



The Effect of Burnout on Turnover Intention with Job Satisfaction as an Intervening Variable

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Abstract

Pharmaceutical personnel are a very important part of health services in hospitals. Based on a preliminary study at three private hospitals in Padang City, it was found that the turnover of pharmaceutical personnel reached 14.8-19.6% in the last three years. Severe burnout, low job satisfaction and increased turnover intention among pharmaceutical personnel which still receive little attention in the literature. The purpose of this study is to determine the effect of burnout on turnover intention mediated by job satisfaction in pharmaceutical personnel in five private hospital pharmaceutical installations in Padang City. The design of this study was cross-sectional by sampling using a questionnaire involving 118 respondents consisting of pharmacists and pharmaceutical technical personnel. The research data was analyzed using Structural Equation Modelling Partial Least Squares (SEM-PLS) and the results of the study were obtained. Job satisfaction significantly mediates the effect between burnout and turnover intention. Burnout and job satisfaction have a significant effect on turnover intention. Burnout has a significant effect on job satisfaction. Demographic factors do not have a significant effect on burnout and job satisfaction. Job satisfaction significantly mediates the influence between demographic factors and turnover intention. Burnout did not significantly mediate the influence between demographic factors and turnover intention. Based on the results of the study, burnout and job satisfaction affect turnover intention. Therefore, the hospital can determine a burnout management strategy and maintain good job satisfaction to prevent an increase in actual turnover.

Introduction

Hospitals as an integral part of the global health system face various complex challenges in managing human resources (HR). Human resources are a vital asset that determines the success of an organization in providing quality health services (Khan et al., 2012). Although technological innovation and healthcare services continue to develop rapidly, especially in the 5.0 Era, human resource management remains a major challenge that has not been fully overcome (Setyawan & Supriyanto, 2019; Tavares et al., 2022; Zenjari et al., 2024). Health workers are obliged to ensure that every medical procedure runs according to standards so that mistakes do not occur that can endanger the patient's life. In addition, they are also required to always be ready to face emergency situations, process information quickly, and interact with various parties, ranging from patients, patients' families, to colleagues. This fast-paced and stressful work environment requires health workers to always be alert and able to maintain their

emotional and physical stability (Krisdiana et al., 2022; Selvakumar, 2026; Ahmed & Timmins, 2024; Aluko, 2023). Imbalances between the demands of work and available resources, such as inadequate labor numbers, limited facilities, or suboptimal organizational support, often trigger serious problems. One of the real impacts of this condition is the high turnover rate, which is a fairly high turnover of health workers in various health care facilities (Sarantie et al., 2022). High turnover rates not only affect organizational performance, but can also reduce the quality of service for patients and increase the workload for the remaining staff, thus creating a circle of problems that are increasingly difficult to overcome (Sarantie et al., 2022; Mawuena & Mannio, 2022; Rajan, 2021; Ezeanyim et al., 2025; Rožman et al., 2023; Shin et al., 2023).

Employee turnover or the transfer of employees from one organization to another, has become a global phenomenon that threatens the stability and performance of hospitals. Employee turnover is an important issue for all healthcare professions, including pharmaceutical workers (Thin et al., 2022). Pharmaceutical workers consisting of pharmacists and Pharmaceutical Vocational Workers (TVK) are health workers who often resign from their jobs (Desselle, 2005; Thin et al., 2021). The role of pharmacists is not only limited to managerial and administrative, but also includes complex clinical responsibilities, such as prescription service, drug reconciliation, patient counseling, and monitoring of drug side effects (Al-Muallem & Al-Surimi, 2019; Kumar, 2024). Pharmaceutical personnel are closely related to other medical professions and services in hospitals, so the function and role of pharmaceutical personnel are very important in hospitals (Lorga et al., 2017). The volume of work is increasing and the classic role of pharmaceutical personnel has changed which has led to an increase in workload (Al-Muallem and Al-Surimi, 2019; Iqbal and Iqbal, 2020).

The turnover of pharmacy personnel in hospital pharmacy installations not only has a bad impact on hospital finances, but also reduces the quality of patient care and safety (Dewanto and Wardhani, 2018; Thin et al., 2022). The high turnover of pharmaceutical personnel causes the workload and stress to increase for the remaining employees. This condition can decrease concentration and increase the risk of medication administration errors. As a result, the efficiency and quality of pharmaceutical services decrease, which negatively impacts patient safety and overall health worker performance (Thin et al., 2021; Ernest and Meilani, 2023). One of the most significant factors that affect pharmaceutical workforce turnover is job satisfaction (Al-Muallem and Al-Surimi, 2019).

In the United States, pharmacist turnover in hospitals and communities averages 11% where turnover intentions for women (15%) are higher than for men (9.7%) with the main causes being lack of satisfaction with salaries, benefits, and promotions, as well as remote work locations (Thin et al., 2021). Another survey in the United States in 2022 found that 38.4% of 754 pharmacists working in hospitals expressed a desire (turnover intention) to leave in the next 12 months with 46.3% due to overall job satisfaction, 28.2% due to salary and 19.5% due to lack of promotion (Silverman, 2023). Not much different from TTK in the United States, the main causes of turnover intention are lack of salaries and promotions and insufficient staff (Desselle, 2005).

Meanwhile, research in European countries such as in the UK around 8.6% of pharmacists intend to leave their jobs, due to dissatisfaction with salaries, benefits, bonuses, and incentives, in addition to being directly influenced by demographic factors such as gender where men are more dissatisfied than women, and age (Seston et al., 2009; Thin et al., 2022). In line with research in Romanian Hospitals conducted on 78 pharmacists, lack of job satisfaction is caused by salary and promotion factors (Lorga et al., 2017). Research was also conducted on TVK in the UK and found that the strongest reason for turnover intention was the lack of opportunities to advance in the career (McDermott et al., 2025). A previous study conducted in an Australian

hospital with 350 respondents consisting of pharmacists and TVK found that 37% had the intention to leave also due to lack of job satisfaction (Liu and White, 2011).

Based on a systematic review of the triggers of turnover intention in hospital pharmacists, one of the other driving factors is burnout (Thin et al., 2021). Burnout is a condition of prolonged stress that cannot be resolved causing emotional, physical and mental fatigue which is characterized by emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment (Ernest & Meilani, 2023; et al., 2021). Burnout has become a serious problem among pharmaceutical personnel, with negative consequences on physical, psychological, and performance (Carandang et al., 2024). The consequences of burnout are wide for both pharmacists and patients (Hagemann et al., 2020). In the United States, 53.2% of 329 hospital pharmacists experienced burnout, 62% of whom experienced high levels of burnout (Silverman, 2023).

High burnout in pharmacists in Greece was found in the dimensions of emotional exhaustion 94.3%, depersonalization 99.7%, and reduced personal accomplishment 74.2% (Katsogiannis et al., 2024). Research in Lebanon found that 76% of pharmacists experience burnout (Abilmona et al., 2023). In the Philippines, it shows that 75.7% of the 300 hospital pharmacists expressed a desire to change jobs due to burnout (Carandang et al., 2024). Burnout not only has a direct influence on turnover intention, but also affects it indirectly through job satisfaction. Research by Ran et al. (2020) proves that burnout affects turnover intention indirectly through the important role of job satisfaction. These findings are supported by research in Taiwan, job satisfaction acts as a mediator variable in the relationship between burnout and the desire to quit work (Wu et al., 2024). However, based on the research, these studies are limited to doctors and nurses, as well as health workers in general.

A preliminary study conducted in October 2024 on three private IFRS in Padang City, obtained data on the average turnover of pharmaceutical personnel in the last three years (appendices 1 and 2). In 2022, the highest turnover rate occurred at Bunda Hospital at 17.24%, SPH 16.67%, and Naili DBS Hospital at 10.52%. The average turnover rate in 2022 is 14.81%. In 2023, there was a significant spike in turnover at SPH which reached 26.22%, followed by Naili DBS Hospital (22.72%) and Bunda Hospital which decreased drastically to 6.45%. On average, in 2023 there will be an increase to 18.46%. In 2024, SPH will again record the highest turnover rate of 40.35%, Naili DBS Hospital 12.50%, and Bunda Hospital 6.06%, which indicates a sharp and constant average upward trend since the last two years, which is 19.63% (researcher data). This figure exceeds the ideal standard set by Gilles for health workers, which is 5-10% per year (Sumarni & H, 2024).

The high turnover rate in the pharmaceutical workforce indicates a serious level of labor instability. To prevent a continuous increase in turnover, a prediction must be made in advance by measuring turnover intention, so that as previously described, there are many factors that affect turnover intention in IFRS pharmaceutical personnel. This study wants to find out how job satisfaction and burnout affect both directly and indirectly on turnover intention. So based on the background and description above, the research that will be conducted is entitled "The Effect of Burnout on Turnover Intention with Job Satisfaction as an Intervening Variable in Several Pharmaceutical Installations of Private Hospitals in Padang".

Methods

The current study used a quantitative analytical research design to test both the direct and indirect impacts of burnout on turnover intention where job satisfaction acted as an intermediate concept among the pharmaceutical staff working in the pharmacy installations of the private hospitals in Padang City. The quantitative method was considered suitable since the research aimed at testing the hypothesized relationships between variables by applying

statistical modeling methods and by quantifying the strength and direction of such relationships.

In the study, a cross-sectional design was used where the data on all variables were gathered at one time. Such a design helped the researchers to not only report on the current state of burnout, job satisfaction and turnover intention among pharmaceutical personnel but also to effectively analyze the relationships between the three variables. The cross-sectional design is especially appropriate in the case of organizational and occupational health research when the task is to measure the behavioural intentions and psychological conditions over a specific period of time.

All pharmaceutical personnel (pharmacists and pharmaceutical vocational personnel (TVK)) who work in five installations of the pharmacy (Instalasi Farmasi Rumah Sakit/IFRS) within Padang City were considered the population of the study. Based on the official figures of the Padang City Health Office, the total population was 168 people. A sample size of 118 respondents was designed to be statistically adequate and offer representativeness since the Krejcie and Morgan formula was used to compute the required sample size. The sampling of the respondents was performed proportionately to the workforce composition of the respective hospital installations.

The tool used in data collection was a structured self-administered questionnaire, which was given to the respondents. The questionnaire was divided into four main parts which included the characteristics of the demographic, burnout, job satisfaction, and turnover intention. Measures of burnout were determined by indicators of emotional exhaustion, depersonalization and low personal accomplishment and job satisfaction and turnover intention were measured using validated scales that are commonly used in health workforce studies. A pilot test was also done before the main data collection to test the clarity of the measurement instruments, their reliability, and validity, hence making sure that all the items used in measurement were understandable and statistically sound.

The data that were gathered were processed using Structural Equation Modelling with Partial Least Squares (SEMPLS) in the SmartPLS software package. The reason why SEM-PLS was researched is that it is best applied in predictive research models, is able to consider complex mediation structures, and there are no rigid assumptions of data normality. The analysis process involved two main steps: firstly, measurement model (outer model) that would be used to evaluate construct validity and reliability, and secondly, structural model (inner model) that would be used to test the hypothesis about the relationship between variables.

The assessment of the structural model included the measurement of the model fit indices, the determination coefficients (R^2) as well as the effect size (f^2) and the hypothesis testing of both direct and indirect effects. The bootstrapping procedure was applied to test the significance at the level of 0.05. Such an analytical method helped the study to assess through rigor the impact of burnout on turnover intention not only directly but also the mediating factor of job satisfaction in the theoretical model proposed.

Results and Discussion

Inner Model Evaluation

Internal model analysis will explain the influence between variables which is an analysis step to test the model and test the hypothesis which is also called structural analysis.

Model fit

Model fit is a parameter that indicates that the independent variable used is the right variable to affect the changes that occur in the dependent variable. The test criteria are the values of SRMR, NFI, R-Square, and f-Square.

The SRMR value that meets in the model conformity test is < 0.08 . In addition, the NFI value produced in both saturated models and estimated models is between 0-1. The fit model in this study can be seen in the following table 1:

Table 1. Model Fit

	Saturated model	Estimated model
SRMR	0.071	0.071
d _{ULS}	6.007	6.007
d _G	6.468	6.468
Chi-square	3030.001	3030.011
NFI	0.628	0.628

Source: SmartPLS Test Results, 2025

Based on the results of the table above, an SRMR value of 0.071 was obtained in both saturated and estimated models. Likewise, the NFI value is 0.628 in the saturated model and estimated model, so it can be concluded that the model to be analyzed is said to be appropriate or fit.

The analysis of the determination coefficient (R^2) was used to determine how much ability each exogenous variable was able to predict the changes that occurred in the endogenous variable, where the prediction value was obtained through percentages. The criteria for the determination coefficient were strong >0.7 , moderate >0.5 , and weak <0.25 . In accordance with the data processing that has been carried out in table 5 below:

Table 2. Results of the Determination Coefficient (R^2)

Variable	R-square	R-square adjusted	Influence criteria
Job Satisfaction	0.591	0.588	Moderate
Turnover Intention	0,576	0,569	Moderate

Source: SmartPLS Test Results, 2025

Based on the table above, it can be seen that the measurement model framework in this research is divided into two sub-structures. The test results found that the R-Square value in the first substructure by using the endogenous *job satisfaction variable* was obtained, a value of 0.591 was obtained, meaning that *the respondent burnout variable* was able to affect the change in *job satisfaction* in pharmaceutical personnel by 59.1% while the rest ($100-59.1\% = 40.9\%$) was influenced by other variables that were not studied in this study. In the second substructure using the dependent *variable turnover intention*, an R-Square value of 0.576 (57.6%) was obtained, meaning that *burnout and job satisfaction* affected the change in *turnover intention* by 57.6%, while the other 42.4% was explained by other variables that were not used in this study.

F-Square value

The f-Square value is an additional assessment to see the magnitude or strength of the influence of exogenous variables on their endogenous variables. Where the greater the value of the coefficient produced, the higher the accuracy value.

Table 3. F-Square Results

Variable	Burnout	Job Satisfaction	Turnover Intent
Burnout		1,447 (large)	1,101 (large)
Job Satisfaction			0.432 (large)

Source: SmartPLS Test Results, 2025

The statistical criteria for f-square include: large if f-square > 0.35, medium if f-square 0.15- < 0.35, small if 0.02- < 0.15, and no influence if < 0.02. Based on the results of the research in the table above, the f-Square value can be seen in table 5.23. Most variables contribute well to the testing of influence *Burnout* towards *Job satisfaction* is as high as 1,447 (large), and the effect of burnout on turnover intention was large (1,101). Meanwhile, the effect of job satisfaction on *turnover intention* is large (0.432).

Hypothesis Testing Results

After each structural model testing procedure is met, the hypothesis testing stage can be carried out. The testing stage is carried out in two stages, namely testing for direct *effects* and testing for indirect effects. The description of the results of the hypothesis test is as follows:

Direct Impact Test Results

The first stage in the hypothesis testing process is to test the *direct effect*. It is a hypothesis testing model used to prove whether or not the influence of independent variables on individual dependent variables is significant. The test was carried out by looking at the value of the original sample coefficient and the T-statistical value. If the value of the original coefficient of the sample is negative (-), it indicates a negative influence and vice versa. In addition, if the T value is calculated > T table (1.96) or the p value < 0.05 indicates that the influence formed is significant and vice versa. In accordance with the data processing that has been carried out, the following description of the results seen in table 5.24 is obtained:

Table 4. Hypothesis Testing Results (Direct Effect)

	Original sample (O)	T Statistics	p values	Result
Burnout -> Turnover Intention	0.282	3.032	0.000	Significant
Job Satisfaction -> Turnover Intention	-0.694	7.099	0.000	Significant
Burnout -> Job Satisfaction	-0.769	16.594	0.000	Significant

Source: SmartPLS Test Results, 2025

Based on the results of the direct influence test, it can be seen that the magnitude of the influence formed between *burnout* and *turnover intention* is 0.282; T-value 3.032 > 1.96, with p < 0.05. This indicates that *burnout* has a positive and significant effect on *turnover intention*. The effect of *job satisfaction* on *turnover intention* was negative (-0.694); T-value 7.099 > 1.96, with p < 0.05. This indicates that *job satisfaction* has a negative effect on *turnover intention*. Likewise, the effect between *burnout* and *job satisfaction* has a negative effect of 0.769 on *job satisfaction*, the results indicate that when there is an increase in *burnout* by 1% in pharmaceutical workers, it shows a decrease in *job satisfaction* by 0.769 assuming other factors than *burnout* considered constant or constant and vice versa.

Indirect Effects Test Results

The indirect influence test in this research was carried out due to the presence of mediation variables. Based on the results of the data processing that has been carried out, the results are obtained as shown in table 5.25 below:

Table 5. Hypothesis Testing Results (Indirect Effect)

Hypothetical Path	Original sample (O)	T Statistics	p values	Result
Burnout -> Job Satisfaction - > Turnover Intention	-0.521	6.668	0.000	Significant

Source: SmartPLS Test Results, 2025

The job satisfaction hypothesis path *mediates the relationship between burnout and turnover intention*. The original sample (O) was obtained of -0.521 (opposite direction). The value is negative, meaning that the higher *the burnout*, the lower job satisfaction, the lower *job satisfaction* will decrease, and the decrease *in job satisfaction* will increase *turnover intention*. Every increase of 1 burnout unit will decrease job satisfaction, and the decrease in job satisfaction then leads to an increase *in turnover intention*. The number -0.521 indicates the magnitude of the influence. Since the value is close to -1, this mediating effect is quite strong.

T Statistics 6.668 because it is greater than 1.96 then this result is significant. The P value of 0.000 is much smaller than 0.05, meaning that the effect is really significant. Results: Significant proves that there is a mediating effect of *job satisfaction* on the relationship between *burnout* and *turnover intention*. These results show that *job satisfaction* significantly mediates the relationship *between burnout and turnover intention*. In other words, *burnout* does not only have a direct effect on *turnover intention*, but also indirectly through job satisfaction. The higher *the burnout*, the lower job satisfaction, the greater the intention of pharmacists to leave the hospital.

The mediating effect of *job satisfaction* on *turnover intention* can be known to have a large effect but cannot be calculated directly using SEM-PLS. The magnitude of the mediation effect can be calculated by the value of Upsilon v, with the formula: (Lachowicz, Preacher and Kelley, 2018).

$$V = B^2mx \cdot B^2ymx$$

The values of "B²mx" and "B²ymx" can be seen from the values shown in Figure 5.1. Measurement model framework. The value between *burnout* and *job satisfaction* is 0.770 which is the value of B²mx. And the value found in the path between *job satisfaction* and turnover intention, which is 0.598, is the value of B²ymx. So that the upsilob v value is obtained as follows:

$$\begin{aligned} V &= B^2mx \cdot B^2ymx \\ &= (0.770)^2 \cdot (0.598)^2 \\ &= 0.2120 \end{aligned}$$

The interpretation of the mediation test results was as follows: low mediation effect if the upsilon value is 0.01, the medium mediation effect if the upsilon value is 0.075, and the mediation effect is high if the upsilon value is 0.175. So, the role of (Ogbeibu and Gaskin, 2023) *job satisfaction* as a mediator is proven to be important. This means that organizational intervention should not only focus on reducing *burnout*, but also increasing job satisfaction in order to reduce *turnover intention*.

Characteristics of Respondents by Age

In this study, it was found that most of the respondents were less than 30 years old, which was as much as 73%. Where the age is related to productive age and new graduates. Meanwhile, the fewest respondents were over 50 years old at 1.7%. This result is the same as the study conducted in Manila, which found that the average age of respondents was 27.5 years old (Carandang et al., 2024). Research in Pakistan also got the majority of respondents under 30 years old (Iqbal and Iqbal, 2020). Another study conducted in Australia found that the majority of respondents were <30 years old (41.7%) (Liu and White, 2011).

The age of 15 to 64 years is the productive age range, where the age under 30 years is the initial productive age that is considered to have optimal physical and cognitive conditions for work (Kemnaker RI). With more than 89% of respondents under the age of 40, this shows that pharmacists in the private hospitals where the study was conducted are dominated by young workers, who are generally highly energetic, more open to change, and tend to be in the early to mid-career phases. Based on the results of research conducted on pharmacists in Indonesia, it shows that demographic trends based on age are dominated by relatively young age in general <40 years old (Meilianti et al., 2025).

Characteristics of Respondents by Gender

Based on the results of the study, the majority of respondents were women with a total of 108 people or 91.5% of the total respondents. This distribution shows that pharmaceutical personnel at 5 private hospitals in Padang are dominated by women. These findings are in line with national and global trends where the pharmaceutical profession, especially in the health service sector, tends to be more filled by women. The results of this research are the same as the study conducted in Manila on 300 pharmacists with a majority of women at 81.0% (Carandang et al., 2024). Other studies in Greece also found more female respondents than male respondents (Katsogiannis et al., 2024a). Likewise, research conducted in American hospitals on 69.0% of pharmaceutical clinical personnel are women (Morgan Jones et al., 2017).

Research conducted in the UK on the TTK group also found that female respondents were more likely than male respondents (McDermott et al., 2025). In Romania, the same thing was also found, where pharmaceutical workers were more dominated by women, which was as much as 89.7% (Lorga et al., 2017). The dominance of women can be due to the nature of the job that requires precision and attention to detail, the social perception of pharmaceutical and health workers is more likely to be chosen by women. Based on research conducted in Indonesia, it is estimated that there will be an increase in female pharmacists who will represent 86% of pharmacists in Indonesia who are more found working in health care centers (which provide direct services to patients) than men (Meilianti et al., 2022).

Characteristics of Respondents Based on Marital Status

Based on marital status, the majority of respondents are unmarried. In contrast to the respondents in the study in the Philippines where the majority (82.7%) of respondents were married (Carandang et al., 2024). The results showed that most of the pharmaceutical workers who became respondents were still in unmarried status. This may be related to the dominance of respondents under the age of 30, who are generally still in the early stages of their careers or further education. In contrast to the results of research in Romanian hospitals where the majority of pharmacists (60.3%) are married, only 39.7% are still single (Lorga et al., 2017). The married status of pharmaceutical workers empirically shows that they have a higher commitment to their work (Al-Muallem and Al-Surimi, 2019). Marital status can play a role in influencing the psychosocial of work. Married individuals tend to have dual responsibilities that can affect perceptions and work experiences, both in the form of increased commitment and emotional burden. Family social support can help overcome work stress (Maslach and Leiter, 2016). On the other hand, unmarried individuals are reported to have the intention to leave because they have flexibility and lack of family dependents compared to those who are married (Mobley, 1977).

Characteristics of Respondents Based on Education

Most of the pharmaceutical workers are at the D3 education level, which generally works as Pharmaceutical Technical Personnel (TTK). This reflects that pharmaceutical personnel in the field are still dominated by vocational graduates who focus more on technical skills and direct services in hospital pharmacy installations. In contrast to the findings in Greece, the majority of pharmaceutical workers have a bachelor's degree (96.5%) (Katsogiannis et al., 2024a).

Meanwhile, research in Pakistan also shows the dominance of pharmaceutical personnel with a bachelor's education background of 82.6% (Iqbal and Iqbal, 2020). Education level is known to affect the perception, job satisfaction, and workload of health workers. Based on Human Capital by Becker, 1993 in (Indrasari, 2017), the higher the level of education, the higher a person's ability, skills, and knowledge in work. This can increase work efficiency as well as individual job satisfaction. However, some studies also show that higher education can increase expectations of the work environment and available facilities. If these expectations are not met, this can trigger and increase turnover intention (West, Dyrbye and Shanafelt, 2018; Katsogiannis et al., 2024b; Yan et al., 2024). Thus, the dominance of pharmaceutical personnel who graduated from D3 in this study shows the need to pay attention to career development and continuous training, in order to maintain work motivation, satisfaction, and reduce the risk of work fatigue and intention to quit work.

Characteristics of Respondents Based on the Type of Pharmaceutical Personnel

The most professions are Pharmaceutical Vocational Personnel (TVK), this distribution shows that the proportion of TVK is more dominant than pharmacists. In accordance with real conditions, the number of TVK is more than pharmacists in private hospitals in Padang City with a ratio of 4 to 1 (Padang City Health Office, 2024). This difference in distribution is closely related to the division of functions, authority, and responsibilities between the two professions. Based on the Minister of Health Regulation No. 26 of 2020 concerning Pharmaceutical Service Standards in Hospitals, TVK has the authority to carry out pharmaceutical technical tasks under the supervision of pharmacists, including preparation, implementation, and distribution of drugs. Meanwhile, pharmacists have responsibility for the management and supervision of pharmaceutical services. In theory, this division of roles is in line with the concept of division of tasks in organizations that aims to increase efficiency. TVK handles routine technical tasks, while pharmacists focus on strategic, clinical, and administrative roles. Therefore, a larger number of TVKs is needed, due to the nature of their work that requires direct involvement in daily technical processes.

From the perspective of HR management, the dominance of TVK can also have an impact on the dynamics of job satisfaction and workload. TVKs that handle repetitive technical work are at higher risk of experiencing burnout if they are not accompanied by adequate supervision and work rotation. Thus, the larger proportion of TVK in this study reflects the operational structure of pharmaceutical services in hospitals, as well as being an important consideration in HR management policies, especially in an effort to improve performance and prevent work fatigue in a balanced manner.

Characteristics of Respondents Based on Length of Service

The number of respondents according to the working period is the most, with a working period of 1-5 years at the current hospital, which is 55 people or 46.6%. It shows that most pharmacists are in the early to mid-stage stages of development in their careers. Only 16 people (13.6%) of respondents with a working period of >10 years indicated that the number of senior personnel was relatively small in the study location. It is likely that employees between 1-5 years have job satisfaction that tends to be more stable and therefore reduce the desire to leave.)

The COR (Conservation of Resources) theory states that individuals seek to maintain personal resources, such as time, energy, and emotional stability. A long working period allows a person to develop a better coping mechanism, so they tend to experience lower burnout. New clouds or with short working periods are usually still in the process of adapting, do not have enough control over their work, and are not used to the pressure of work. This makes them more susceptible to emotional exhaustion and burnout.

The research conducted in Pakistan found that the majority of respondents 62.8% had less than 5 years of experience in (Iqbal and Iqbal, 2020). The longer a person's working life, the higher

the affective and normative commitment formed to the organization. This commitment reduces the tendency to quit work (turnover intention). Tenure is related to the Job Embeddedness Theory (Mitchell et al, 2001). This theory explains that the longer a person works in an organization, the stronger their attachment to their work and social environment. This has a positive impact on job satisfaction.

Characteristics of Respondents Based on Employee Status

The most respondents were contract employees, thus illustrating that the staffing system in private hospitals tends to be dominated by contract employees. In contrast to research in Australian hospitals where permanent employees (80.5%) are more dominant than contract employees (Liu and White, 2011). Budget limitations and employee formation are still related to hospital quotas and budgets. So that for cost efficiency and administrative flexibility, more contract workers are employed. Contract employees are easier to recruit and release than permanent employees. Salaries and benefits for permanent employees are generally higher, so hospitals are more likely to choose contract workers. In addition, contract recruitment is chosen to cover urgent needs.

The Human Resource Flexibility Theory (Wright & Snell, 1998) states that organizations will manage their workforce according to short-term and long-term strategic needs. In this case, contract workers are a form of numerical flexibility that helps hospitals manage workloads and budgets according to service fluctuations. However, a high proportion of contract employees can also cause psychological consequences such as burnout, job dissatisfaction, and intention to quit their job (turnover intention), because contract employees often feel insecure about their jobs and lack of recognition (De Cuyper & De Witte, 2007).

Characteristics of Respondents Based on Salary

Respondents with a salary of IDR 3 million-IDR 5 million were the most respondents. Employees with a minimum salary of >Rp 5 million. Satisfaction depends on a fair reward system, respect for something the organization provides, and the mechanisms used to determine payment. Dissatisfaction will arise when the salary received is too small compared to the salary that is perceived to be received. When compared to the income of pharmacists in Pakistan where the dominant respondents (87.2%) have a salary of > 500 USD (Iqbal and Iqbal, 2020).

According to Herzberg's Two-Factor Theory, salary is part of the hygienic factor that if not fulfilled will cause job dissatisfaction, but its fulfillment does not necessarily provide high job satisfaction. In this context, relatively low income has the potential to lower intrinsic motivation, and when accompanied by a high workload, can amplify the risk of burnout. Salary determines whether it meets the employee's standard of living or not (Marliani, 2018). Locke (1976) underlined that adequate compensation is one of the key aspects in the theory of job satisfaction, especially in meeting the basic needs of employees.

There have been many studies that have examined the relationship between job satisfaction and salary or financial support, where an appropriate or high salary will increase job satisfaction or low acceptance will be an obstacle to job satisfaction (Serreqi, 2020). Research by Lu et al. (2019) found that low-paid healthcare workers tend to have higher rates of burnout and turnover intention, because they feel that there is a disproportionate disparity between the workload and compensation received. This shows that compensation management is crucial in retaining qualified pharmacists and minimizing the intention to leave work.

Characteristics of Respondents Based on Working Hours

Employees with working hours between 40-50 hours/week are the most in pharmaceutical personnel in 5 private hospitals in Padang. Meanwhile, the least employees are with working hours >50 hours/week. Conceptually, working hours are an important factor in workload and work-life balance. The Job Demand-Resources Model (JD-R) theory developed by Demerouti

et al. (2001) states that high job demands (such as long working hours) without adequate resources will cause burnout, work stress, and decreased job satisfaction. In this context, respondents who worked >50 hours were at higher risk of experiencing emotional exhaustion. In addition, the longer a person works, the more likely they are to experience physical and psychological fatigue which has an impact on decreased job satisfaction.

Research conducted in Pakistan found that pharmacist employees (80.8%) have working hours <40 hours/week, which contributes to increased job satisfaction (Iqbal and Iqbal, 2020). A study conducted on pharmacists in Romanian hospitals found that the respondents' working hours range was between 35-50 hours/week, When it was found that working hours exceeded this limit, the risk of burnout increased, which ultimately affected the intention to leave (Lorga et al., 2017). This finding is reinforced by (Wardani, Yasin and Trung, 2024), long working hours in pharmaceutical workers will have a major impact on their job satisfaction levels. An excessive workload, without appropriate organizational support or compensation, creates a work-life imbalance that can decrease motivation and increase chronic work stress. Thus, the proportion of respondents' working hours in this study reflects working conditions that have the potential to affect the dimensions of burnout, job satisfaction and the desire to leave.

Characteristics of Respondents Based on Experience

Based on the work experience of employees with >12 months of work experience, more than fresh graduates or <12 months of work experience. Workers with longer experience tend to be more satisfied, more resilient to burnout, and more efficient at completing tasks. Research shows that the higher the work experience, the more likely an individual is to have high job satisfaction. Experience allows individuals to learn from mistakes, become more confident, and feel better able to complete tasks (Robbins and Judge, 2015).

Likewise with its relationship to burnout, where as individual experience increases, they will generally be more skilled and efficient so that they have the ability to withstand work fatigue. Experienced employees are more adaptable and face work pressure, so they are less likely to experience burnout (Maslach and Leiter, 2016). Meanwhile, in turnover intention there are two conditions of work experience. First, in general, higher work experience can reduce the desire to go out because adaptation and job loyalty are also stronger. Second, in some cases, especially if work experience is not accompanied by opportunities to develop, it will increase turnover intention because they feel stagnant.

Descriptive Analysis of Variables

Burnout

Maslach et al, (2016), divide burnout into 3 dimensions, where the 2 dimensions EE and DP are the increase in the condition of tiredness and indifference, while the other dimension, PA shows a condition of decrease. So that burnout will be discussed in its dimensions. Based on the results of research conducted on 5 Private IFRS in Padang City with pharmaceutical personnel respondents, it shows that the EE dimension is mostly in the medium category (56.8%). EE conditions in the pharmacist profession (50.0%) and TTK (59.8%) were in the medium category, respectively. The condition of DP in pharmaceutical personnel is generally in the heavy category (57.6%). The DP is based on the pharmacist profession at the severity level, as well as TTK. In the RPA dimension, it is generally found that pharmaceutical personnel experience a moderate level of RPA (55.9%), as well as for each profession where the RPA of pharmacists (52.8%) and TTK (57.3%).

These results are in line with various international studies such as research conducted in Singapore on 725 TTK respondents with a burnout proportion of 61.5% (Tan et al., 2022). In the Philippines, it was found that the majority of 73% of pharmacists experienced severe category burnout (Carandang et al., 2024). Likewise, in Greece, 368 pharmaceutical workers

(pharmacists and TTK) were also concluded that respondents experienced moderate to severe burnout, where 94.3% experienced high emotional fatigue, 99.7% experienced high depersonalization, and 74.2% experienced decreased self-achievement (Katsogiannis et al., 2024a). Burnout in the high category of 61.8% was experienced among hematology-oncology clinical pharmacists in hospitals in the United States, this condition was caused by high fatigue emissionally 57.9% and 31.3% experienced depersonalization (Golbach et al., 2021).

The results of this study and several studies globally show that burnout among pharmaceutical workers has become a significant problem. Emotional exhaustion and depersonalization are core symptoms of burnout that significantly affect turnover intention among pharmaceutical personnel. When pharmacists experience burnout, they also feel emotionally exhausted, and find it difficult to meet the demands of their roles. Likewise, when pharmacists find it difficult to fulfill their obligations from their work, there will be mental distance, in addition to work but also to other individuals around them. This condition will further develop with the feeling of not having a role in their work or feeling that they have no self-achievement.

Job Satisfaction

Based on the results of the study, the majority of respondents were at medium and high levels of satisfaction, and none of the respondents reported low job satisfaction. This condition indicates that the proportion of job satisfaction among pharmaceutical personnel in 5 private hospitals in Padang City has moderate to high job satisfaction. This finding reflects that in general, working conditions in private hospitals in Padang are able to provide sufficient motivating factors, as explained in Herzberg's Two-Factor Theory (1959), which divides job satisfaction into two main dimensions, namely motivational factors such as achievement, recognition, and personal development. Hygienic factors such as organizational policies, supervision, salary, and working conditions. If hygienic factors are met and coupled with the presence of motivating factors, then it is likely that employees will feel satisfied, as seen in the results of this study.

This condition is in line with research conducted in West Java with 145 pharmacists as respondents where most pharmacists are satisfied with their work (Wardani, Yasin and Trung, 2024). This is the same with a study conducted by (Iqbal and Iqbal, 2020), which reported high satisfaction (76.7%) among pharmacists in Pakistan. In line with a study conducted in Saudi Arabia on 325 pharmacists in various health service places, it was found that 63.7% were satisfied with their work, this condition was mainly influenced by three significant predictors, namely age, nationality, and education level (Al-Muallem and Al-Surimi, 2019). Age has a high correlation with employee attachment and is more committed so that they have high job satisfaction.

Turnover Intention

The results of the analysis showed that the intention to move respondents was in the low category, out of the total respondents. A proportion that is close to being in the medium category. Meanwhile, only a small percentage of pharmaceutical workers show high turnover intention. These findings reflect that most of the pharmacy personnel in the hospital environment studied have realistically controlled work transfer intentions. These findings confirm the relationship between job satisfaction and turnover intention, as described in the March & Simon Theory (1958), which states that the higher job satisfaction, the less likely a person is to have an intention to leave the organization. In this context, a supportive work environment, good interpersonal relationships, and adequate appreciation are suspected to also suppress the intention to change jobs.

Nevertheless, the existence of respondents with low intention to move remains an initial indicator for hospital management to conduct an in-depth evaluation of organizational factors that drive turnover intention. Based on the theory of Price & Mueller (1981), organizational

factors such as lack of managerial support, role clarity, and unfairness of the reward system are the main triggers for the formation of intention to leave work. Therefore, the existence of this small group can be used as an early warning system for hospital management to evaluate the working conditions and the applicable human resource system.

In the context of hospital human resource management, this result is important as an early warning system for policy makers, in order to be able to design strategies for pharmaceutical personnel in a sustainable and data-based manner. Different results were obtained in a study conducted in Saudi Arabia where although pharmacists had moderate and high levels of satisfaction (39.1% and 24.6%), the turnover intention rate was also high, which was 61.9% (Al-Muallem and Al-Surimi, 2019). TTK has a high intention to leave condition, which is caused by a lack of career opportunities (McDermott et al., 2025).

Research Hypothesis

The Effect of Burnout on Turnover Intention

Based on the results of the hypothesis test that has been carried out, it was found that burnout has a significant positive effect on job satisfaction. And based on the value of the path coefficient, it shows that the higher the burnout, the higher the turnover intention in pharmaceutical personnel in several Padang Private IFRS. In other words, the results indicate that when there is an increase in burnout in pharmaceutical personnel, it shows an increase in turnover intention with other factors considered constant.

These findings are in line with research conducted in Singapore that burnout significantly increases the occurrence of turnover intention (Tan et al., 2022). The same is true of research conducted on pharmaceutical personnel in hospitals in America (Morgan Jones et al., 2017). The symptoms of burnout often interact to increase turnover intention. The severe fatigue felt by pharmacists working in the hematology-oncology department proves that there is a severe burnout condition that affects the intention to leave (Golbach et al., 2021). This research is in line with research on a group of nurses where burnout was found to have a positive and significant effect on turnover intention (Puteri and Syakurah, 2024).

The Social Exchange Theory (SET) explains that the relationship between employees and the organization is similar to "reciprocal". If the organization provides support, rewards, and a positive work environment, employees will show loyalty and positive behavior, including increased job satisfaction and decreased turnover intention. Consistent research has found that job satisfaction is significantly negatively related to turnover intention; The more satisfied the employee is, the less desire to leave. It is also found in various countries and sectors, including pharmacists in Indonesia as well as overseas workers (Chen et al., 2019; Rijaluddin et al., 2021; Al-Muallem & Al-Surimi, 2019).

Job satisfaction arises when the expectations and emotional needs of employees are met by the organization. This sense of satisfaction fosters commitment and suppresses the intention to resign. Job satisfaction has also been proven to mediate the relationship between perceived organizational support (POS) and turnover intention. The fit between individual and organizational values (person-organization fit) and work (person-job fit) also increases job satisfaction and reduces turnover intention. The higher the fit, the lower the desire to go out. Organizations that actively improve job satisfaction through a positive work environment, flexibility, and rewards have proven to be better able to retain talented employees and reduce turnover.

The Effect of Job Satisfaction on Turnover Intention

Based on the results of the hypothesis test carried out, job satisfaction has a strong influence on turnover intention. So it can be concluded that job satisfaction has a negative and significant effect on turnover intention in pharmaceutical personnel in 5 private IFRS in Padang City.

Rijaluddin et al., (2021), also found cases in 292 community pharmacists in East Java Province where job satisfaction had a negative and significant effect on turnover intention with. The same results were also found in pharmacists in Saudi Arabia, where job satisfaction was significantly negative in influencing the occurrence of turnover intention with results (Al-Muallem and Al-Surimi, 20).

The Effect of Burnout on Job Satisfaction

Based on the results of the statistical test, burnout has a significant negative effect on job satisfaction experienced by pharmaceutical personnel. In addition, it was found that burnout has a negative signal coefficient in job satisfaction, the results indicate that when there is an increase in burnout in pharmaceutical personnel, it shows a decrease in job satisfaction assuming that other factors other than burnout are considered fixed or constant and vice versa.

This research is in line with research conducted on a group of nurses where the results of burnout have a negative and significant effect on job satisfaction (Puteri and Syakurah, 2024). This condition is similar to research conducted in China where burnout has a direct and significant negative effect (Wu et al., 2024).

Social Exchange theory states that the relationship between employees and the organization is reciprocal. If the organization creates a supportive environment, gives appreciation and meets the needs of employees, then employees will feel satisfied and reluctant to leave their jobs (Molm, 2010; Wang et al., 2022). SET also explains that the perception of support and fairness from the organization strengthens loyalty, lowering the intention to leave. Studies across various sectors and countries consistently show that job satisfaction has a significant negative effect on turnover intention (Chen et al., 2019; Djaganata & Pusparini; Tran, 2021). Research in Indonesia, especially on startups and professionals, shows a negative influence coefficient between job satisfaction and desire to leave, e.g. $\beta = -0.95$; $t = -20.18$ (JMTT, 2024). Research also highlights that person-organization fit and person-job fit increase job satisfaction which indirectly decreases turnover intention. Employees who are satisfied (e.g. because of a decent salary, good work atmosphere, development opportunities) will form a positive perception of their organization, so that the intention to resign decreases. Conversely, low job satisfaction triggers the search for alternatives, decreases commitment, and increases turnover intention.

The Effect of Burnout on Job Satisfaction-Mediated Turnover Intention

At the indirect influence testing stage, it was also found that the large path coefficient that showed job satisfaction in mediating the relationship between burnout and turnover intention was negative and quite large. So it can be concluded statistically that job satisfaction mediates the effect of burnout on turnover intention. In line with the research conducted with 1,279 health workers from all walks of life, including pharmaceutical workers in primary facilities in China, positive and significant mediation effects were obtained (Ran et al., 2020). This shows that the higher the level of burnout experienced by pharmaceutical or health workers, the job satisfaction will decrease, and this decrease in job satisfaction contributes to an increase in the desire to leave work. Thus, job satisfaction plays an important role as a mediator in the relationship between burnout and job placement intention, which is in line with the theory of Mobley (1977) and Spector (1997) who stated that job satisfaction is an important predictor of turnover intention.

Theoretically, these results are in line with the framework put forward by Mobley (1977) and Spector (1997) that job satisfaction is an important predictor in determining an individual's intention to stay or leave a job. In addition, from the perspective of the job demands-resources model, burnout caused by high job demands without adequate resource support will decrease job satisfaction, which ultimately increases turnover intention. Therefore, it can be concluded that organizational efforts to maintain and increase job satisfaction are very important as a

strategy to reduce the negative impact of burnout on the intention to leave work in pharmaceutical personnel.

Conclusion

Based on the results of hypothesis testing that has been carried out on 118 pharmacy officers in five Private IFRS in Padang. Therefore, conclusions can be drawn from the formulation of the problem proposed in this study: 1) The distribution of respondent frequencies based on characteristics includes the age of the most respondents is <30 years old, women are more dominant than men, with the most unmarried respondent status, the highest level of education is D3 Pharmacy, the most profession is TTK, the most working period with a range of 1-5 years, contract employees are the most employee status, with the dominant salary in the range of Rp 3-5 million, The most working hours are 40-50 hours/week, and respondents are generally not fresh graduate. Burnout conditions of pharmaceutical workers generally experience moderate category burnout in the dimension of emotional exhaustion, heavy category in depersonalization, and medium category in reduce personal accomplishment. The condition of job satisfaction in pharmaceutical personnel in general is moderate. Meanwhile, the condition of turnover intention in pharmaceutical personnel is dominantly low; 2) Burnout has a positive effect on turnover intention in pharmaceutical personnel in several Padang Private Hospital Pharmaceutical Installations. Reducing burnout will reduce the turnover intention of pharmaceutical personnel; 3) Job satisfaction has a negative effect on turnover intention in pharmaceutical personnel in several Padang Private Hospital Pharmaceutical Installations. Increasing job satisfaction will reduce the turnover intention of pharmaceutical personnel; 4) Burnout has a negative effect on job satisfaction in pharmaceutical personnel in several Pharmaceutical Installations of Padang Private General Hospitals. With the increase in burnout, job satisfaction will decrease in pharmaceutical workers.

Burnout affects turnover intention through job satisfaction in pharmaceutical personnel in several Padang Private Hospital Pharmacy Installations. The higher the level of burnout experienced by pharmaceutical workers, the lower job satisfaction, and the decrease in job satisfaction will have an impact on increasing turnover intention.

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