

## The Effect of Compensation and Workload on Turnover Intention Mediated by Burnout among Employees of RSI Purwokerto

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### Abstract

*This study aims to analyze the effect of compensation and workload on turnover intention with burnout as a mediating variable among employees of RSI Purwokerto. This study uses a quantitative approach with compensation and workload as independent variables, turnover intention as the dependent variable, and burnout as the mediating variable. This study was conducted at the Purwokerto Islamic Hospital from September to December 2025, with a sample of 142 permanent employees from a total population of 212 employees. Data collection was carried out using printed questionnaires distributed directly (offline). The data analysis method used in this study was Partial Least Squares (PLS) 4 with a series of tests, including measurement model testing (outer model), structural model testing (inner model), and bootstrapping analysis to see the significant direct and indirect effects between variables, including testing the mediating effect of burnout. The results of the study indicate that workload and compensation do not have a direct effect on turnover intention. Compensation does not have a direct effect on burnout. Workload has an indirect effect on turnover intention through burnout, so burnout is said to be a full mediator between workload and turnover intention. Meanwhile, between compensation and turnover intention, burnout does not successfully mediate.*

**Keyword :** *Compensation, Workload, Turnover Intention, Burnout.*

### A. Introduction

Human resources are the most strategic asset for hospitals. The success of hospitals in providing quality, comfortable, efficient, and sustainable health services is highly dependent on the quality of human resource management. Human resource management faces different challenges in each industry sector, including the health sector. The healthcare sector is recognized as a highly complex industry because it demands speed, accuracy, and consistent service quality. This condition makes hospital human resource management even more crucial, given that healthcare workers must work under pressure, high workloads, and high risks.

Hospitals in Indonesia are classified into classes A, B, C, and D based on their facilities and service capabilities. Class C hospitals are hospitals that have facilities and medical service capabilities of at least four basic specialists and four specialist medical support staff (Peraturan Menteri Kesehatan Republik Indonesia Nomor 3 Tahun 2019). Purwokerto Islamic Hospital is classified as a Class C private hospital. (Widodo, 2021 dalam Rohmawati et al., 2022). With these characteristics, Class C hospitals tend to face relatively high service demands and workloads for healthcare personnel. Therefore, Class C

hospitals are relevant as research subjects in relation to employee working conditions.

In human resource studies, one important issue faced by organizations, including hospitals, is turnover intention. Turnover intention is understood as the tendency of employees to leave their jobs due to internal or external factors (Ihwanti et al., 2023). Tigau dan Sugiarto (2022) stated that many private hospitals face serious challenges in retaining competent and experienced workers, making turnover intention an important consideration in hospital human resource management.

The phenomenon of turnover intention does not only occur at the organizational level, but is also a global issue. Based on Gallup's research in the State of Global Workplace Report 2024 quoted in Amrina et al., (2025) The global turnover intention rate reached 52%, while in Southeast Asia it was recorded at 48%. Indonesia ranked fourth with a turnover intention rate of 52%, which is equivalent to the global average and higher than the Southeast Asian average. This data shows that turnover intention is a serious problem that requires special attention from various sectors, including the health sector.

In the context of private hospitals in Indonesia, particularly class C hospitals such as RSIP, high service demands and work

pressure have the potential to increase the risk of turnover intention among health workers. However, empirical studies that specifically examine the factors causing turnover intention among RSIP healthcare workers are still limited. Therefore, this study focuses on turnover intention as the main variable to understand the factors that influence employees to leave the organization before the actual decision to leave occurs. The results of this study can be used as a basis for hospital management to formulate more effective human resource management strategies to reduce turnover intention.

Various factors can influence turnover intention, including compensation and workload. Compensation is any form of reward that employees receive for their contributions or work results, whether in financial or non-financial form, directly or indirectly. (Setyo Widodo et al., 2022). Dissatisfaction with compensation can cause psychological stress and reduce employee loyalty, thereby increasing the desire to leave the organization. On the other hand, excessive workload is also an important factor that contributes to increased work stress. Ali et al., (2022) states that workload is the level of work activity that must be completed by an individual or group within a certain period of time, and an imbalance between workload and employee capacity can cause physical, emotional, and mental fatigue, which leads to increased turnover intention.

In previous studies, there have been conflicting research results. Research Saputra et al., (2022), Afridzal et al., (2025), and Fadillah & Santoso (2025) concludes that compensation has a negative effect on turnover intention, while research by Kartini et al., (2025) and Hulu et al., (2025) concluded that it had a positive effect on turnover intention. Then, the study Fadillah & Santoso, (2025), Sundari & Meria (2022), and Santoso et al., (2024) concludes that workload has a negative effect on turnover intention, whereas research Maulidah et al., (2022), Hayati & Roni (2025), and Pojoh et al., (2025) conclude that it has a positive effect on turnover intention. The differences in these findings highlight the need for more in-depth research to gain a more comprehensive understanding, particularly in the context of hospital.

Dissatisfaction with compensation and high workloads often trigger burnout in employees. Burnout is a condition of chronic fatigue characterized by physical and emotional exhaustion, boredom, depression, and decreased commitment to work, which can ultimately lead employees to leave their jobs (Kabdiyono et al., 2024). If burnout conditions persist over a long period of time, employees will be more likely to leave the organization. Thus, burnout is seen as having a strategic role as a mediating variable that bridges the influence of compensation and workload on turnover intention. By including burnout as a mediating variable, this study is expected to provide a deeper understanding of the mechanism of turnover intention among RSIP employees.

Previous studies have examined the effect of compensation and workload on turnover intention in various sectors. Research by Zerlinda et al., (2024) which shows that compensation does not have a significant effect on turnover intention, whereas workload has a significant effect. This differs from research by Santoso & Putri (2025) which shows that compensation and workload have a positive and significant effect on turnover intention. In addition, the study Sembiring & Widodo (2023) shows that workload and compensation have a direct positive effect on turnover intention. The differences in these research findings indicate inconsistencies in empirical findings regarding the effect of compensation and workload on turnover intention, so that the relationship between these variables cannot yet be conclusively determined. Therefore, further research is needed, incorporating burnout as a mediating variable to clarify the mechanism of the relationship between compensation, workload, and turnover intention.

**Tabel 1. Previous Research Results**

Variable Relationship	Researcher (Year)	Direction of Influence
Compensation -> Burnout	Ahmad & Rochimah (2021)	Negative
Compensation -> Burnout	Yosiana & Suci (2022)	Negative
Compensation -> Burnout	Kim & Choi (2023)	Negative

Compensation -> Burnout	Maryo (2022)	Positive
Burnout -> Turnover Intention	Misbakhudin (2023)	Positive
Burnout -> Turnover Intention	Santi et al., (2020)	Not significantly affected
K -> B -> TI	Rifai (2025)	Proven to be a mediator
K -> B -> TI	Sundari & Meria (2022)	Proven to be a mediator

Based on Table 1, previous research shows inconsistencies in empirical findings regarding the effect of compensation and burnout on turnover intention. Some studies found that compensation has a negative effect on burnout, while other studies showed a positive effect. In addition, the relationship between burnout and turnover intention also showed mixed results, both positive and insignificant effects. Several studies also prove that burnout acts as a mediating variable in the relationship between compensation and workload on turnover intention. The differences in the results of these studies indicate a research gap that supports the use of burnout as a mediating variable in this study.

This research is a development of research conducted by Zerlinda et al., (2024) which examined the effect of compensation and workload on turnover intention, but did not include burnout as a mediating variable. In addition, this study differs in terms of its research object, as it was conducted in the health service sector, specifically hospitals, which have a work environment characterized by relatively high levels of work pressure. Previous studies have focused on the sports sector, so the context and dynamics of the human resources studied are significantly different. Thus, this study is expected to provide new empirical contributions regarding the role of burnout in mediating the influence of compensation and workload on turnover intention in the hospital work environment.

**Literature Review**

**Job Demands-Resources (JD-R Model)**

This study is based on the Job Demands-Resources (JD-R) Model proposed by

Demerouti et al., (2001). This model explains that job characteristics can be classified into two main categories, namely job demands and job resources. Job demands refer to aspects of work that require continuous physical and psychological effort, thereby potentially causing stress and work fatigue. Meanwhile, job resources are aspects of work that serve to help employees achieve work goals, reduce the negative impact of job demands, and support employees' psychological well-being.

In this study, workload is positioned as job demands that reflect the extent of task demands that employees must fulfill in carrying out their work, while compensation is positioned as job resources, because it is a form of organizational support that can help employees cope with job demands and reduce perceived work pressure. When high job demands are not balanced with adequate job resources, this condition will trigger burnout as the main outcome in the JD-R Model, characterized by emotional and physical exhaustion due to prolonged work pressure. The burnout experienced by employees can then negatively affect their work attitude, one of which is turnover intention. Thus, based on the JD-R Model, burnout is positioned as a mediating variable that explains the mechanism of the influence of compensation and workload on turnover intention.

**Compensation**

Compensation is remuneration provided by the company in return for the sacrifice of energy and thought by employees to fulfill the company's objectives. (Febriana & Kustini, 2022). According to Nelson & Viona ( 2024) compensation refers to the rewards given by a company to employees for the responsibilities they have carried out. Companies/organizations should provide their members with compensation rights (Bagis et al., 2020). Azhar et al., (2020) in Yonathan & Barusman (2025) stating that compensation indicators include fair remuneration commensurate with the work performed, appropriate benefits, and adequate facilities.

**Workload**

Workload is a situation where the amount of tasks assigned to employees affects their performance (Wangi et al., 2020). Workload is the volume of work that is required of a person and must be completed according to

specified targets (Nurhanifah et al., 2023). Workload is also defined as the amount of work assigned to a person to be completed within a certain period of time (Bahri et al., 2022). Meanwhile, according to Putri & Pujianto (2023) Workload is a collection of tasks that must be completed within a certain period of time. If the tasks can be completed within the specified time, it will have an impact on efficient productivity. Lutfi et al., (2022) in Rhamadhan & Raharjo (2025) states that there are three indicators in workload, namely the number of tasks, time pressure, and level of difficulty.

#### **Turnover intention**

Turnover intention is dissatisfaction with one's job that can lead to the desire to leave one's position and look for a new job (Ulfa et al., 2023). Christy & Heryjanto (2021) believes that turnover intention is a desire that arises from within employees to immediately leave the company voluntarily. According to Apriantini et al., (2021) turnover intention refers to a situation where an employee of an organization plans to leave their job, or a situation where an organization plans to terminate its employment relationship with its employees. Turnover is the permanent departure of employees from a company, whether initiated by the employees themselves or by the company. Ramadhan et. al. (2019) quoted in Marcella & Ie (2022) states that turnover intention can be measured using three indicators, namely thoughts of quitting, intention to quit, and intention to search for another job.

#### **Burnout**

Burnout is a psychological condition that arises in a person as a result of high pressure and demands from work, especially in situations where they must meet the needs of many people. (Kabdiyono et al., 2024). According to Mu'arif & Setiawati (2021) Burnout involves changes in attitude and behavior, such as psychologically withdrawing from work, feeling helpless, losing hope, being trapped in prolonged sadness that causes fatigue and helplessness, lacking energy to work, being rude to others, and not caring about the surrounding environment. In addition, Parashakti & Ekhsan (2022) Defining burnout as a form of exhaustion caused by someone working too intensely, being overly dedicated and committed for too

long, and viewing their needs and desires as secondary. Burnout is measured based on three main dimensions of the Maslach Burnout Inventory developed by Maslach & Leiter (2021) quoted in Rhamadhan & Raharjo (2025) namely emotional exhaustion, depersonalization, and reduced personal accomplishment.

#### **Hypothesis Development**

##### **The Effect of Compensation on Turnover Intention**

Fair compensation that is commensurate with workload creates a sense of appreciation and reduces employees' perceptions of unfairness. Research Saputra et al., (2022) proving that compensation has a negative and significant effect on turnover intention, which shows that the higher the compensation received by employees, the lower their desire to turnover. These findings are in line with research Anjani et al., (2023) which states that the fulfillment of compensation by companies can reduce employee turnover intention. In addition, Misbakhudin (2023) also found that compensation had a negative and significant effect on turnover intention, indicating that an increase in compensation can reduce employees' desire to leave the organization.

##### **H1: Compensation has a negative effect on Turnover intention.**

##### **The Effect of Workload on Turnover Intention**

Excessive workload can cause physical fatigue, mental stress, and negative emotional reactions, such as irritability and decreased job satisfaction, thereby encouraging employees to want to leave the company. Research Hermawati et al., (2021) proves that workload has a positive and significant effect on turnover intention, where excessive workload impacts employees' physical and mental fatigue and increases their desire to leave the organization. Additionally, Aditya et al., (2021) found that workload significantly affects turnover intention. The study shows that an unbalanced workload, including monotonous work with repetitive routines, can cause work boredom, which ultimately drives turnover intention. These findings are reinforced by the research of Juleiqa & Indarto (2024), which states that workload has a positive effect on turnover intention.

**H2: Workload has a positive effect on Turnover Intention.****The Effect of Compensation on Burnout**

Compensation plays an important role in influencing the psychological condition of employees, particularly the level of work fatigue they experience. Research by Kim & Choi (2023) proves that compensation has a negative and significant effect on burnout among long-term nursing staff, where employees with higher compensation levels tend to have lower burnout levels. This is in line with research by Yosiana & Suci (2022), which shows that compensation has a negative and significant effect on burnout among honorary teachers. Additionally, Ahmad & Rochimah (2021) explicitly stated that compensation contributes negatively to teacher burnout in Cilacap Regency, indicating that providing compensation commensurate with the workload can reduce fatigue levels.

**H3: Compensation has a negative effect on Burnout****The Effect of Workload on Burnout**

A continuous increase in workload can cause physical fatigue, mental stress, and a decrease in work motivation. Chandra (2024) research proves that workload has a positive and significant effect on burnout, where the higher the workload experienced by employees, the higher the level of burnout felt. This is similar to the research by Pujiarti & Idealistiana (2023), which shows a significant effect of workload on nurse burnout, caused by work exceeding basic duties and limited human resources, leading to prolonged boredom and fatigue. Furthermore, Sijabat & Hermawati (2021) emphasize that workload has a positive and significant effect on burnout among seafarers, where an increase in workload causes physical and mental fatigue that leads to burnout.

**H4: Workload has a positive effect on Burnout****The Effect of Burnout on Turnover Intention**

The higher the level of work fatigue experienced by employees, the greater their desire to leave their jobs. This is supported by Burin (2025) research, which shows that burnout has a positive effect on turnover

intention, where employees with high levels of burnout have a greater desire to leave. This research is in line with the research by Jirman & Wibowo (2025), which proves that burnout has a positive and significant effect on turnover intention, where an increase in burnout is followed by an increase in employees' intention to leave the organization. In addition, Hartini & Agusriani (2023) also found a significant relationship between burnout and turnover intention, as shown by employees with high levels of burnout who tend to feel bored, tired of work routines, and view their work as not beneficial.

**H5: Burnout has a positive effect on turnover intention****The mediating effect of Burnout on the influence of Compensation on Turnover Intention**

Inadequate compensation has the potential to cause boredom and work fatigue, which in turn encourages employees to consider leaving their jobs. This is supported by research by Yosiana & Suci (2022), which found that burnout significantly mediates the effect of compensation on turnover intention among elementary school honorary teachers, where compensation commensurate with the job can reduce work fatigue and ultimately suppress the desire to change jobs. This is in line with the research by Yan et al (2021), which shows that burnout mediates the relationship between financial dissatisfaction and turnover intention among primary health care providers. Puspitasari et al., (2024) also found that compensation does not have a direct effect on turnover intention, but it still contributes to reducing employees' intention to leave through burnout.

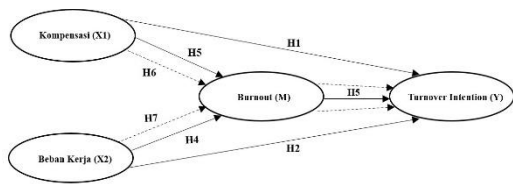
**H6: Burnout mediates the relationship between Compensation and Turnover Intention.****The Mediating Effect of Burnout on the Influence of Workload on Turnover Intention**

Burnout acts as a link between working conditions and employees' decisions to leave the organization. This is evident in the study by Yulia et al., (2025), which shows that high workload imbalance increases the risk of burnout, which in turn encourages turnover intention. A similar pattern is described by

Afrianty & Dewi (2022), where excessive workloads act as job demands that trigger burnout and ultimately influence employees' desire to leave the organization. In line with this, Alamsyah & Abadiyah (2024) emphasize that burnout strengthens the influence of workload on turnover intention, so that work fatigue becomes an important mechanism that explains how work pressure can lead to the intention to change jobs.

**H7 : Burnout mediates the relationship between Workload and Turnover Intention**

In this study, the author presents a conceptual framework to facilitate understanding of the issues being studied and presents a diagram showing the relationships between each variable. The conceptual framework is as follows:



**Figure 1.** Conceptual Framework

**B. Research Method**

The type of research used in this study is quantitative research. Quantitative research is a scientific method that uses quantitative data in the form of numbers, graphs, tables, and quantitative/statistical data analysis to test predetermined hypotheses (Syahroni et al., 2022). In this study, data analysis was performed using the Partial Least Squares (PLS) 4.0 program, which included two stages, namely, outer model testing (convergent validity, discriminant validity, Average Variance Extracted/AVE, and reliability) and inner model testing (direct effect, indirect effect, and R-square). This study will examine the relationship between the independent variables of Compensation and Workload and the dependent variable of Turnover Intention, with Burnout as the mediating variable.

The population is the entire research object that has certain characteristics to be studied and conclusions drawn (Suriani et al., 2023). The population of this study was all permanent employees of RSIP except doctors, totaling 212 employees. The population was

limited to employees other than doctors because doctors have a different work system, workload, and compensation than other employees, which could potentially cause bias if they were included in the same research population.

A sample is a part of the population or representative of the population being studied and is taken as a source of data and can represent the entire population (Asrulla et al., 2023). The sampling technique in this study used probability sampling, which is a sampling method where all members of the population have the same chance of being selected (Asrulla et al., 2023). The sample size was determined using the Slovin method with a tolerance level of 5%. With a population of 212 employees, the minimum sample size was 138.56, which was then rounded up to 139 respondents. To anticipate the possibility of questionnaires not being returned or damaged, the researcher added to the sample size, bringing the total number of respondents used in this study to 142.

Sample distribution was carried out through proportional sample allocation by comparing the number of employees in each work unit to the total population. The proportion was then used as the basis for determining the number of respondents in each work unit, so that work units with a larger number of employees received a larger sample allocation than work units with a smaller number of employees.

Data collection was conducted using printed questionnaires that were distributed directly (offline). A questionnaire is a data collection technique that involves providing a series of written questions to respondents to answer. The instrument used in this study was a 1-5 Likert scale. The research instrument was developed based on indicators from four main variables, namely: compensation, workload, turnover intention, and burnout.

**Table 2.** Research Instruments

Compensation (X1)	
Azhar et al., (2020 in Yonathan & Barusman, 2025)	
Fair compensation	My salary is commensurate with my job level at other workplaces.

Commensurate with the effort expended	My salary is commensurate with my contribution to the hospital.
	My salary is commensurate with my job responsibilities.
Adequate allowance	The hospital has provided adequate health benefits.
	The hospital has provided adequate leave.
	My benefits such as insurance, leave, or other benefits are adequate.
Adequate facilities	The work facilities provided by the hospital (such as desks, chairs, computers, etc.) are adequate for my work.
Workload (X2) Lutfi <i>et al.</i> , (2022, in Rhamadhan & Raharjo, 2025)	
Number of Assignments	I have too much work to do
	I often work overtime to meet my targets.
Level of Difficulty	The time required to complete work often stresses me out.
	I feel that my working hours are not sufficient to complete all my tasks.
Time Pressure	My job requires a lot of physical and mental energy..
Turnover Intention Ramadhan <i>et. al.</i> (2019, quoted in Marcella & Ie, 2022)	
Thoughts of quitting	I often think about quitting my current job..
	I often think about leaving my current workplace.
	Sometimes I feel like skipping work for no apparent reason.
Intention to quit	I have the desire to quit my current job.
	I plan to leave this company in the near future.

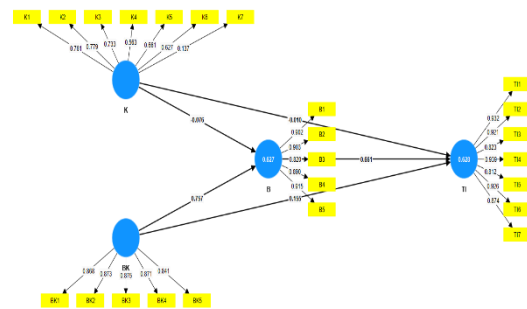
Intention to search for another job)	I am interested in looking for another job in a different place.
	I will leave this company if there is a better job offer.
Burnout Maslach & Leiter (2021, dikutip dalam Rhamadhan & Raharjo, 2025)	
Emotional exhaustion	I feel emotionally exhausted from the heavy workload I have.
	I feel bored doing my daily work tasks.
Depersonalization	I feel that I am unable to contribute to the fullest extent at this hospital.
Reduced personal accomplishment	I feel cynical or negative about my job.
	I feel a loss of motivation at work.

**C. Results and Discussion**

**1. Measurement Model or Outer Model Test**

**a) Convergent Validity**

The convergent validity indicator test is declared valid if the factor loading value is > 0.7 Romadhan *et al.*, 2019). If the factor loading value is in the range of 0.50 - 0.60, the indicator value is still (Sukmawati *et al.*, 2021).



**Figure 2.** Outer Loading Factor Measurement Results

Source: smartPLS version 4, 2025

**Tabel 3.** Hasil Uji Loading Factor

	B	BK	K	TI
B1	0.902			
B2	0.903			
B3	0.820			
B4	0.890			
B5	0.915			

BK1		0.868		
BK2		0.873		
BK3		0.875		
BK4		0.871		
BK5		0.841		
K1			0.770	
K2			0.809	
K3			0.734	
K5			0.684	
K6			0.669	
TI1				0.932
TI2				0.921
TI3				0.823
TI4				0.939
TI5				0.811
TI6				0.927
TI7				0.874

Source: Processed data, 2025

Figure 2 and Table 3 show that almost all indicators in each variable have an outer loading value above 0.7, indicating that these indicators strongly represent their respective constructs. For the compensation variable (K), namely (K5) at 0.684 and (K6) at 0.669, which are still within the tolerance limit and categorized as quite strong. Thus, this proves that this study has good convergent validity.

**b) Discriminant Validity**

**Fornell Larcker**

Fornell Larcker criteria indicate the validity of a variable if it has a greater correlation than the correlation between different variables (Anggita et al., 2024).

**Table 4.** Fornell Larcker results

	B	BK	K	TI
B	0.887			
BK	0.789	0.866		
K	-0.340	-0.383	0.735	
TI	0.787	0.680	-0.260	0.891

Sumber : Data diolah, 2025

Table 4 shows that the association construct correlation value is higher than other constructs, so it can be said that the model has met the discriminant validity criteria.

**Heterotrait-Monotrait Ratio**

The required HTMT ratio must be less than 1 in order to be considered to meet the criteria for discriminant validity (Hair et al., 2010 dalam Anggita et al., 2024)

**Table 5.** Heterotrait-Monotrait Ratio results

	B	BK	K	TI
B				
BK	0.838			
K	0.370	0.442		
TI	0.823	0.719	0.290	

Source: Processed data, 2025

Table 5 shows that all Heterotrait-Monotrait Ratio (HTMT) values between constructs are below 1. This condition indicates that the correlation between different constructs is lower than the correlation between constructs themselves, so it can be said that the research model formed from the above variables is valid.

**c) Average Variance Extracted**

The Average Variance Extracted (AVE) test was conducted to determine the validity of the constructs and other variables (Nelson & Viona, 2024). The Average Variance Extracted (AVE) test results can be considered valid if the value is above 0.5 (Liu et al., 2020).

**Table 6.** Average Variance Extracted (AVE) results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
B	0.932	0.943	0.948	0.786
BK	0.916	0.917	0.937	0.749
K	0.788	0.791	0.854	0.540
TI	0.956	0.961	0.964	0.794

Source: Processed data, 2025

Table 6 shows that the four variables (Burnout, Workload, Compensation, and Turnover Intention) have an Average Variance Extracted (AVE) value above 0.5 or AVE > 0.5. These results indicate that all constructs in this study can be considered valid.

**d) Reliability Test**

Reliability is the extent to which a measurement from a test process is conducted consistently and repeatedly under the same conditions (Nelson & Viona, 2024). Reliability is used to prove the accuracy, consistency, and precision of an instrument in conducting

measurements. Reliability testing in PLS can be used in two methods, namely Composite Reliability and Cronbach Alpha (Suryanto 2022). Composite Reliability is an indicator to measure a construct that can be seen in the latent variable coefficients view, while Cronbach's Alpha is a reliability test that reinforces the results of composite reliability. A variable is considered reliable if it has a Composite Reliability and Cronbach's Alpha value above 0.70 (Firmansyah & Ubaidillah, 2024).

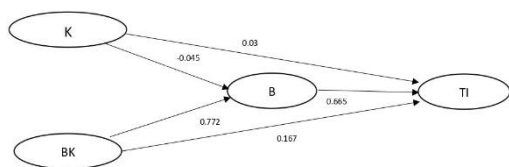
Table 6 shows Cronbach's alpha values for the burnout variable of 0.932, the workload variable of 0.916, the compensation variable of 0.788, and the turnover intention variable of 0.956, which means that all variables have Cronbach's alpha values above 0.70. Additionally, the results of the Composite Reliability test show that the rho\_a and rho\_c values for all variables are also above 0.70. For the burnout variable, the values were 0.943 and 0.948, respectively; for the workload variable, the values were 0.917 and 0.937; for the compensation variable, the values were 0.791 and 0.854; and for the turnover intention variable, the values were 0.961 and 0.964. This indicates that the level of consistency in the respondents' answers in each construct has good reliability or is reliable.

**2. Structural Model or Inner Model Testing**

Structural model or inner model testing aims to determine the relationship between constructs or the influence between research variables as hypothesized (Putra & Penulis, 2021).. The significance limit is set greater than 1.65 for T-Statistics and less than 0.05 for P-Values (Hair et al., 2014).

Path Coefficients Results (Direct Effects)

**a) Path Coefficients Results (Direct Effects)**



**Table 7.** Direct Effects Test Results

	Original sample	Sample mean	Std-Dev	T - Stat	P values
K -> TI	0.03	0.025	0.06	0.501	0.616
BK -> TI	0.167	0.165	0.092	1.823	0.068
K -> B	-0.045	-0.052	0.071	0.627	0.530
BK -> B	0.772	0.77	0.059	13.06	0.000
B -> TI	0.665	0.666	0.093	7.17	0.000

Source: Data processed, 2025

The results of hypothesis testing in Table 7 show that compensation does not affect turnover intention, as indicated by a T-Statistics value of 0.501 (< 1.65) and a p-value of 0.616 (>0.05). In addition, workload also has no direct effect on turnover intention, with a T-Statistics value of 1.823 (>1.65) and a p-value of 0.068 (>0.05). However, workload was found to have a positive effect on burnout, with a T-Statistics value of 13.06 (>1.65) and a p-value of 0.000 (<0.05). Conversely, compensation showed no effect on burnout with a T-Statistics value of 0.627 (<1.65) and a p-value of 0.530 (>0.05)..

**b) Specific Indirect Effect Results**

**Table 8 .** Indirect Effect Test Results

	Original sample	Sample mean	Std-Dev	T- stat	P values
BK -> B -> TI	0.51	0.51	0.08	6.44	0
K -> B -> TI	-0.03	-0.04	0.05	0.61	0.54

Source: Processed data, 2025

Based on the results of hypothesis testing in Table 8, it shows that burnout does not mediate the relationship between compensation and turnover intention, as indicated by a T-Statistics value of 0.611 (<1.65) and a p-value of 0.542 (>0.05). Conversely, burnout was found to mediate the relationship between workload and turnover intention with a T-Statistics value of 6.444 (>1.65) and a p-value of 0.000 (<0.05). Thus, burnout can be said to be a full mediator between workload and turnover intention, while it did not successfully mediate between compensation and turnover intention.

**c) R-Square results**

According to Jufrizen & Rahmadhani (2020), R-Square is a measure of the proportion of variation in the value of a variable that is influenced (endogenous) and can be explained by the variables that influence it (exogenous). The criteria for R-Square according to (Juliandi, 2018 in Suhanta et al., (2022) are as follows:

- 1) If the R-square value = 0.75, the model is substantial (strong)

- 2) If the R-square value = 0.50, the model is moderate
- 3) If the R-square value = 0.25, the model is weak (poor).

**Table 9.** R Square Test Results

	R-square	R-square adjusted
B	0.624	0.618
TI	0.629	0.621

Source: Processed data, 2025

Table 9 shows that the R-Square value for the burnout variable is 0.624. This result indicates that the compensation and workload variables simultaneously explain 62.4% of the burnout variable, while the remaining 37.6% is explained by other variables not hypothesized in this research model. Thus, the model is classified as moderate.

The next result for the turnover intention variable obtained an R-Square value of 0.629, which means that the compensation, workload, and burnout variables are able to explain the turnover intention variable by 62.9%, while the remaining 37.1% is explained by other variables not hypothesized in this research model. Thus, the model is classified as moderate.

**Discussion**

**Compensation on Turnover Intention**

Compensation has no effect on turnover intention, so the hypothesis is rejected. These findings indicate that even though hospitals have provided adequate leave and benefits such as insurance, leave, or other appropriate benefits, these are not determining factors in turnover intention. This means that the level of compensation received by employees does not influence their desire to leave the company. Employees who want to leave their jobs are likely motivated by non-material reasons such as an unsafe work environment, excessive workload, poor relationships with supervisors and coworkers, work-related stress, and work-life imbalance. These results are consistent with Sandy (2019) research, which found that compensation does not affect turnover intention.

**Workload on Turnover Intention**

Workload does not directly affect turnover intention, so the hypothesis is rejected. These findings show that even though the job requires a lot of physical and mental energy and the number of tasks is too many, it is not a determining factor in turnover intention. This means that the workload perceived by employees has not been proven to influence the desire of RSIP employees to leave the company. This could be because a workload that is not perceived as exhausting will not increase employee turnover intention. Therefore, workload does not directly affect turnover but needs to influence the psychological well-being of employees, such as burnout, which will then impact turnover intention. These results differ from those of other studies (Maulidah et al., 2022; Hayati & Roni 2025; Pojoh et al., 2025) which state that workload has a positive effect on turnover intention.

**Compensation for Burnout**

Compensation does not affect burnout, so the hypothesis is rejected. These findings show that even though hospitals provide salaries commensurate with job duties and adequate health benefits to employees, this is not a major factor affecting burnout levels. This means that the level of compensation received by employees does not significantly affect the burnout levels of RSIP employees. This discrepancy can be explained through the Job Demands–Resources theory approach, where the existence of work resources such as compensation does not necessarily reduce burnout if job demands are perceived as more dominant. These results differ from studies (Kim & Choi, 2023; Yosiana & Suci, 2022; Ahmad & Rochimah, 2021) that confirm that compensation has a negative and significant effect on burnout.

**Workload on Burnout**

Workload has a positive effect on burnout, thus confirming the hypothesis. These findings show that employees who often work overtime to meet work targets and face tight deadlines tend to experience emotional and physical stress and fatigue. This means that the higher the workload perceived by employees, the higher the level of burnout experienced by employees. This finding reinforces the Job Demands–Resources theory, which states that workload is included in job demands that, if excessive and

continuous, can drain employees' energy and trigger burnout. These results are in line with the research by Chandra (2024) and Sijabat & Hermawati, (2021) which shows that workload has a positive effect on burnout.

#### **Burnout on Turnover Intention**

Burnout has a positive effect on turnover intention, thus the hypothesis is accepted. These findings show that employees who feel bored in carrying out their daily work tasks and feel a loss of motivation at work will increase their turnover intention. This means that the higher the level of burnout experienced by employees, the higher their desire to leave the company. This is in line with the view that burnout is a psychological response to prolonged work pressure that can reduce employee attachment to the organization and encourage the intention to leave the job. These results are in line with the research by penelitian Burin (2025) and Jirman & Wibowo (2025), which states that burnout has a positive effect on turnover intention.

#### **Burnout Mediates the Effect of Compensation on Turnover Intention**

Burnout does not mediate the relationship between compensation and turnover intention, so the hypothesis is rejected. These findings indicate that although some employees experience psychological fatigue characterized by feelings of inability to contribute maximally at the hospital and the emergence of cynical or negative attitudes toward work, these conditions are not proven to be influenced by the level of compensation received. This means that the level of compensation received by RSIP employees is not strong enough to influence burnout, so it does not have an indirect impact on turnover intention. This condition proves that burnout is not proven to be a mechanism that explains the relationship between compensation and turnover intention. There may be other factors besides compensation that play a greater role in influencing the emergence of burnout, which then causes turnover intention. These results differ from those of studies (Yosiana & Suci, 2022; Yan et al., 2021; Puspitasari et al., 2024) that found that burnout mediates the effect of compensation on turnover intention.

#### **Burnout Mediates the Effect of Workload on Turnover Intention**

Burnout fully mediates the relationship between workload and turnover intention, thus accepting the hypothesis. This finding indicates that high workload can trigger employee burnout, characterized by a loss of motivation at work and boredom in performing daily work activities, which ultimately drives an increase in employee turnover intention. This means that when workloads are high and continuous, they have the potential to cause psychological pressure, emotional exhaustion, and decreased work energy, which triggers burnout. This burnout condition then becomes a factor that encourages employees to consider leaving their jobs. This condition is in line with the Job Demands–Resources theory, which explains that high workloads as job demands can drain employees' energy and cause burnout, which then leads to an increase in turnover intention. These results are in line with studies (Yulia et al., 2025; Afrianty & Dewi, 2022; Alamsyah & Abadiyah, 2024) that consistently show that excessive workload increases the risk of burnout, which then acts as a psychological mechanism in driving turnover intention.

#### **D. Conclusion**

This study concludes that compensation does not have a significant effect on turnover intention or burnout among RSIP employees, indicating that compensation is not yet a determining factor in reducing employees' desire to leave or psychological stress. Conversely, workload was found to have a significant effect on burnout but no direct effect on turnover intention, indicating that high workload is more likely to cause burnout than to directly increase the desire to leave. Other findings show that burnout has a significant effect on turnover intention, meaning that emotional exhaustion is a psychological factor that triggers employees' decisions to leave the organization. However, burnout does not mediate the relationship between compensation and turnover intention, but it significantly mediates the effect of workload on turnover intention. Thus, burnout is an important variable that explains the effect of workload on turnover intention, emphasizing the need for workload management and

burnout prevention strategies to reduce the potential for RSIP employees to leave..

#### E. Recommendations

Based on the results of this study, efforts to prevent turnover intention among RSIP employees should be directed toward more optimal workload management. The research findings indicate that compensation does not have a significant effect on turnover intention, whereas workload is proven to have a significant effect on burnout and indirectly impacts the increase in employees' intention to leave the organization. Therefore, RSIP management needs to conduct an evaluation of task distribution, scheduling systems, and the availability of supporting resources to ensure that the workload remains at a reasonable level. This strategic intervention is expected to reduce burnout levels, improve employees' psychological well-being, and ultimately reduce turnover intention in the hospital environment.

Future research is recommended to expand the sample coverage to other hospitals in different regions in order to obtain more comprehensive results and enhance the generalizability of the findings. This expansion is expected to confirm the consistency of the relationships among variables identified in this study. In addition, future studies may also consider adding other variables that potentially influence turnover intention among hospital employees, such as leadership, organizational climate, work-life balance, and organizational commitment. The inclusion of these variables is expected to provide a deeper understanding of the factors that influence employees' intention to leave the organization, as well as serve as a basis for managerial strategies in managing workforce retention in the healthcare sector.

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serta dampaknya terhadap turnover intention guru honorer sekolah dasar di kabupaten jembrana. *Bisma: Jurnal Manajemen*, 8(1), 186-195.

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