

## THE EFFECT OF WORKLOAD AND COMPENSATION ON INPATIENT NURSE TURNOVER INTENTION AT TYPE C HOSPITAL, WEST JAKARTA WITH JOB STRESS AS A MEDIATING VARIABLE

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Received: 25/02/2026 | Revised: 05/03/2026 | Accepted: 25/03/2026 | Published: 07 /04/2026

### Abstract

Nurses are professionals who play a crucial role in hospital services, and high *turnover intention* can impact the quality of healthcare services. Increased workload due to changes in hospital status and suboptimal compensation are suspected to be factors influencing the emergence of job stress and *turnover intention*. This study used a cross-sectional quantitative approach with a survey method through a questionnaire to inpatient nurses. The data analysis technique used was Smart PLS. The variables studied included workload, compensation, job stress, and *turnover intention*. The results showed that workload did not have a significant effect on *turnover intention* directly. However, workload had a significant effect on job stress, and job stress had a positive effect on *turnover intention*. In addition, compensation had a negative and significant effect on turnover intention and on job stress. Mediation testing showed that job stress was able to mediate the effect of workload on *turnover intention*, but was unable to mediate the effect of compensation on *turnover intention*. The conclusion of this study is that job stress is a key variable in explaining the relationship between workload and turnover intention. Meanwhile, compensation has a direct effect on turnover intention without going through job stress. Therefore, hospital management needs to manage workload and work stress effectively and improve the compensation system to control nurse *turnover intention*.

**Keywords:** *Workload, Compensation, Job Stress, Turnover Intention, Nurses*

### INTRODUCTION

Hospital management is one of the government's efforts to realize one of the elements of welfare as referred to in the mandate of the 1945 Constitution of the Republic of Indonesia. According to the Republic of Indonesia Law number 44 of 2009, a hospital is an agency that provides comprehensive health services at the individual level which includes inpatient, outpatient, and emergency services, with a promotive, preventive, curative and rehabilitative approach. Both private and government hospitals have the same responsibility in providing quality health services. Therefore, hospital managers, especially the hospital management board are expected to have a good understanding of management quality, patient safety and all aspects that contribute to providing quality health services to the community. One of the duties of the hospital management board to answer the community's need for good health services is to prepare professional staff who can provide maximum service. Nurses are part of the professional staff who play an important role in hospital services, because most hospital services are nursing services. This is supported by Gillies' (1994) statement, which states that 40-60% of hospital services are nursing services. Furthermore, Huber (1996) states that 90% of nurses work and interact with patients 24 hours a day, on a shift. Therefore, nurses are the spearhead of the hospital in providing patient care and are a top priority in organizing treatment rooms. Nurses are responsible for providing nursing care to patients and collaborating with other healthcare professionals in the hospital. The nursing care provided to patients focuses not only on physical care but also on understanding the patient's comprehensive needs, including emotional, social, and cultural aspects, in an effort to promote recovery. Choi et al. (2021) emphasize that professional nurses must

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be able to combine technical competence with a deep understanding of the patient's psychosocial aspects. Given the critical role of nurses in hospitals, effective nursing workforce planning is crucial, particularly regarding nurse workload. Nurse workload is the total number of tasks performed by a nurse within a specific time period. Nurse workload can be defined from two perspectives: the number of patients or patient-days requiring nursing care in a unit or department, or the number of patients cared for by an individual nurse. A poorly managed nurse workload will ultimately lead to job stress. Job stress is a physical and emotional response that occurs when job demands are out of balance with the resources, knowledge, and abilities needed to complete the task. This is supported by research conducted by Arnis et al. (2024) on inpatient nurses at Medika Amplas Hospital, where workload significantly influenced job stress.

A similar study was conducted by Melo et al. (2019) on nurses at Bethesda General Hospital in Tomohon, with consistent research results. Excessive workload and job stress that are not properly addressed by management have the potential to lead to nurse *turnover intention*. *Nurses' departure from work will always be preceded by the intention or desire to move or resign from their jobs.* Turnover can disrupt hospital organizations, both in terms of costs, resources, and the effectiveness of nursing care delivery to patients in hospitals. The normal range of turnover rates is 5-10% per year. Rindu et al. (2020) stated that the nurse *turnover rate* in hospitals ranges from 10-21% annually. Research conducted by Susanti et al. (2020) stated that nurses in Indonesia had a fairly high *turnover rate* in 2019, namely 20.8%. Several studies have examined the relationship between workload, job stress, and their relationship to *turnover intention*. Supriyadi et al. (2024) conducted at Nur Hidayah Hospital, Bantul, Yogyakarta, stated that there is a relationship between workload and job stress on *turnover intention*. The same study was also conducted by Rahmansyah et al (2024) at the Purwokerto Regional Hospital which also stated that there was a significant relationship between workload and work stress on nurses' *turnover intention*. However, in a study conducted by Sali Fatiyah et al conducted at Hospital X, Pekalongan City, it was shown that work stress in nurses was not always related to nurses' *turnover intention*. In another study, conducted by Rahagia and Zulkarnain (2022) stated that a heavy workload did not significantly increase *turnover intention* among nurses.

In addition to workload and job stress, which can potentially influence *turnover intention*, compensation also has an impact on *turnover intention*. Research conducted by Tan et al. (2018) on the relationship between compensation and turnover intention of nurses at a hospital in Batam City stated that compensation has an influence on turnover intention of nurses. The lower the compensation provided by a company or hospital to its nurses, the higher the *turnover intention*. A similar study consistent with this study was conducted by Silaban and Syah (2018) which showed that compensation has a significant negative effect on *turnover intention*. The more appropriate the compensation received by employees, the lower their *turnover intention will be*. However, a study conducted by Mazzein et al. (2025) showed that compensation does not always have a negative effect on employee *turnover intention*. Another study conducted by Purwati et al. (2020) also consistently found that compensation does not always affect employee *turnover intention*. The K Type C Hospital in West Jakarta was inaugurated on October 19, 2023, after previously being a Type D Hospital. The upgrade in the Hospital's class has an impact in the form of an increase in the number of beds in the inpatient ward and an increase in the type of services and infrastructure at the Hospital. When it was still a Type D Hospital, this hospital only had 22 beds divided into 8 beds for adult patients, 12 beds for pediatric patients, and two beds for isolation patients.

The total number of inpatient nurses at that time was 13 people. 2-3 nurses were on duty each shift. Currently, after being designated as a Type C Hospital, the total number of inpatient ward beds has increased from the initial 22 beds and since the beginning of 2026 to 93 beds. The regular inpatient ward specifically for pediatric patients has 20 beds with a total of 13 nurses on duty for pediatric inpatient care. The regular inpatient ward specifically for adult patients has 24 beds and an isolation room has 10 beds, making a total of 34 beds. Then there is also a combined maternal and newborn ward with 20 beds. The total number of nurses on duty specifically for adult patient care and isolation is 18 people and the total number of nurses on duty specifically for the combined maternal and newborn ward is 6 people. Currently, there is an additional special non-isolation room for pediatric and adult patients with 12 beds, divided into 6 places for children and 6 places for adults. The total number of nurses assigned to the room is 9 nurses. Then there are additional 7 isolation rooms with a total of 4 nurses on duty. Nurses work shifts are divided into three, morning shift and afternoon shift work for 7 hours in one day, while the night shift is on duty for 11 hours in a day. For pediatric inpatient rooms, one shift will be served by 2-3 nurses on duty each shift, while for adult inpatient and isolation rooms are served by 3-4 nurses in each shift. Meanwhile, for additional special non-isolation and isolation rooms will be served by 1-2 people per shift. The ratio of nurses to regular inpatients, both for pediatric, adult and isolation patient services is currently 1:6-10 patients. Currently, one of the recommendations in the literature for the ratio between regular inpatient nurses to patients is 1:5 on

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each shift. Nurses not only perform medical services, but also perform non-medical tasks, such as recapitulating the number of specialist doctors who visit, registering patients for check-ups to specialist clinics after hospitalization, *discharging* patients who have been discharged, and other administrative tasks required in hospitalization. Nurses are also tasked with picking up and dropping off patients if they require hospital-provided examinations such as X-rays and ultrasounds during their inpatient stay. Since its status as a Type C hospital, the hospital has been able to provide *echocardiography services* by cardiologists and CT scans for patients if needed. The number of specializations has also increased, initially only having nine specialist doctors, namely internists, pediatricians, obstetricians and surgeons, anesthesiologists, radiologists, ENT specialists, pulmonary specialists, and neurologists. Now, the hospital has internists who focus on dialysis services (hemodialysis), dermatologists, cardiologists, medical rehabilitation specialists, urologists, and neurosurgeons. With the addition of specialist doctors and examination modalities, the number and complexity of diseases that can be observed in the hospital's inpatient ward have increased. Thus, one patient in the inpatient ward can now be treated by more than two doctors at a time depending on the needs.

The increase in specialist doctors, additional examination modalities, and an increase in the number of beds have also increased the BOR since the change in type from Hospital K, along with the increase in bed capacity. The percentage of inpatient BOR in 2021 was 31.71%, in 2022 the BOR value was 31.25%, in 2023 it was 44.33% and after changing the type of service to a type C hospital, the BOR value in 2024 was 60.02%. In 2025 the BOR value increased again to 75.21%. In addition, the compensation provided for inpatient nursing services at this Hospital still follows the old regulations, namely the regulation of the Governor of DKI Jakarta Province number 95 of 2016 which regulates the provision of income intended for non-civil servant employees (PNS) at health centers and Type D District Hospitals. The workload increases as the BOR value increases, the examination modalities increase, the types of specializations increase, but compensation Currently the total number of inpatient nurses who have resigned is 5 people, after previously no nurses resigned from their jobs at the old hospital. The author found that there was an increase in nurses' workload since K Hospital, West Jakarta, served as a type C Hospital, such as the ratio of nurses' services to patients that exceeded the recommendation, a significant increase in hospital BOR, an increase in nurse turnover rates that began in early 2025, and compensation that still follows the old governor's regulations when K Hospital was still a type D Hospital. Based on previous research on workload, work stress, compensation and their relationship with *turnover intention*, as well as differences in results or *gap research*, the author wants to re-examine the influence of nurse workload and compensation variables on *turnover intention* with work stress as a mediating variable at K Hospital, type C, West Jakarta.

## LITERATURE REVIEW

### **The Effect of Workload on Nurse *Turnover Intention* at K Type C Hospital, West Jakarta.**

Research conducted by Maulidah et al. (2022) found that workload significantly influences employee turnover intention at RSU ABC, South Jakarta. Furthermore, another study conducted by Cinta et al. (2025) at Pinna Hospital, Bekasi, yielded consistent results. Therefore, based on the conceptual framework and description above, the following hypotheses can be formulated:

H1: Workload has an effect on *the turnover intention* of nurses at K Type C Hospital, West Jakarta.

### **The Effect of Compensation on Nurse *Turnover Intention* at K Type C Hospital, West Jakarta**

Research conducted by Suyono et al. (2018) found that compensation influences *turnover intention*. Similar research by Silaban and Syah (2018) also yielded consistent results. Therefore, based on the conceptual framework and description above, the following hypothesis can be formulated:

H2: Compensation has an effect on the turnover intention of nurses at K Type C Hospital, West Jakarta.

### **The Influence of Work Stress on Nurse *Turnover Intention* at K Type C Hospital, West Jakarta**

Research conducted by Muhadi et al. (2022) found that work stress influences *turnover intention*. Another study by Karmita et al. (2023) also yielded consistent results. Therefore, based on the conceptual framework and description above, the following hypothesis can be formulated:

H3: Work stress has an effect on *the turnover intention* of nurses at K Type C Hospital, West Jakarta.

### **The Influence of Workload on Work Stress of Nurses at Type C Hospital, West Jakarta**

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Research conducted by Arnis et al. (2024) found that workload influences job stress. Research conducted by Mindayani et al. (2023) also yielded consistent results. Based on the above description and the existing conceptual framework, the following hypotheses can be formulated:

H4: Workload has an effect on work stress of nurses at K Type C Hospital, West Jakarta.

## The Effect of Compensation on Work Stress of Nurses at Type C Hospital, West Jakarta

Research conducted by Anita et al. (2021) found that compensation negatively impacts work stress. Another study by Widhayanti and Indriati (2023) also yielded consistent results. Based on the above description and the existing conceptual framework, the following hypothesis can be formulated:

H5: Compensation has an effect on the work stress of nurses at K Type C Hospital, West Jakarta.

## The Effect of Workload on Turnover Intention of Nurses at K Type C Hospital, West Jakarta with the Mediation of Work Stress Variables

Research conducted by Oktafiani and Pantawis (2024) found that job stress mediates the effect of workload on turnover intention. Another study conducted by Wanboko (2023) also yielded consistent results. Based on the above description and the conceptual framework, the following hypothesis can be formulated:

H6: Job stress mediates the effect of workload on turnover intention.

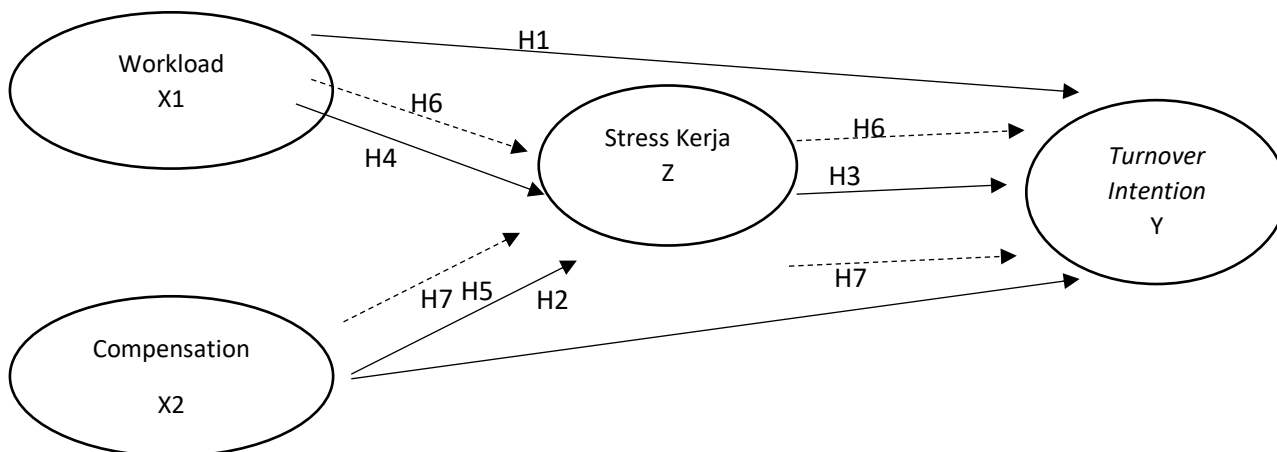
## The Effect of Compensation on Nurse Turnover Intention at K Type C Hospital, West Jakarta with Work Stress as a Mediating Variable

Research conducted by Ferzanita (2023) and Oktafiani and Pantawis (2024) states that work stress can mediate the effect of compensation on turnover intention. Based on the above description and the existing conceptual framework, the following hypotheses can be formulated:

H7: Work stress mediates the effect of compensation on the turnover intention of nurses at K Type C Hospital, West Jakarta.

## Conceptual Framework

Based on previous research and theoretical studies, the variables to be studied are determined, namely workload, compensation, work stress and employee turnover intention. From the variables that have been determined, a conceptual framework can be compiled as presented in the following figure.



## METHOD

The object of research is a scientific target to obtain data and find out what, who, when and where the research is conducted. This research will be conducted at K Type C Hospital, West Jakarta. This research was conducted to determine the effect of workload and compensation on Turnover Intention mediated by Job Stress of Inpatient Nurses of Type C Hospital, West Jakarta. K Type C Hospital, West Jakarta was chosen to conduct this research, where the

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population and sample of this research are Inpatient Nurses of K Type C Hospital, West Jakarta. The method used is *purposive sampling method*, which is a sampling technique with certain considerations because criteria are needed in determining research subjects. The population in this study was 45 people. The sample size in the study was the entire population used as a research sample of 45 people. The operational variables in this study, which are the basis of the research instrument, for data collection and the basis of measurement in the study, according to each research variable are as follows:

Variables Study	Definition Operational	Indicator
Workload	Workload is the work demands imposed by a company on an individual that exceeds his or her capabilities. For can do task the	<ul style="list-style-type: none"> <li>- Condition Work</li> <li>- Use time work or working hours</li> <li>- Target Which must achieved</li> <li>- Job Standards</li> </ul> Putra (2012) in Haddad, Soleh and Abi (2023)
Compensation	Compensation is all income in the form of money, goods, directly or indirectly, received by employees as compensation for services provided to the company.	<ul style="list-style-type: none"> <li>- Wages or Salary</li> <li>- Allowance</li> <li>- Incentive</li> <li>- Facility</li> </ul> (Sinambela, 2021)
<i>Turnover Intention</i>	<i>Turnover Intention</i> is the nurse's thoughts and intentions to leave the hospital or look for job opportunities. other besides in his current workplace.	<ul style="list-style-type: none"> <li>- Think about For go out</li> <li>- The desire to find alternative employment</li> <li>- Intention For go out</li> </ul> ( Mumbley Horner, Hollingswork, ( 1978 ) , Ardan & Jaelani (2021) )
Work Stress	there is an imbalance between the personality characteristics of workers and the characteristics of aspects of their work and this can occur in all work conditions.	<ul style="list-style-type: none"> <li>- Job Demands</li> <li>- Role Demands</li> <li>- Interpersonal Demands</li> <li>- Organizational structure</li> <li>- Organizational Leadership</li> </ul> Afandi (2018) in Qoyyimah, Abrianto and Chamidah (2019)

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Through questionnaires. In this study, the questionnaires were distributed *online* via WhatsApp . Questionnaire This given to all over Inpatient nurse at K Type C Hospital, West Jakarta . Author gather data with Using a questionnaire as a tool. The author used a closed-ended questionnaire, a questionnaire with closed-ended questions, to facilitate respondents' responses and offset the limitations of cost and time for the study. in study This use scale Likert scale . The interval 1 to 5 is used in this questionnaire, with the number 1 representing strongly disagree and 5 representing strongly agree. Data analysis in this study was carried out using smart PLS software to analyze *Structural Equation Model* (SEM) data. analysis will consist of tests *convergent validity*, *discriminant validity* , and reliability construct. Smart PLS is application Which used For processing data and measuring research tools. The Smart PLS method has the advantage of not requiring many assumptions and can be estimated with a relatively small sample size.

**RESULTS AND DISCUSSION**

**Multicollinearity Test**

Multicollinearity testing was conducted using *the Variance Inflation Factor* (VIF) test. The variables studied can be said to be free from multicollinearity if the VIF value for each variable is less than 5 (Setiaman, 2023). If the VIF value is more than 5, it must be removed from the research model. On study this , obtained test results VIF for every variables < 5, so data Which concluded free from multicollinearity.

Table 1 Test *Variance Inflation Factor*

Variables	Indicator	VIF	Status
Workload (X1)	X1.1	1,959	Valid
	X1.2	2,069	Valid
	X1.3	2,195	Valid
	X1.4	1,800	Valid
Compensation (X2)	X2.1	4,242	Valid
	X2.2	3,217	Valid
	X2.3	4,396	Valid
	X2.4	2,433	Valid
	X2.5	2,336	Valid
	X2.6	2,143	Valid
Job Stress (Z)	Z1	4,472	Valid
	Z2	4,237	Valid
	Z3	3,469	Valid
	Z4	2,367	Valid
	Z5	3,706	Valid
<i>Turnover Intention</i> (Y)	Y1	4,536	Valid
	Y2	3,772	Valid
	Y3	3,772	Valid
	Y4	3,682	Valid
	Y5	2,507	Valid
	Y6	4,502	Valid

Source: Output SmartPLS

**Analysis Outer Model**

The outer model analysis consists of several indicators, namely convergent validity, discriminant validity, and reliability.

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The measurement model is calculated using the PLS Algorithm .

**Validity Convergent**

In the convergent validity test, an indicator will be said to be valid if *the outer loading value* is  $\geq 0.70$  and AVE value  $\geq 0.50$ . *The AVE value* aims to ensure good reliability. The outer loading value show b o b o t from every p i n d i k a t o r s e b a a s a i p e n g u k u r from each v a r i a b e l . On study This shows that the *outer loading* value (Table 4.3.1) for all indicators is  $\geq 0.70$  and the AVE value is  $\geq 0.50$  for all construct indicators.

Table 2 Outer Loading Value

Variables	Indicator	Outer Loading	AVE	Status
Workload (X1)	X1.1	0.789	0.690	Valid
	X1.2	0.844		Valid
	X1.3	0.852		Valid
	X1.4	0.835		Valid
Compensation (X2)	X2.1	0.898	0.692	Valid
	X2.2	0.849		Valid
	X2.3	0.871		Valid
	X2.4	0.800		Valid
	X2.5	0.770		Valid
	X2.6	0.798		Valid
Job Stress (Z)	Z1	0.845	0.716	Valid
	Z2	0.885		Valid
	Z3	0.778		Valid
	Z4	0.824		Valid
	Z5	0.894		Valid
Turnover Intention (Y)	Y1	0.906	0.739	Valid
	Y2	0.844		Valid
	Y3	0.870		Valid
	Y4	0.860		Valid
	Y5	0.796		Valid
	Y6	0.878		Valid

**Validity Discriminant**

Discriminant validity is tested through the cross loading value and the Fornell-Lacker criterion to show the magnitude of the correlation between the construct and its indicators and indicators from other constructs . In testing with the Fornell-Lacker criterion, *discriminant validity* can be said to be good if the root of the AVE on the construct is higher than the correlation of the construct with other latent variables, while in the cross loading test it must show a higher indicator value of each construct compared to the indicators in other constructs. In this study (Table 3), the results showed that each indicator tested had the highest cross loading value on its own construct. Therefore, it is concluded that the discriminant validity is good. Then the root value of AVE for each construct is greater than the correlation value between the construct and other constructs in the model (Table 4). Thus, *the discriminant* validity of all indicators has a good discriminant validity value.

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Table 3 *Cross Loading*

Indicator	Workload	Compensation	Work Stress	Turnover Intention
X1.1	0.789	-0.136	0.320	0.265
X1.2	0.844	-0.399	0.399	0.414
X1.3	0.852	-0.221	0.439	0.274
X1.4	0.835	-0.221	0.493	0.438
X2.1	-0.297	0.898	-0.485	-0.524
X2.2	-0.264	0.849	-0.431	-0.490
X2.3	-0.267	0.871	-0.432	-0.497
X2.4	-0.169	0.800	-0.352	-0.485
X2.5	-0.284	0.770	-0.303	-0.470
X2.6	-0.224	0.798	-0.448	-0.437
Y1	0.389	-0.508	0.606	0.906
Y2	0.347	-0.556	0.598	0.844
Y3	0.335	-0.426	0.573	0.870
Y4	0.237	-0.474	0.520	0.860
Y5	0.513	-0.505	0.674	0.796
Y6	0.368	-0.513	0.670	0.878
Z1	0.445	-0.433	0.845	0.564
Z2	0.431	-0.327	0.885	0.641
Z3	0.395	-0.299	0.778	0.657
Z4	0.382	-0.463	0.824	0.536
Z5	0.482	-0.559	0.894	0.613

Source : Results Out put S m a r t P L S

Table 4 Fornell Lackler Criteria

Variables	Workload	Compensation	Work Stress	Turnover Intention
Workload	0.831			
Compensation	-0.302	0.832		
Work Stress	0.507	-0.495	0.846	
Turnover Intention	0.431	-0.582	0.712	0.860

**Reliability Test**

The reliability test in this study was conducted using *Composite Reliability (CR)* and *Cronbach's Alpha values* . The results of this test can be said to be reliable jika mark *Composite reliability* on 0,7 dan nilai *icronbach's alpha* on 0,7. Based on mark *Cronbach alpha* dan *Compositereliability* obtained , So it can be concluded that the research instrument has sufficient and adequate reliability.

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Table 5 Reliability Test

Variables	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	AVE	<i>Status</i>
Workload	0.852	0.869	0.899	0.690	Reliable and Valid
Compensation	0.911	0.915	0.931	0.692	Reliable and Valid
Work Stress	0.900	0.903	0.926	0.716	Reliable and Valid
<i>Turnover Intention</i>	0.929	0.931	0.944	0.739	Reliable and Valid

Source: smart pls

**Analysis Inner Model**

**Coefficient Determination (R<sup>2</sup>)**

According to Chin (1998), the R<sup>2</sup> value can be categorized into several categories, namely the R<sup>2</sup> value strong if the value is >0.67, moderate if mark R<sup>2</sup> worth more big from 0.33 However Still in lower 0.67, And weak category if the R value is <sup>2</sup> more than 0.19 but still lower than 0.33. On results study This (Table 6), seen that mark R<sup>2</sup> For work stress construct is as big as 0.386. Mark This show that work stress can explained by the influence of workload and compensation as big as 38.6% And the remainder is 61.4% explained by variables others that No researched in study This value is categorized as moderate .

Table 6 R2 Value

Variables	<i>R-square</i>	<i>Information</i>
Stress Work (Z)	0.386	<i>Moderate</i>
<i>Turnover Intention (Y)</i>	0.581	<i>Moderate</i>

Source: Output SmartPLS

In side other, on table Which The same found mark R<sup>2</sup> For construct *turnover intention* is as big as 0.581. This result shows that *turnover intention* can be explained by the workload variable And compensation as big as 58.1% And the rest as big as 41.9% by variables other. This value is also categorized as a moderate category .

**Testing Hypothesis and Discussion**

**Test Direct Influence**

Testing the influence of independent variables on dependent variables as stated in the hypothesis is seen based on the calculated t value. > t table with the significance value seen based on the p value is <0.05. The error tolerance value is 5%, so the t table value is is 1.96.

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Table 7

Variables	Original Sample	T Statistics	P Values	F-Square
Workload -> Turnover Intention	0.074	0.697	0.486	0.010
Compensation -> Turnover Intention	-0.298	2,516	0.012	0.160
Job Stress -> Turnover Intention	0.527	4,497	0,000	0.407
Workload -> Job Stress	0.393	3,084	0.002	0.229
Compensation -> Job Stress	-0.376	2,613	0.009	0.209

**Hypothesis 1: The workload of inpatient nurses has a positive effect on employee turnover intention.**

In testing the direct influence of the influence of nurse workload on *turnover intention* (Table 7) obtained results 0.074 with mark t count as big as 0.697 (more small from t table ) And significance based on mark *p value* 0.486 (> 0.05). Therefore, the hypothesis is rejected and Workload does not always have a positive and significant effect on turnover intention among inpatient nurses. Respondents' perceived workload is not a significant direct determinant of their intention to leave their workplace. Research conducted on nurses at Medan City Hospital showed similar results, with workload having no significant effect on turnover intention, with a significance value of  $p > 0.05$ . This indicates that a high workload does not directly increase employees' tendency or intention to leave their jobs.

**Hypothesis 2: Compensation has a negative effect on employee turnover intention**

On table 7, seen that influence compensation to work stress has a coefficient value of -0.298 with a calculated t value greater than the t table , which is 2.516 and a value *p value* Which significant < 0.05 (0.012) And mark  $f^2$  0.209 (effect moderate). Based on this, the hypothesis can be accepted and there is a significant negative influence of the compensation variable. on work stress . These results are also in line with the results of several previous studies, that is study by Puspitawati and Atmaja (2020) who stated that compensation has a negative influence on work stress, which has a meaning that every existence improvement Which appear on side variables compensation, then work stress Also will experience decline. Another similar study was also conducted by Sibuea et al (2024), where the results were consistent.

**Hypothesis 3: Job stress has a positive effect on turnover intention**

The results of measuring the direct effect of work stress on *turnover intention* can be seen in Table 7. In the table, it was found that the *p-value* is 0.000 (<0.05) with a calculated t-value of 4.497 (greater than the t- table ) , so the effect of work stress on *turnover intention* is significantly meaningful. Based on the above, the hypothesis is accepted. This found consistent in accordance with results study by Santoso & Sudarsih. (2025) and Nasution et al (2025), namely that the work stress variable has a significant influence on *turnover intention* of nurses. Therefore, as work stress increases, *turnover intention* will arise among nurses.

**Hypothesis 4: Workload has a positive effect on work stress**

The result is a direct measurement of the influence workload on work stress shows that mark mark *p - values* as big as a r 0.002 (< 0.05) And t - s t a t i s t i k as large as 3,084 ( and > 1,960 ) . The results are necessary to show the results that Workload influences job stress, thus the hypothesis is accepted. This is supported by research conducted by Arnis et al. (2024) on inpatient nurses at Medika Amplas Hospital, where workload significantly influenced job stress. A similar study was conducted by Lubis et al. (2025) using a *literature review method* , with consistent research results.

**Hypothesis 5: Compensation has a positive effect on work stress.**

Results of direct measurement of the influence compensation for work stress shows mark coefficient of efficiency se be s a r -0.376 n i l a i *p - values* as big as a r 0 , 0 0 9 < 0.05 And t - s t a t i s t i k se be s a r 2 . 6 1 3 > 1,960. The results are necessary to show the results that Compensation influences work stress , thus the hypothesis is accepted. Research conducted by Anita et al. (2021) showed similar results, indicating that compensation has a negative effect on work stress among employees. Therefore, good compensation can reduce employee stress levels. Research conducted by Widhayanti & Indriati (2023) also provided consistent results.

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## Test Influence Indirect

The indirect effect test looks at whether there is a mediating role of the tested variable on the influence of the independent variable on the dependent variable.

Table 8 Indirect Effect Test

Variables	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Workload -> Job Stress -> Turnover Intention	0.207	2,696	0.007
Compensation -> Job Stress -> Turnover Intention	-0.198	1,955	0.051

Source: Smart PLS

### Hypothesis 6: The existence of The Influence of Workload on Turnover Intention Which mediated by work stress

Test results hypothesis influence workload on turnover intention with the mediating variable of work stress shows mark coefficient of efficiency sebesar 0.207, nilai *p*-value as big as a r 0.007 ( $< 0.05$ ) and t value - statistik as big as a r 2,696 ( $> 1,960$ ). The results are necessary to show the results that Workload influences turnover intention, mediated by work stress. This finding aligns with research conducted by Oktafiani and Pantawis (2024), which found that workload influences turnover intention after being mediated by work stress. Another study conducted by Wanboko et al. (2023) yielded consistent results. In the context of this study, these findings indicate that increased workload does not necessarily directly encourage employees to leave, but when the workload causes work stress, the likelihood of turnover intention increases.

### Hypothesis 7: The existence of The Effect of Compensation on Turnover Intention Which mediated by work stress

Test results hypothesis of influence compensation for turnover intention with the mediation of work stress variables shows mark coefficient of efficiency sebesar -0.198, nilai *p*-value as big as a r 0.051 ( $> 0.05$ ) And t - statistik as big as a r 1,955 ( $< 1,960$ ). The results are necessary to show the results that Job stress cannot be a mediating variable in the effect of compensation on turnover intention. This study is also in line with research conducted by Ayunah and Solihin (2023), which states that job stress cannot mediate the effect of compensation variables on employee turnover intention. Job stress experienced by employees does not explain how compensation affects a person's turnover intention. However, the absence of a mediating effect of job stress indicates that compensation can directly influence turnover intention without going through the job stress variable.

## CONCLUSION

Based on the results obtained in this study, several things can be concluded as follows:

1. Workload does not always have a significant positive effect on employee turnover intention. This means that a high workload does not necessarily have a direct impact on increasing turnover intention.
2. Compensation has an impact negative to turnover intention in a way This means that as perceived compensation increases, it will reduce work stress.
3. Job stress has a significant positive effect on turnover intention. This means that an increase in job stress experienced by employees will have a significant positive effect on turnover intention. impact on increasing turnover intention.
4. Workload has a positive effect on work stress significantly. Matter This give meaning that with existence improvement from the workload that felt, then increase in work stress will also happen.
5. Compensation has a negative effect on work stress significantly. Increased compensation perceived by employees has an impact on reducing work stress.
6. The effect of workload on turnover intention can be mediated by job stress. This means there is a significant effect of workload on turnover intention, mediated by job stress. The effect of workload on turnover intention does not occur directly or partially, but rather through a mediating variable.
7. Job stress is unable to mediate the negative effects of compensation to turnover This means that compensation can

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directly negatively influence *turnover intention*, which will increase without the mediating effect of work stress.

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