

## The Relationship Between Workload and Motivation with Nurses' Turnover Intention at Gladish Medical Center Hospital

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### ABSTRACT

**Background & Objective:** Turnover is a problem that occurs both globally and nationally. In 2020, the nurse turnover rate reached 19.5%. Several countries have also reported high levels of turnover intention, including Belgium (30%), Finland (49%), Germany (36%), Ireland (44%), the Netherlands (19%), Norway (25%), Poland (44%), Spain (27%), Switzerland (28%), and the United Kingdom (44%). Workload and work motivation are known to influence turnover intention. This study aimed to determine the relationship between workload and motivation with turnover intention among nurses at Gladish Medical Center General Hospital. **Method:** This quantitative research used a cross-sectional design with a total sample of 41 nurses, conducted in August 2025. Bivariate analysis was performed using the Gamma test. **Result:** The univariate results showed that turnover intention was mostly in the moderate category (80.5%), workload in the moderate category (85.4%), and work motivation in the moderate category (61.0%). The bivariate analysis showed a significant relationship between workload and turnover intention (p-value = 0.011) and between work motivation and turnover intention (p-value = 0.009). **Conclusion:** It is recommended that hospital management adjust job descriptions and task allocation to remain within reasonable limits to reduce the risk of turnover intention among nurses.

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### Introduction

Nursing personnel play a vital role in health service systems at both national and global levels. According to the World Health Organization (WHO), based on data

from the *State of the World's Nursing (SWON)* report in 2020, the number of nurses worldwide has reached 27.9 million. WHO predicts a global shortage of 5.9 million nurses, primarily in low- and middle-income countries, with the largest gaps occurring in the African, Southeast Asian, and Eastern Mediterranean regions. As a result, an estimated 10.6 million nurses will be needed by 2030. According to WHO, the main reasons for the global decline in the nursing workforce in 2020 include inadequate education and training, unattractive working conditions, nurse migration, demographic factors, and the impact of COVID-19 (WHO, 2021). A study by the *National Healthcare Retention & RN Staffing Report* (Colosi, 2021) reported that in 2020, the nurse turnover rate reached 19.5% (Putri, 2024).

The high turnover rate not only brings disadvantages to hospitals but also negatively affects the quality of care received by patients. Employee turnover is a common phenomenon in organizations, yet excessively high turnover levels can have detrimental effects. The same applies to hospitals, where high turnover creates instability and increases operational costs. Investments in staff training become wasted, productivity declines, and recruitment and retraining expenses rise (Alit et al., 2023). Research has shown significant nurse turnover intention across various countries, including Belgium (30%), Finland (49%), Germany (36%), Ireland (44%), the Netherlands (19%), Norway (25%), Poland (44%), Spain (27%), Switzerland (28%), and the United Kingdom (44%) (Nur Hikmawati et al., 2025).

In Indonesia, nurse turnover is relatively high in several regions. A study by Harisetia & Rizqi (2022) in Putri (2024) reported nurse turnover rates of 14% in 2020 and 61% in 2021. At RSI Surabaya, turnover also increased, with a rate of 14.6% (30 nurses) in 2020, rising to 51% (96 nurses) in 2021. According to Okstoria (2022) in Putri (2024), data from private hospitals in Batam in 2019 showed that Hermina Makassar Hospital employed 165 nurses, with a turnover rate of 14% (23 nurses).

One factor influencing turnover intention is workload. Workload refers to tasks that must be completed by employees within a certain time frame (Rizfan et al., 2025). Workload can also be described as the gap between an employee's skills or capacity and the demands of the job that must be completed within a measurable timeframe. Employees who perceive their workload as manageable tend to exhibit positive attitudes and stronger work enthusiasm. Conversely, variations in task complexity, job demands, and responsibilities can result in differing workload levels among employees. Excessive workload often leads to fatigue, stress, and reduced job satisfaction, ultimately influencing turnover intention (Shafyra, 2025).

Several studies have reported a significant relationship between workload and turnover intention. Research by Alit et al. (2023) showed that workload has a positive and significant partial and simultaneous effect on turnover. Similar findings were reported by Juleiqa et al. (2024) and Maulidah et al. (2022), which indicated that workload partially contributes positively to turnover intention.

In addition to workload, motivation also influences turnover intention. Motivation is a fundamental factor shaping human behavior. It acts as a driving force, desire, or need that encourages individuals to be enthusiastic and self-driven to achieve optimal performance (Pridayanni et al., 2025). When employees possess high motivation, organizational goals are easier to achieve. Conversely, low employee motivation makes organizational objectives more difficult to attain (Wulandari, 2025). Therefore, when workload is high, strengthening work motivation becomes essential

to prevent turnover intention. A study by Nur Hikmawati et al. (2025) found that motivation significantly influences turnover intention.

Based on a preliminary survey conducted at RSU Gladish Medical Center, Pesawaran Lampung, nurse turnover rates were 23.80% in 2022 (10 out of 42 nurses), 20.83% in 2023 (10 out of 48 nurses), and 31.03% in 2024 (18 out of 58 nurses). Early interviews with five out of ten nurses revealed complaints of increasing workload while providing nursing care, performing additional tasks, and experiencing untimely shift changes. Interviews regarding motivation showed that motivation decreased when nurses did not receive appreciation for the care they provided and when their monthly salary did not meet their needs. Based on this background, the researcher is interested in conducting a study entitled "The Relationship Between Workload, Motivation, and Turnover Intention Among Nurses at RSU Gladish Medical Center."

## Objective

This study aims to determine the relationship between workload and motivation with the turnover intention of nurses at RSU Gladish Medical Center.

## Method

The research method used was a quantitative study with a cross-sectional approach involving a total sample of 41 nurses selected through total sampling. This study was conducted in August 2025. The instruments used were validated questionnaires on turnover intention, workload, and work motivation. Bivariate analysis was performed using the Gamma test.

## Results

TABLE 1. Respondent Characteristics

Characteristic	n	%
Gender		
Male	7	17,1
Female	34	82,9
Age		
20-29 Years Old	22	53,7
30-39 Years Old	16	39,0
40-50 Years Old	3	7,3
Employment Status		
Contract	28	68,3
Permanent	13	31,7
<b>Total</b>	<b>41</b>	<b>100,0</b>

The results of the study based on Table 1 show that among the total 41 respondents, the majority were female, totaling 34 respondents (82.9%). Most respondents were aged 20–29 years, totaling 22 respondents (53.7%), and the majority had contract employment status, totaling 28 respondents (68.3%)

TABLE 2. Frequency Distribution of Nurses' Turnover Intention at RSU Gladish Medical Center

Turnover Intention	n	%
Low	1	2,4
Moderate	33	80,5
High	7	17,1
<b>Total</b>	<b>41</b>	<b>100,0</b>

The results of the study based on Table 2 show that the frequency distribution of turnover intention among 41 respondents was predominantly in the moderate category, totaling 33 respondents (80.5%).

**TABLE 3.** Frequency Distribution of Nurses' Workload at RSU Gladish Medical Center

Nurses Workload	N	%
Low	1	2,4
Moderate	35	85,4
High	5	12,2
<b>Total</b>	<b>41</b>	<b>100,0</b>

The results based on Table 3 indicate that the frequency distribution of workload among 41 respondents was also predominantly in the moderate category, totaling 35 respondents (85.4%).

**TABLE 4.** Frequency Distribution of Nurses' Work Motivation at RSU Gladish Medical Center

Work Motivation	N	%
Low	16	39,0
Moderate	25	61,0
<b>Total</b>	<b>41</b>	<b>100,0</b>

Meanwhile, the results based on Table 4 show that the frequency distribution of work motivation among 41 respondents was mostly in the moderate category, totaling 25 respondents (61.0%).

**TABLE 5.** Relationship Between Workload and Turnover Intention Among Nurses at RSU Gladish Medical Center

Between Workload	Turnover Intention			Total	P-Value
	Low	Moderet	High		
Low	0	1	0	1	0,011
Moderate	1	26	8	35	
High	0	5	0	5	
<b>Total</b>	<b>1</b>	<b>32</b>	<b>8</b>	<b>41</b>	

The results presented in Table 5 regarding the relationship between workload and turnover intention among 41 respondents show that the Gamma test produced a p-value of 0.011 ( $p < 0.05$ ), indicating a significant relationship between workload and turnover intention among nurses at RSU Gladish Medical Center.

**TABLE 6.** Relationship Between Work Motivation and Turnover Intention Among Nurses at RSU Gladish Medical Center

Work Motivation	Turnover Intention			Total	P-Value
	Low	Moderate	High		
Low	0	16	0	16	0,009
Moderate	1	16	8	25	
<b>Total</b>	<b>1</b>	<b>32</b>	<b>8</b>	<b>41</b>	

The results presented in Table 6 regarding the relationship between work motivation and turnover intention among 41 respondents show that the Gamma test produced a p-value of 0.009 ( $p < 0.05$ ), indicating a significant relationship between work motivation and turnover intention among nurses at RSU Gladish Medical Center.

## Discussion

### The Relationship Between Workload and Turnover Intention Among Nurses at RSU Gladish Medical Center

The findings presented in Table 4 regarding the relationship between workload and turnover intention among 41 respondents show that the Gamma test produced a

p-value of 0.011 ( $p < 0.05$ ), indicating a significant relationship between workload and turnover intention among nurses at RSU Gladish Medical Center. Theoretically, this result can be explained through the Job Demands–Resources (JD-R) Model, which states that high job demands, such as excessive workload, can deplete employees' psychological resources, reduce engagement, and increase the risk of fatigue and turnover intention (Supriyadi et al., 2025). When job resources are insufficient, nurses are more likely to experience exhaustion and develop the intention to leave their positions. This model also aligns with the concept of organizational commitment; when workload becomes excessive, commitment weakens, and the desire to leave the organization increases (Zulkarnain, 2022).

Comparatively, a study conducted in the High Care Unit (HCU) of Dr. Iskak Hospital Tulungagung by Setiawan et al. (2021) also found a significant relationship between workload and turnover intention ( $p = 0.011$ ), showing that heavier workloads are associated with higher intentions to resign. A study at Faisal Islamic Hospital Makassar similarly demonstrated that high workload was significantly associated with turnover intention ( $p = 0.000$ ) (Kusnanto et al., 2022). Furthermore, research at Hermina Mekarsari Hospital revealed that 83.5% of nurses experienced high workload, and turnover intention reached 51.4%, with an odds ratio (OR) of 3.31 ( $p = 0.002$ ), indicating that nurses with high workloads were more than three times as likely to experience turnover intention compared to those whose workload was appropriate (Sarwoko & Halimah, 2021).

These variations in significance values reflect differences in organizational conditions, nurse characteristics, and workplace pressures across hospitals. The data gap indicates that workload is not solely influenced by the number of tasks but also by work culture, management systems, supervisory support, and the psychological condition of nurses. Although the results of this study align with most previous studies, the differing significance levels highlight the need for managerial strategies tailored to each hospital's context.

In the context of RSU Gladish Medical Center, similar findings underscore the urgency of managerial intervention. The hospital needs to reassess nurses' workload, strengthen organizational support such as balanced task distribution, increase staffing, implement reward systems, and provide stress management training. Such interventions are essential to maintaining nurses' commitment, reducing turnover intention, and ensuring the quality of nursing care services.

### The Relationship Between Work Motivation and Turnover Intention Among Nurses at RSU Gladish Medical Center

The findings presented in Table 5 regarding the relationship between work motivation and turnover intention among 41 respondents show that the Gamma test produced a p-value of 0.009 ( $p < 0.05$ ), indicating a significant relationship between work motivation and turnover intention among nurses at RSU Gladish Medical Center. The Job Characteristics Model by Hackman and Oldham (2018) emphasizes five core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—which influence motivation, job satisfaction, and turnover intention through positive psychological states such as meaningfulness, responsibility, and knowledge of results.

Additionally, Herzberg's Two-Factor Theory (2020) distinguishes between intrinsic motivators (e.g., recognition, achievement) and hygiene factors (e.g., working

conditions, organizational policies). Intrinsic motivators play a key role in enhancing satisfaction and reducing turnover intention. In the context of RSU Gladish, when nursing tasks lack meaning, autonomy, or recognition, nurses' motivation may remain at a moderate level, increasing their susceptibility to turnover intention.

A study by Doruker et al. (2025) involving surgical nurses found that higher work motivation—measured through the NWMS—was associated with lower turnover intention, as indicated by a significant negative correlation ( $r = -0.145$ ,  $p = 0.009$ ). This suggests that intrinsic motivational elements such as responsibility, achievement, and engagement play a crucial role in retaining nurses within their institutions. These findings are consistent with conditions at RSU Gladish Medical Center, where nurses with moderate to low motivation are more likely to develop turnover intention compared to those with high motivation. Supriyadi et al. (2025) also reported that work motivation, along with work stress, job satisfaction, and workload, showed a significant simultaneous relationship with turnover intention.

Based on the researcher's assumptions, work stress and turnover intention arise when job demands are high and job resources are insufficient. Conversely, when job resources such as training, supervisory support, recognition, and autonomy are adequate, motivation and work engagement increase—even under high workload conditions. At RSU Gladish, nurses with moderate motivation may not be adequately supported by organizational resources, placing them at higher risk of turnover intention.

## Conclusion

The frequency distribution of turnover intention among 41 respondents showed that the majority were in the moderate category, totaling 33 respondents (80.5%). The frequency distribution of workload among 41 respondents showed that the majority were in the moderate category, totaling 35 respondents (85.4%). The frequency distribution of work motivation among 41 respondents showed that the majority were in the moderate category, totaling 25 respondents (61.0%). The Gamma test produced a p-value of 0.011 ( $p < 0.05$ ), indicating a significant relationship between workload and turnover intention among nurses at RSU Gladish Medical Center. The Gamma test produced a p-value of 0.009 ( $p < 0.05$ ), indicating a significant relationship between work motivation and turnover intention among nurses at RSU Gladish Medical Center.

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