion: H_{03} is rejected and H_{a3} is accepted. There is a significant negative influence of compensation on turnover intention.

2. Simultaneous Hypothesis Testing (F-test)

The F-test was used to assess the collective influence of Workload, Job Stress, and Compensation on Turnover Intention. The critical F-value (F_{table}) for $df_1=k=3$ and $df_2=n-k=99$ at $\alpha=0.05$ is 2.70.

Hypotheses: H04: The independent variables (Workload, Job Stress, and Compensation) have no significant simultaneous influence on Turnover Intention. Ha4: The independent variables have a significant simultaneous influence on Turnover Intention.

Result: The F-count is 43.133, and the significance value (p-value) is 0.000 (Table 4.21). Both $F_{count} > F_{table}$ ($43.133 > 2.70$) and $p < 0.05$ ($0.000 < 0.05$).

Conclusion: H04 is rejected and Ha4 is accepted. This confirms that Workload, Job Stress, and Compensation collectively and significantly influence Turnover Intention.

Coefficient of Determination (R2) and Partial Effects

Coefficient of Determination (R2)

The Coefficient of Determination (R2) measures the proportion of the variation in the dependent variable explained by the independent variables.

Simultaneous Correlation (R): 0.753

R2 Value: 0.567 (Table 4.22)

This indicates that 56.7% of the variation in Turnover Intention is explained by the combined effect of Workload, Job Stress, and Compensation. The remaining 43.3% is attributable to other variables not included in this research model.

Partial Effect Magnitude

To determine the unique contribution of each independent variable, the partial effect magnitude was calculated:

Table 2.
Partial Effect Magnitude

Variable	Standardized Coefficient (β)	Partial Effect Magnitude ($\beta \times 100\%$)	Contribution
Workload (X1)	0.204	9.2%	9.2% of the variance is uniquely explained.
Stress Kerja (X2)	0.476	31.7%	Dominant factor, uniquely explaining 31.7% of the variance.
Compensation (X3)	-0.342	15.8%	15.8% of the variance is uniquely explained.
Total Effect (R2)	-	56.7%	Total variance explained by the model.

The analysis of partial effects shows that Job Stress (X2) has the largest unique contribution (31.7%) to the variation in Turnover Intention, making it the most dominant predictor in the model. Compensation (15.8%) and Workload (9.2%) follow in magnitude. In summary, the combined factors of Workload, Job Stress, and Compensation successfully account for over half of the fluctuations observed in the employees' intent to leave the organization.

The results from the partial effect calculation demonstrate the unique contribution of each independent variable to the dependent variable's variance. Workload has a partial effect magnitude of 0.092, or 9.2%, indicating that it uniquely accounts for 9.2% of the variation in the dependent variable. Crucially, Job Stress exhibits the most substantial partial effect, measuring 0.317, or 31.7%. This designates Job Stress as the most dominant factor uniquely explaining the variance within the dependent variable. Meanwhile, the Compensation variable contributes a partial effect of 0.158, or 15.8%. When combined, the total influence (R2) is 56.7%. This Coefficient of Determination signifies the extent to which the variation in the dependent variable is collectively explained by the three independent variables (Workload, Job Stress, and Compensation). Stated differently, 56.7% of the changes observed in the dependent variable are influenced by the combined effects of Workload, Job Stress, and Compensation. The remaining 43.3% ($100\% - 56.7\%$) is therefore attributable to unmodeled factors external to this research framework. Overall, Job Stress is the independent variable exerting the most significant individual influence on the dependent variable, and the combined effects successfully account for over half of the observed variation in the outcome.

DISCUSSION

Despite the current Low Mean (2.28) for Turnover Intention suggesting near-term stability, the substantial positive coefficients for Job Stress ($b_2=0.526$) and Workload ($b_1=0.237$) reveal that these factors are potent, underlying drivers that could easily escalate cognitive contemplation into behavioral intent to leave. The disparity between the low descriptive mean of the dependent variable and the significant verified influence of the independent variables indicates a state of equilibrium highly susceptible to disruption; even a marginal increase in unmanaged stress or workload could trigger a significant spike in turnover rates. This latent risk profile necessitates proactive intervention, particularly targeting Job Stress due to its much larger predictive power ($b_2=0.526$), to prevent the organization from being blindsided when moderate employee dissatisfaction eventually crosses the threshold into observable, concrete attrition.

The statistical discrepancy between a low descriptive mean for turnover intention and the high predictive coefficients of job stress and workload suggests a latent organizational vulnerability. While employees may not be actively resigning today, the high sensitivity of turnover propensity to psychological stressors indicates that the workforce is operating in a state of fragile stability. This phenomenon is often described as the incubation period of attrition, where cognitive contemplation exists beneath the surface, waiting for a catalyst such as a further increase in patient volume or a reduction in support staff to trigger a mass exodus. The dominant role of job stress ($b_2 = 0.52$) underscores a critical psychological reality in healthcare: clinical and administrative burnout acts as a more powerful propellant for resignation than workload volume alone. When stress remains unaddressed, it erodes organizational commitment and professional efficacy. Therefore, management must look beyond current retention rates and focus on preventative resilience. Failing to mitigate these potent drivers creates a high-risk environment where even minor operational shifts can lead to a sudden turnover spike. Proactive intervention through mental health support, clear job descriptions, and equitable reward systems is essential to stabilize this equilibrium before the cognitive intent translates into irreversible behavioral action.

CONCLUSION

The assessment indicates that the levels of workload, job stress, and compensation among employees are generally categorized as moderate. Conversely, the employees' turnover intention is observed to be at a low criterion. Empirical evidence confirms that workload exhibits a positive and statistically significant influence on the turnover intention staff. The calculated partial effect size is approximately 9.2%. This suggests a direct relationship: an intensification of the workload correlates with a higher likelihood of turnover, and conversely. The findings further validate that job stress also demonstrates a positive and statistically significant influence on turnover intention, with a considerably larger partial effect size of 31.7%. Consequently, increased job stress is strongly associated with an elevated probability of employees leaving the organization, and vice versa. In contrast, compensation is shown to have a negative and statistically significant influence on turnover intention, with a partial effect size of 15.8%. This inverse relationship implies that as the compensation received by employees increases, their propensity to leave the organization tends to decrease, and vice versa. Collectively, the variables of workload, job stress, and compensation are proven to have a simultaneously significant influence on employees' turnover intention. The total combined effect accounts for 56.7% of the variance in turnover intention.

This research confirms that job stress (31.7%), compensation (15.8%), and workload (9.2%) are significant determinants of turnover intention, collectively explaining 56.7% of its variance. Although current turnover intent is low, it remains highly sensitive to these moderate organizational pressures, particularly psychological stress. To strengthen employee retention, management must adopt a holistic strategy, alleviate role ambiguity and improve environmental comfort through resilience training and noise-controlled workspaces, utilize workflow audits and time-management training to prevent burnout and regularly benchmark benefits and salaries to leverage the inverse

relationship between pay and attrition. The hospital should undertake measures to actively reduce noise levels in high-concentration areas, such as administrative offices, medical rooms, and patient care units. Implementing acoustic panels, sound partitions, and ensuring quiet zones are accessible to staff requiring intense focus can significantly enhance employee comfort and concentration. The hospital is advised to provide mandatory training programs for staff focusing on stress management techniques and problem-solving strategies. These interventions can equip staff to better handle frustration and ambiguity when faced with challenging tasks. Furthermore, effective time and task management training should be offered to help staff manage their workload more efficiently. It is imperative for the hospital to ensure every staff member possesses a clear and comprehensive understanding of their duties and responsibilities. This can be achieved through the provision of detailed and explicit job descriptions, supplemented by regular briefings to guarantee all staff are aligned with their respective roles. Such clarity will alleviate confusion and reduce job-related stress stemming from ambiguity.

The hospital must commit to maintaining adequate levels of essential benefits, including health insurance, transportation allowances, and meal provisions, by regularly assessing them against current economic conditions and employee needs. Periodic evaluation of these benefits is crucial to ensure staff feel valued, supported, and can perform their duties effectively without undue concern over basic necessities. Focus on Job Satisfaction and Employee Development: The hospital should proactively work to improve overall employee job satisfaction by cultivating a more supportive work environment and creating ample opportunities for professional growth. Enhancing communication channels between management and staff, along with involving employees in relevant decision-making processes, will strengthen their sense of commitment and loyalty. Finally, the establishment of formal recognition programs for achievements and contributions will boost motivation and reduce the intention to seek employment elsewhere. These conclusions provide a robust understanding of the factors influencing turnover intention, and the subsequent recommendations offer a clear framework for organizational improvement. A comprehensive review of the current compensation structure is recommended to strategically leverage its significant negative correlation with turnover, potentially through targeted adjustments to retain critical personnel. Future organizational development initiatives should focus on a holistic approach that simultaneously addresses the interdependence of workload management, psychological well-being, and competitive remuneration to sustainably lower staff attrition.

REFERENCES

- Al-Suraihi, A. S., Mansor, N. N. A., Al-Suraihi, M. S., & Al-Suraihi, A. H. A. (2021). Employee turnover: Causes, importance and retention strategies. *European Journal of Business and Management Research*, 6(3), 1–10.
- Ardiansyah, F., & Wijayati, D. T. (2020). Pengaruh beban kerja dan stres kerja terhadap turnover intention melalui job satisfaction pada karyawan PT. PLN (Persero) Unit Induk Transmisi Jawa Bagian Timur dan Bali. *Jurnal Ilmu Manajemen*, 8(3), 1018–1031.
- Arifin, H. M. (2020). The influence of compensation, job satisfaction and workload on turnover intention. *International Journal of Business and Management Invention*, 9(3), 44–51.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26* (Edisi 10). Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Cengage Learning.
- Hanum, S., & Meliala, A. (2023). Faktor-faktor yang berhubungan dengan turnover intention perawat di RS X Jakarta. *Jurnal Manajemen Pelayanan Kesehatan (The Indonesian Journal of Health Planning and Management)*.

- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Irawanto, D. W. (2020). Work-from-home stress and its impact on job satisfaction and turnover intention during the COVID-19 pandemic. *Journal of Asian Finance, Economics and Business*, 7(5), 450–460.
- Jex, S. M., & Britt, T. W. (2014). *Organizational Psychology: A Scientist-Practitioner Approach*. John Wiley & Sons.
- Limuria, P. Y., Pamungkas, R. A., & Rini, T. (2025). Economic implications of medical staff turnover in private Indonesian hospitals. *Asian Healthcare Management Review*, 4(1), 12–25.
- Mobley, W. H. (2011). *Employee Turnover: Causes, Consequences, and Control*. Addison-Wesley.
- Mulyadi, D. (2021). *Perilaku Organisasi dan Kepemimpinan Pelayanan*. Alfabeta.
- Nabawi, R. (2020). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.
- Pawesti, R., & Wikansari, R. (2021). Pengaruh stres kerja terhadap turnover intention pada karyawan. *Journal Management and Business Review*, 18(2), 332–345.
- Putri, A. D., & Suana, I. W. (2021). Pengaruh kompensasi, stres kerja dan lingkungan kerja fisik terhadap turnover intention. *E-Jurnal Manajemen Universitas Udayana*, 10(2), 133–152.
- Qureshi, M. A., & Bashir, S. (2021). Impact of workload on turnover intention: The mediating role of job stress and burnout. *Journal of Management Sciences*, 8(2), 115–130.
- Ramadhan, N., & Sembodo, H. (2022). Pengaruh beban kerja dan kompensasi terhadap turnover intention karyawan milenial di Indonesia. *Jurnal Riset Manajemen dan Bisnis*, 7(1), 45–56.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson Education.
- Santoso, S. (2020). *Panduan Lengkap SPSS 26 untuk Statistik Deskriptif dan Regresi*. Elex Media Komputindo.
- Sari, R. P., & Azizah, S. N. (2023). Strategi retensi perawat pasca pandemi di rumah sakit swasta Jawa Barat. *Jurnal Kepemimpinan dan Manajemen Keperawatan*, 6(1), 10–19.
- Spector, P. E. (2021). *Industrial and Organizational Psychology: Research and Practice*. Wiley.
- Supriyadi. (2025). Analisis tingkat stres dan niat pindah kerja perawat di RS Baptis Kediri. *Jurnal Keperawatan dan Kesehatan STIKES Baptis*, 18(1), 44–58.
- Susanto, N. (2020). Pengaruh kerja lembur dan beban kerja terhadap stres kerja dan turnover intention. *Jurnal Ilmiah Manajemen dan Bisnis*, 6(1), 74–85.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Prenada Media Group.
- Tnay, E., Othman, A. E. A., Siong, H. C., & Lim, S. L. (2021). The influences of job satisfaction and organizational commitment on turnover intention. *Procedia-Social and Behavioral Sciences*, 97, 201–208.
- Utama, I. W. M., & Ardana, I. K. (2022). Pengaruh kompensasi dan lingkungan kerja terhadap turnover intention. *E-Jurnal Manajemen Universitas Udayana*, 11(4), 780–800.
- Wahyuni, A. S., & Ginting, R. (2023). Hubungan antara beban kerja mental dengan burnout pada tenaga kesehatan di Bandung. *Jurnal Psikologi Klinis Indonesia*, 12(2), 101–114.
- Widjaja, D. C., & Thio, S. (2023). Analysis of factors affecting employee turnover intention in Indonesian hospitality industry. *Journal of Hospitality and Tourism Management*, 5(2), 88–102.
- Widyasari, S., & Dwiyanto, B. M. (2020). Analisis pengaruh beban kerja dan kompensasi terhadap turnover intention melalui stres kerja. *Diponegoro Journal of Management*, 9(2), 1–12.
- Wijaya, A. (2021). *Kepemimpinan Organisasi di Era Disrupsi*. Gramedia Pustaka Utama.
- Winardi, J. (2019). *Manajemen Perilaku Organisasi*. Prenada Media.
- World Health Organization. (2020). *State of the world's nursing 2020: Investing in education, jobs and leadership*. WHO Press.
- Yudhistira, R., & Mulyanto, H. (2022). Dampak konflik peran dan beban kerja terhadap turnover intention dengan stres kerja sebagai variabel intervening. *Jurnal Bisnis dan Manajemen*, 9(1), 55–67.
- Zeffane, R., & Bani Melhem, S. (2021). Trust, job satisfaction, and employee turnover intention: A study of Indonesian healthcare professionals. *Journal of Health Management*, 23(3), 345–359.