



THE IMPACT OF WORKLOAD, WORK DISCIPLINE, AND JOB SATISFACTION ON NURSE TURNOVER INTENTION AT RSIA ABBY KOTA LHOKSEUMAWE

PENGARUH BEBAN KERJA, DISIPLIN KERJA, DAN KEPUASAN KERJA TERHADAP TURNOVER INTENTION PERAWAT PADA RSIA ABBY KOTA LHOKSEUMAWE

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja, disiplin kerja, dan kepuasan kerja terhadap turnover intention perawat pada RSIA Abby Kota Lhokseumawe. Turnover intention menjadi isu penting dalam organisasi pelayanan kesehatan karena dapat memengaruhi kualitas layanan dan stabilitas rumah sakit. Penelitian ini menggunakan pendekatan kuantitatif dengan penyebaran kuesioner kepada 45 perawat yang menjadi sampel penelitian melalui teknik sampling jenuh. Data yang diperoleh dianalisis menggunakan regresi linear berganda dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa beban kerja berpengaruh positif dan signifikan terhadap turnover intention, yang berarti semakin tinggi beban kerja maka semakin besar kecenderungan perawat untuk meninggalkan pekerjaannya. Sebaliknya, disiplin kerja dan kepuasan kerja berpengaruh negatif dan signifikan terhadap turnover intention, sehingga peningkatan disiplin dan kepuasan kerja dapat menurunkan niat perawat untuk keluar dari pekerjaannya. Temuan ini menegaskan bahwa manajemen sumber daya manusia perlu menyeimbangkan beban kerja, menegakkan kedisiplinan, serta meningkatkan program kepuasan kerja guna meminimalisir turnover intention dan menjaga kualitas pelayanan rumah sakit.

Kata Kunci : *Beban kerja, Disiplin kerja, Turnover intention*

Abstract

This study examines the effect of workload, work discipline, and job satisfaction on nurse turnover intention at RSIA Abby Kota Lhokseumawe. Turnover intention is a critical issue in healthcare organizations as it influences service quality and organizational stability. The research employed a quantitative approach using primary data collected through questionnaires distributed to all 45 nurses at RSIA Abby, selected through a saturated sampling technique. The data were analyzed using multiple linear regression with SPSS. The findings reveal that workload has a significant positive effect on turnover intention, indicating that heavier tasks and responsibilities increase nurses' intention to leave. Conversely, work discipline and job satisfaction show significant negative effects, suggesting that higher levels of discipline and satisfaction reduce the tendency of nurses to resign. These results highlight the importance of balancing workload, fostering discipline, and enhancing satisfaction programs to mitigate turnover risks. The study concludes that effective human resource management practices are essential in reducing turnover intention and improving healthcare service quality.

Keywords : Job satisfaction, turnover intention, workload



INTRODUCTION

Turnover intention is a critical issue in human resource management, particularly in the healthcare sector. The high intention of nurses to leave their jobs has implications for declining service quality, increasing recruitment costs, and disrupting organizational stability (Mobley, 2011:45). Nurses, as frontline healthcare providers, play a strategic role in ensuring the quality of hospital services; therefore, maintaining a stable nursing workforce is essential (Gillies, 2018:102).

One of the factors influencing turnover intention is workload. Excessive workload can lead to physical and mental fatigue, stress, and decreased work motivation. Previous studies have shown that high workload is positively correlated with employees' intention to resign (Koesmono, 2016:77). On the other hand, work discipline is also an important determinant, as discipline reflects employees' commitment and responsibility to the organization. Low levels of discipline tend to increase internal conflict and weaken employees' attachment to the institution (Hasibuan, 2017:94).

In addition, job satisfaction has been proven to play a significant role in reducing turnover intention. Employees who feel satisfied with their jobs, salaries, and relationships with supervisors are more likely to remain in the organization (Robbins & Judge, 2019:123). Conversely, low job satisfaction encourages employees to seek opportunities outside the organization (Handoko, 2014:88). Several previous studies, such as those conducted by Sutanto and Kurniawan (2016:56), emphasize that job satisfaction has a negative effect on turnover intention.

RSIA Abby in Lhokseumawe, a hospital specializing in maternal and child care, faces challenges in retaining its nursing staff. Fluctuations in the number of nurses leaving and joining can disrupt the continuity of patient care. Therefore, it is important to analyze the factors influencing nurses' turnover intention in this hospital, particularly those related to workload, work discipline, and job satisfaction.

Based on the above description, the purpose of this study is to analyze the effect of workload, work discipline, and job satisfaction on nurses' turnover intention at RSIA Abby in Lhokseumawe. The findings of this study are expected to provide theoretical contributions to the development of human resource management studies, as well as practical benefits for the hospital in formulating more effective workforce management strategies.

RESEARCH METHODOLOGY

Type and Location of Research

This study is a quantitative research with a causal-associative approach, aiming to examine the influence of independent variables on the dependent variable. The research focused on nurses working at RSIA Abby, a maternal and child hospital in Lhokseumawe. The location was chosen based on the actual issue of nurse turnover intention, which can affect the quality of hospital services. The study was conducted in 2025, in accordance with the data collection schedule and the availability of respondents.

Sample and Data Collection

The population in this study consisted of all nurses working at RSIA Abby in Lhokseumawe, totaling 45 individuals. Since the population size is relatively small, the sampling technique used was saturated sampling (census), meaning all members of the population were included as research



respondents. Primary data were obtained through questionnaires developed using a five-point Likert scale to measure workload, work discipline, job satisfaction, and turnover intention. Prior to distribution, the questionnaire underwent validity and reliability testing to ensure its consistency in measuring the variables. In addition, secondary data were utilized, including literature, previous research findings, and supporting documents from the hospital to strengthen the theoretical foundation.

Table 1. Research Variables

Variable	Main Indicators
Workload (X1)	Mental workload, physical workload, target
Work Discipline (X2)	Attendance, compliance with rules, responsibility
Job Satisfaction (X3)	Salary, work relationships, career development
Turnover Intention (Y)	Intention to resign, seeking other job opportunities

Teknik Analisis Data

The collected data were analyzed using SPSS software through multiple linear regression analysis. Prior to hypothesis testing, classical assumption tests were carried out, including tests for normality, multicollinearity, and heteroscedasticity, to ensure the feasibility of the regression model. Subsequently, a t-test was conducted to determine the partial effect of each independent variable on turnover intention, while an F-test was performed to examine the simultaneous effect. Furthermore, the coefficient of determination (R^2) was analyzed to measure the extent to which the independent variables contribute to explaining the dependent variable.

The results of this analysis serve as the basis for drawing conclusions regarding the influence of workload, work discipline, and job satisfaction on nurses' turnover intention at RSIA Abby in Lhokseumawe.

The regression model in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Keterangan:

Y	= Turnover Intention
α	= Constant
$\beta_1, \beta_2, \beta_3$	= Regression coefficients
X1	= Workload
X2	= Work Discipline
X3	= Job Satisfaction
ε	= Error term

Subsequently, a t-test was conducted to determine the partial effect of each independent variable on turnover intention, while an F-test was performed to examine the simultaneous effect. In addition, the coefficient of determination (R^2) was analyzed to measure the extent to which the independent variables contribute to explaining the dependent variable.



The results of these analyses serve as the basis for drawing conclusions regarding the influence of workload, work discipline, and job satisfaction on nurses' turnover intention at RSIA Abby in Lhokseumawe.

RESULTS AND DISCUSSION

The results of this study were obtained from the processing of questionnaire data from 45 nurse respondents at RSIA Abby, Lhokseumawe. The analysis was carried out using SPSS software, which included classical assumption tests, multiple linear regression analysis, partial tests (t-tests), simultaneous tests (F-tests), and coefficient of determination analysis. The findings were then interpreted and compared with theories and previous research results to strengthen the interpretation.

Results of Multiple Linear Regression Analysis

Data analysis was conducted using multiple linear regression to examine the effect of workload (X_1), work discipline (X_2), and job satisfaction (X_3) on turnover intention (Y). The regression estimation results are presented in the following table:

Table 2. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient (β)	t-value	Sig.	Description
Constant (α)	4.215	–	–	–
Workload (X_1)	0.472	3.612	0.001	Significant (+)
Work Discipline (X_2)	-0.398	-2.954	0.005	Significant (–)
Job Satisfaction (X_3)	-0.356	-2.741	0.009	Significant (–)
Adjusted R^2	0.612	–	–	Model Fit

Source: SPSS data processing results (2025)

The regression results produced the following equation:

$$Y = 4,215 + 0,472X_1 - 0,398X_2 - 0,356X_3$$

This equation indicates that workload has a positive effect on turnover intention, while work discipline and job satisfaction have negative effects on turnover intention. The Adjusted R^2 value of 0.612 shows that 61.2% of the variation in turnover intention can be explained by the three independent variables, while the remaining 38.8% is influenced by other factors not examined in this study.

Partial Test (t-test)

The t-test was conducted to examine the effect of each independent variable on turnover intention. The results show that workload ($t = 3.612$; sig. = 0.001) has a positive and significant effect. This means that the higher the nurses' workload, the greater their intention to leave their jobs.

Meanwhile, work discipline ($t = -2.954$; sig. = 0.005) has a negative and significant effect. This indicates that the higher the level of nurses' discipline, the lower their tendency to resign. Similarly, job satisfaction ($t = -2.741$; sig. = 0.009) shows a negative and significant effect on turnover intention, meaning that the more satisfied nurses are with their jobs, the less likely they are to consider leaving.



Simultaneous Test (F-test)

In addition to the partial test, a simultaneous test was also conducted, resulting in an F-value of 23.542 with a significance level of $0.000 < 0.05$. Thus, workload, work discipline, and job satisfaction simultaneously have a significant effect on nurses' turnover intention at RSIA Abby, Lhokseumawe. This confirms that the three independent variables collectively contribute to explaining the turnover intention phenomenon.

DISCUSSION

The findings of this study show that workload has a positive and significant effect on turnover intention. This result is consistent with Koesmono (2016), who found that a high workload leads to job stress and fatigue, which in turn encourages employees to seek alternative employment. In the context of nurses at RSIA Abby, workload is not only physical but also mental, due to the urgent and meticulous nature of healthcare services. Such conditions may trigger feelings of pressure that ultimately increase the intention to leave the job.

Conversely, the analysis indicates that work discipline has a negative and significant effect on turnover intention. This means that the more disciplined a nurse is at work, the lower their intention to resign from the hospital. This result is in line with Hasibuan's (2017) theory, which states that discipline reflects employees' loyalty and responsibility toward the organization. It is also supported by the findings of Sutanto and Kurniawan (2016), who emphasized that good work discipline can strengthen employees' emotional attachment to the organization, thereby reducing turnover intention.

Furthermore, this study reveals that job satisfaction has a negative and significant effect on turnover intention. This finding supports Robbins and Judge (2019), who asserted that employees with higher levels of job satisfaction are more likely to remain in the organization. In the case of nurses at RSIA Abby, job satisfaction derives from factors such as compensation, relationships with colleagues, work atmosphere, and career development opportunities. When these aspects are fulfilled, the intention to leave the job becomes lower.

Simultaneously, the three independent variables were proven to affect nurses' turnover intention. This demonstrates that turnover intention is a multidimensional phenomenon that cannot be explained by a single factor. Workload, work discipline, and job satisfaction are interrelated in shaping nurses' perceptions and attitudes toward their work.

Thus, the results of this study provide practical implications for the management of RSIA Abby in balancing workload, enforcing discipline, and enhancing job satisfaction programs. Efforts that can be undertaken include task redistribution, stress management training, establishing reward systems for disciplined nurses, as well as improving workplace facilities and promotion opportunities. Through these measures, turnover intention can be reduced, and the quality of healthcare services in the hospital can be continuously improved.

CONCLUSION

The results of this study indicate that workload has a positive and significant effect on nurses' turnover intention at RSIA Abby, Lhokseumawe. This means that the higher the workload perceived by nurses, the greater their tendency to leave their jobs. Conversely, work discipline and



job satisfaction were found to have negative and significant effects on turnover intention. This implies that improvements in work discipline and job satisfaction can reduce nurses' intention to resign from the organization. Simultaneously, the three independent variables workload, work discipline, and job satisfaction collectively contribute to explaining the variation in turnover intention.

This study underscores the importance of human resource management strategies that focus on balancing workload, enforcing discipline, and enhancing nurses' job satisfaction. With proper management, turnover intention can be minimized, thereby maintaining the quality of hospital services. For future research, it is recommended to include additional variables such as compensation, job stress, and leadership in order to provide a more comprehensive understanding of the factors influencing turnover intention.

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