

***The Effect of Job Security and Burnout on Turnover Intention Mediated  
by Job Satisfaction***

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**ABSTRACT**

*The high rate of turnover among healthcare workers has become a big challenge during the COVID-19 pandemic, making it necessary to understand the causative factors. Therefore, this quantitative study aimed to analyze the effect of job security and burnout on turnover intention mediated by job satisfaction in healthcare workers using a cross-sectional approach. Purposive sampling was used to select 155 healthcare workers in a private hospital in Batam during the COVID-19 pandemic. The data collected by online questionnaires were analyzed using the PLS-SEM analysis method. The findings showed that job security positively and significantly affects job satisfaction indicated by a T-statistic  $>1.645$  and a P-value  $<0.05$ , while burnout indicated a negative and significant effect. Moreover, job satisfaction mediated as well as negatively and significantly affected turnover intention, with a T-statistic  $>1.645$  and a P-value  $<0.05$ . This finding had implications for hospital managers to make recommendations on retaining more healthcare workers to reduce the turnover rate. Managers should increase job security by conducting sustainable career planning courses and career development opportunities. Furthermore, they should increase job satisfaction by providing appropriate salaries to workers. It was also necessary to reduce burnout by creating a good work environment that lowers turnover intention rates.*

**Keywords:** *Burnout, Job satisfaction, Job security, Turnover intention*

**INTRODUCTION**

The COVID-19 pandemic has become a big challenge to healthcare systems globally as seen by the high number of cases that require hospitalization. This has caused many countries to have high mortality rates due to a lack of medical equipment and healthcare workers. The main factor causing this shortage of healthcare workers was the high

turnover rate.<sup>1,2</sup> This high turnover rate among workers affected the development of the healthcare system during the COVID-19 pandemic. A study found that 52% and 76.9% of healthcare workers had a lower willingness to work during the pandemic. Moreover, 30.5% of physicians in South Korea, 35.5% of nurses in Italy, and 55.2% of physicians in Iraq showed their intention to quit the job before the

pandemic. This was consistent with earlier studies that showed the intention to leave the healthcare industry during COVID-19 was higher than before the pandemic.<sup>3,4</sup>

Studies also found that several private hospitals in Indonesia show a turnover rate similar to other countries. The turnover rate ranges between 13% and 35% and is considered high (> 10%). Therefore, it is important to manage turnover in private hospitals due to the increasing role of this sector in the country's health system. This increased role is seen in the rapid growth of private hospitals by 22%, much higher than the 8% increase in government hospitals.<sup>5,6</sup> Furthermore, the healthcare industry has long faced challenges in the retention of healthcare workers. This high turnover rate interferes with the optimal performance and facilitation of healthcare services. It also presents serious problems for Indonesia's economic development, which has been slowed by the pandemic.<sup>7</sup>

Turnover intention is the probability of workers leaving a job and the strongest predictor of actual turnover.<sup>4,8</sup> A high rate of turnover significantly impacts the healthcare system, specifically in countries with limited healthcare workers resources.<sup>9</sup> It could negatively impact the workers, patients, and hospitals. A high turnover rate causes fatigue, stress, and longer working hours among the remaining employees. The impact on patients is disruption of the continuity of care, a decrease in quality and safety treatment, and increased medication error rates. The high turnover rate also negatively impacts the hospital budget through increased replacement, orientation, and training costs, as well as reduced customers' service levels.<sup>3,10,11</sup> Therefore, it is important to know the factors related to the turnover intention that could predict actual turnover during the COVID-19

pandemic. This knowledge could help promote the retention of healthcare workers, specifically to deal with future pandemics.<sup>12,13</sup>

In most cases, turnover is preceded by and increases with turnover intention.<sup>4,11,14</sup> Turnover that occurs in healthcare workers is a global problem that could interfere with work productivity when not handled properly. Therefore, effective retention strategies require identifying the factors affecting workers' decision to stay or leave.<sup>9</sup> In line with this, job satisfaction is the most common cause of turnover and low quality of health care services. It is a positive emotional state resulting from an evaluation of the job, or the extent to which a person likes or dislikes their work. Studies showed that workers highly satisfied with the job are more likely to be committed to the organization and less likely to look for a new job. Therefore, job satisfaction must be considered because it is an antecedent associated with turnover and improved performance, work ethics and enthusiasm, and discipline.<sup>11,14,15</sup>

Burnout arises due to the inability to deal effectively with the constant work pressures. It also refers to a state of physical, emotional, and mental exhaustion. This illustrates individual psychological responses to chronic and prolonged interpersonal and emotional stressors. The stressors are caused by long-term engagement in emotionally involved situations.<sup>12,15</sup> A study showed that burnout could decrease job satisfaction among healthcare workers and negatively impact the organization through poor patient satisfaction and low quality of care.<sup>15,16</sup> Job security is workers' perception that there are no subjective or objective reasons for losing jobs.<sup>17</sup> It reduces the fear of losing

jobs, helps managers keep employees, and lowers recruitment costs.<sup>18</sup>

Based on the problems described, as well as several theories and previous studies, this study proposed the following hypotheses:

H1: job security positively affects job satisfaction

H2: burnout negatively affects job satisfaction

H3: job satisfaction negatively affects turnover intention

H 4: job satisfaction mediates the effect of job security on turnover intention

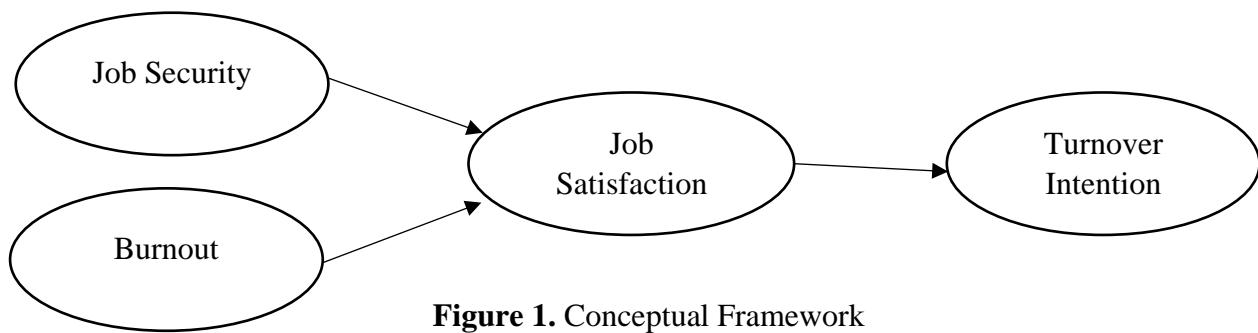
H5: job satisfaction mediates the effect of burnout on turnover intention

The turnover intention of healthcare workers is influenced by many factors, including job satisfaction. Meanwhile, job security and burnout also affect job satisfaction of workers.<sup>12,13,19</sup> Studies showed that the direct effect of job satisfaction is negatively related to turnover intention. Only a few studies analyzed job satisfaction as mediation for turnover intention and also there has been no study that proposed a research model that examines the effect of job security and burnout on turnover mediated by job satisfaction for healthcare workers during the COVID-19 pandemic.<sup>12</sup> Therefore, this study aimed to propose a new model adapted from previous models regarding the effect of job security and burnout on turnover intention mediated by job satisfaction.<sup>15,20,21</sup> The goal was to provide an objective basis for preventing turnover in healthcare workers during the pandemic.

## RESEARCH METHODS

This study used a quantitative survey with a cross-sectional approach to determine the effect of job security and burnout on turnover intention mediated by job satisfaction in healthcare workers. Purposive sampling was used to select 155 respondents comprising healthcare workers in a private hospital in Batam during the COVID-19 pandemic. The instrument used was an online questionnaire developed from previous studies, translated, and tested for validity and reliability. Furthermore, an outer model analysis was performed before testing the relationship between constructs.

The questionnaire consisted of indicators used to measure the constructs of the proposed model. This study used 22 items as questions and indicators. It adopted 7 items for job security, as well as 5, 6, and 4 for burnout, job satisfaction, and turnover intention, respectively. All the items used are shown in Table 2. The questionnaire for Job Security (JSE) was adapted from Sokhanavar et al,<sup>22</sup> Job Satisfaction (JSA) was adapted from Oliveira et al,<sup>23</sup> Burnout (BO) was from Moyo et al,<sup>24</sup> while Turnover Intention (TI) was from Han et al.<sup>25</sup> Those studies used a Likert scale of 1-5 (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). The conceptual framework consisted of 2 independent variables of job security and burnout, 1 mediating variable of job satisfaction, and 1 dependent variable of turnover intention, as shown in Figure 1.



**Figure 1.** Conceptual Framework

The PLS-SEM analysis with SmartPLS3 was used to evaluate the measurement (outer) and structural (inner) models. The analysis was conducted to measure reliability by assessing outer loading for indicator reliability (outer loading >0.4). It also measured Cronbach’s alpha and composite reliability (CR) for construct reliability, whose values must be in the range of 0.7-0.95. Furthermore, the indicators’ validity was assessed based on the average variance extracted (AVE >0.5) and discriminant validity using heterotrait-monotrait (HTMT <0.9). The inner model analysis was performed to test the

relationship between constructs. Additionally, a mediation analysis was conducted to examine the role of mediating variable.<sup>26-29</sup>

## RESULT AND DISCUSSION

This study was conducted on 155 healthcare workers. Table 1 shows that 75% of the respondents were female, 60% were unmarried, and 85% were aged 24-39. Furthermore, 55% were nurses, 59% had Diploma/D3 education, and 45% worked 43-50 hours per week.

**Table 1.** Respondents’ profile

Description	Category	Amount	Percentage (%)
Gender	Male	41	26
	Female	114	74
Age (years)	17-23	2	1
	24-39	132	85
	40-55	21	14
Marital Status	Married	62	40
	Unmarried	93	60
Education	S1	61	39
	D4	2	1
	D3	92	59
Profession	Doctor	12	8
	Nurse	86	55
	Midwife	22	14
	Others	35	23
Average Working Hours/Week	<35	6	4
	35-42	66	43

43-50	69	45
>50	14	9

The outer model analysis was conducted to measure the indicators' reliability and validity. Several criteria must be fulfilled for the indicators to be considered valid and reliable. The value of the outer loading needs to be > 0.4, while

Cronbach's alpha and CR should range between 0.7 and 0.95 to indicate reliability. Meanwhile, an indicator is valid when the AVE value is >0.5 and HTMT is <0.9.<sup>28,29</sup>

**Table 2.** Reliability and validity analysis

<b>Construct</b>	<b>Item</b>	<b>Outer Loading</b>
<b>Job Security (JSE) (AVE: 0.94, Cronbach Alpha:0.884, CR:0.910)</b>		
JSE 1	I feel my current job gives me stability	0.839
JSE 2	I could stay in my current job as long as I want	0.803
JSE 3	I feel secure in the stability of my current job as long as my performance meets expectations	0.833
JSE 4	I do not feel worried about my future career in this hospital	0.819
JSE 5	I do not feel worried about my work in this hospital	0.769
JSE 6	I feel that nothing threatens my job in this hospital	0.679
JSE 7	I believe that everyone can make career advancements by improving their abilities	0.626
<b>Burnout (BO) (AVE:0.600, Cronbach Alpha:0.838, CR:0.882)</b>		
BO 1	I feel tired when I wake up in the morning and have to start my work	0.758
BO 2	I feel that the work I do becomes meaningless because of COVID-19	0.726
BO 3	I find my job very emotionally draining	0.818
BO 4	I feel frustrated with my current job	0.801
BO 5	I feel tired every time I finish work	0.768
<b>Job Satisfaction (JSA) (AVE:0.594, Cronbach alpha:0.844, CR:0.886)</b>		
JSA 1	I feel that my current salary is appropriate	0.698
JSA 2	I feel that my coworkers value my opinion while working	0.810
JSA 3	Overall, I am happy with my current job	0.777
JSA 4	I feel that the number of work-related calls I have to receive is not excessive	0.788
JSA 5	I feel I have good relationships with my coworkers	0.750
JSA 6	I feel my current job rarely interferes with my time	0.675
<b>Turnover Intention (TI) (AVE:0.691, Cronbach Alpha:0.847, CR:0.847)</b>		
TI 1	I plan to look for a new job soon	0.879
TI 2	I often feel like working at another hospital	0.849
TI 3	I sometimes think I want to quit the hospital where I work now	0.888

TI 4	I feel that it is not good for me to work in the same hospital for a long time	0.694
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Table 2 shows that all indicators have an outer loading > 0.4, while Cronbach's alpha and CR values range between 0.7 and 0.95. This means that all indicators and

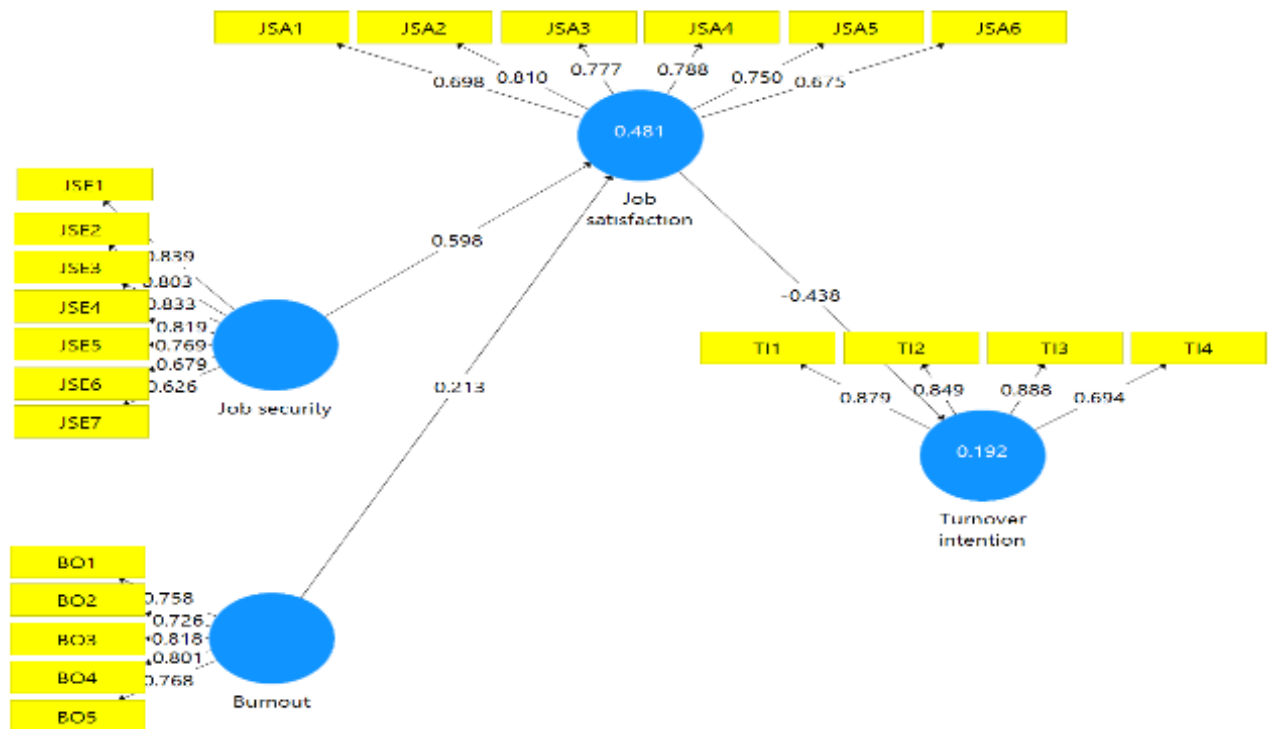
constructs are reliable. Furthermore, the AVE > 0.5 indicates that the constructs are convergent and valid to explain their indicators.

**Table 3.** Discriminant Validity (HTMT)

	Burnout	Job Satisfaction	Job Security	Turnover Intention
<b>Burnout</b>				
<b>Job Satisfaction</b>	0.432			
<b>Job Security</b>	0.335	0.764		
<b>Turnover Intention</b>	0.637	0.513	0.430	

Table 3 shows that the HTMT values are all <0.9, meaning the constructs are valid and different from those in the structural model. The results also indicated that the indicators are valid to measure their

constructs. The four stages of the outer model analysis showed that all indicators are reliable and valid to measure each construct.



**Figure 2.** Outer Model

Figure 2 shows the results of measuring the outer model using the SmartPLS 3 software. The outer model

evaluation met all the criteria. The next step was evaluating the results using PLS-SEM to assess the inner model. SmartPLS3 was

used with the bootstrapping procedure to test the one-way hypothesis. Some assessments that must be considered in evaluating the inner model were the collinearity test to determine a collinearity problem (ideally VIF value should be <3) and the coefficient of determination ( $R^2$ ).<sup>26,27,30,31</sup> The VIF value for this study was less than 3, implying the absence of a collinearity problem between the variables. The job satisfaction variable obtained an  $R^2$  value of 0.481. This indicated that 48.1% of

job satisfaction could be explained by the job security and burnout variables. Furthermore, the turnover intention had an  $R^2$  value of 0.192, meaning that 19.2% of this variable could be explained by job satisfaction. Hypothesis testing was performed by looking at the standardized path coefficient, T-statistic, and P-value. The T-statistic >1.645 and the P-value <0.05 were the criteria for determining the significance of the relationship between the variables.<sup>26,27</sup>

**Table 4.** Hypothesis test result

Hypothesis	Standardized Path Coefficient	T-Statistic	P-Value	Result
H1: <i>Job Security</i> → <i>Job Satisfaction</i>	0.598	10.824	0.000	Hypothesis supported
H2: <i>Burnout</i> → <i>Job Satisfaction</i>	-0.213	3.672	0.000	Hypothesis supported
H3: <i>Job Satisfaction</i> → <i>Turnover Intention</i>	-0.438	6.020	0.000	Hypothesis supported

Table 4 shows that all hypotheses were supported by T-statistics > 1.645 and P-value < 0.05, with positive or negative directions following the directional hypotheses. The first hypothesis test showed that job security significantly and positively affected job satisfaction. This finding was consistent with prior studies that job security significantly predicted and positively affected job satisfaction.<sup>20,22,32,33</sup>

Furthermore, the result also supported by Falatah et al, which examined the relationship between job security, job satisfaction, and turnover intention in nurses. Falatah et al found that job security significantly predicted and positively affected job satisfaction. This result showed that improved workers' job security increases their job satisfaction. Therefore, it is important to improve workers' job security to make them more satisfied.<sup>20</sup>

This is also consistent with studies in North West Ethiopia by Ayalew and Workineh on the factors affecting nurses' job satisfaction. The studies found that job security positively enhances the satisfaction of nurses. Therefore, the managers of the healthcare system should improve job security to increase workers' job satisfaction.<sup>33</sup>

The second hypothesis test indicated that burnout significantly and negatively affected job satisfaction. This result supported by Ran et al and Alrawashdeh et al that burnout significantly and negatively affected job satisfaction among healthcare workers.<sup>12,16</sup> Moreover, the finding is consistent with Chen et al that burnout significantly and negatively affected job satisfaction among healthcare workers in primary care institutions in China. The results implied that lower burnout increases

job satisfaction. Also, healthcare workers suffering from burnout have lower job satisfaction.<sup>15</sup>

The third hypothesis test showed that job satisfaction significantly and negatively affected turnover intention. This result supported by Liu et al and Ran et al which found a significant and negative relationship between job satisfaction and turnover intention.<sup>12,34</sup> Liu et al found a significant and negative relationship between job satisfaction and turnover intention among healthcare workers in China. The finding means that increasing job satisfaction reduces turnover intention. Therefore, it is important to provide

effective regulations to minimize turnover intentions among healthcare workers. Job satisfaction should be enhanced by improving managers' professional hospital administration, expanding opportunities for continual training and career development, offering attractive wages and other benefits, and introducing effective payment methods.<sup>34</sup>

This study also analyzed the mediation of job satisfaction on turnover intention variables by looking at the significance of the indirect effect. In this case, a variable with a T-statistic > 1.645 and P-value < 0.05 was considered as a mediator.<sup>26,27,35</sup>

**Table 5.** Specific indirect effect

<b>Hypothesis</b>	<b>Standardized Coefficient</b>	<b>T-Statistic</b>	<b>P-Value</b>	<b>Result</b>
H4: <i>Job Security</i> → <i>Job Satisfaction</i> → <i>Turnover Intention</i>	-0.262	5.545	0.003	Hypothesis Supported
H5: <i>Burnout</i> → <i>Job Satisfaction</i> → <i>Turnover Intention</i>	0.093	2.699	0.000	Hypothesis Supported

Table 5 shows the mediation variable analysis test results. The path coefficient, T-statistic, and p-value of the job security to the turnover intention are -0.262, 5.545, and 0.003, respectively. This indicates that job security significantly and negatively affects turnover intention through job satisfaction. Furthermore, the path coefficient, T-statistic, and p-value of the effect of burnout on turnover intention are 0.093, 2.699, and 0.000, respectively. This means that burnout significantly and positively affects turnover intention through job satisfaction.

The results indicated that job satisfaction is a significant mediator of turnover intention. The findings supported by Falatah et al. and Ran et al.<sup>12,20</sup> on the relationship between job security, job

satisfaction, and turnover intention. The study by Falatah et al during the privatization and reform of Saudi Arabia's health care system found a significant mediation effect of job satisfaction on the association between job security and turnover intention. Moreover, the findings support the hypothesis that job satisfaction has a mediating effect on the association between job security and turnover intention. This implies that healthcare managers should focus on increasing workers' satisfaction and improving their job security. They should improve communication because enhancing job security and satisfaction reduces the turnover intention among healthcare workers.<sup>20</sup> Moreover, Ran et al explored the mediating effect of job satisfaction between



job burnout and turnover intention among the primary healthcare staff in China. The study found the direct effect of job satisfaction on turnover intention and its significant mediation impact on burnout and turnover intention. Therefore, job satisfaction mediates the effect of burnout on turnover intention. This relationship shows improving job satisfaction adjusts the effect of job burnout on turnover intention.<sup>12</sup>

## CONCLUSIONS

Turnover intention is workers' intention to leave the organization and considered a predictor of actual turnover. Therefore, a higher turnover intention increases actual turnover. The problem of turnover intention among healthcare workers must be addressed, specifically during the COVID-19 pandemic. Hospitals should provide enough healthcare workers to provide optimal services and prevent high turnover during the pandemic. Effective steps are needed to increase job satisfaction, reduce turnover intentions, and promote the retention of healthcare workers.

The results showed that job security significantly and positively affects job satisfaction. Burnout significantly and negatively affected job satisfaction, and job satisfaction significantly and negatively affected turnover intention. Furthermore, job satisfaction was a significant mediator of turnover intention. This finding provided information about the factors influencing turnover intention. The study could assist hospital managers in making recommendations regarding the retention of more healthcare workers to reduce turnover rates. A high turnover rate greatly disrupted healthcare services when not handled properly. Therefore, healthcare managers

must plan an appropriate strategy to increase the effective retention of workers. The managers should increase job security and satisfaction, as well as reduce burnout to minimize turnover intention rates. Job security could be increased by conducting a sustainable career planning course and providing career development opportunities in hospitals, giving positions to eligible workers according to their abilities. Similarly, job satisfaction could be increased by providing appropriate salaries, creating opportunities for workers to give opinions, and ensuring a good working relationship. The managers should also ensure that employees feel happy with work and reduce burnout by considering their psychological health and creating a good physical and mental work environment.

The limitation of this study only analyzed the effect of job security, burnout, and job satisfaction on turnover intention. There is a possibility that many other factors contribute to turnover intention and job satisfaction. Therefore, further studies could add variables to provide more information about other factors influencing turnover intention.

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